



### **Thompson Rivers University**

Brand Model



## Why create a brand for TRU?

To advance TRU's strategies and priorities.



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#### Our mandate:

- 1. The purposes of the university are
  - a) to offer baccalaureate and masters degree programs,
  - b) to offer post-secondary and adult basic education and training,
  - c) to undertake and maintain research and scholarly activities for the purposes of paragraphs (a) and (b), and
  - d) to provide an open learning educational credit bank for students.
- 2. The university must promote teaching excellence and the use of open learning methods.
- 3. In carrying out its purposes, the university must serve
  - a) the educational and training needs in the region as specified by the Lieutenant Governor in Council, and
  - b) the open learning needs of British Columbia



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### **Our Strategic Priorities:**

- Increasing Student Success
- Increasing Intercultural Understanding
- Increasing Research Capacity
- Increasing Entrepreneurial Capacity
- Increasing Sustainability

#### **Academic Plan Foundations:**

- Inquiry-based and Creative Learning
- Interdisciplinary Studies
- Aboriginal, Local and Global Understanding
- Flexible Learning Options
- Life Long Learning



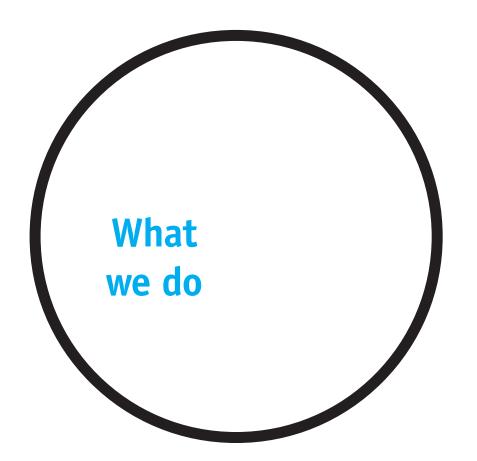
## Why create a brand model?

- Ensures the aspirations for our overarching umbrella brand are defined, agreed and documented
- Defines the principles that create long term emotional connections and trust with our complete audience set across our range of offerings
- Constitutes a brief for developing on-brand actions and determining the appropriateness of initiatives by all contributors to the TRU brand
- Acts as a compass to align our brand's behaviour, collectively driving change in our reputation
- Informs our distinctive messaging, visual language and tone of voice
- Provides a complete dashboard of strategic brand elements to inspire the complete organization
- Unifies and strengthens our individual key areas through strategic alignment

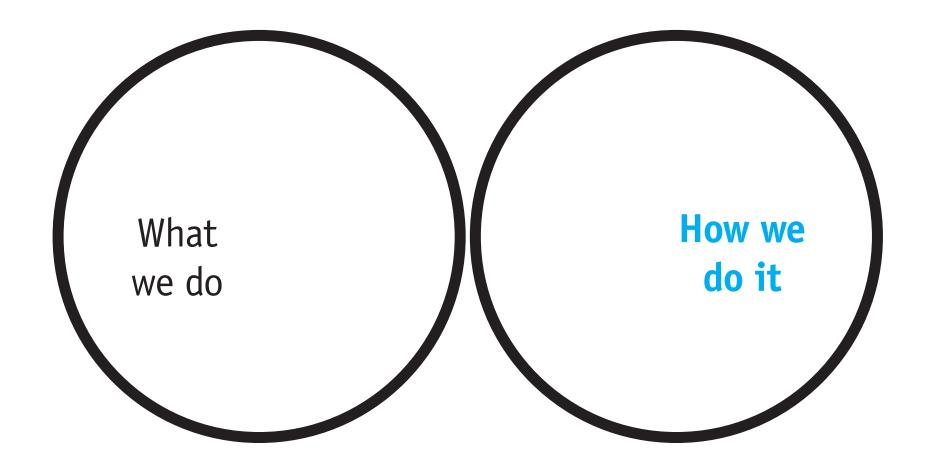


# Our brand is our reputation

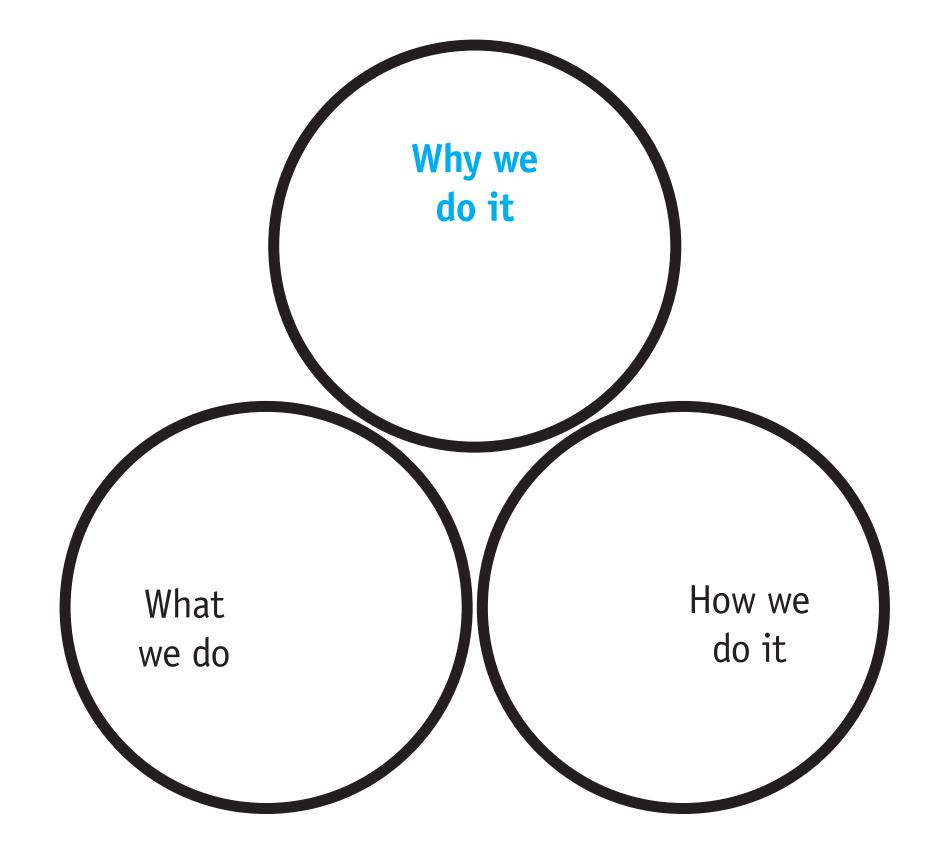




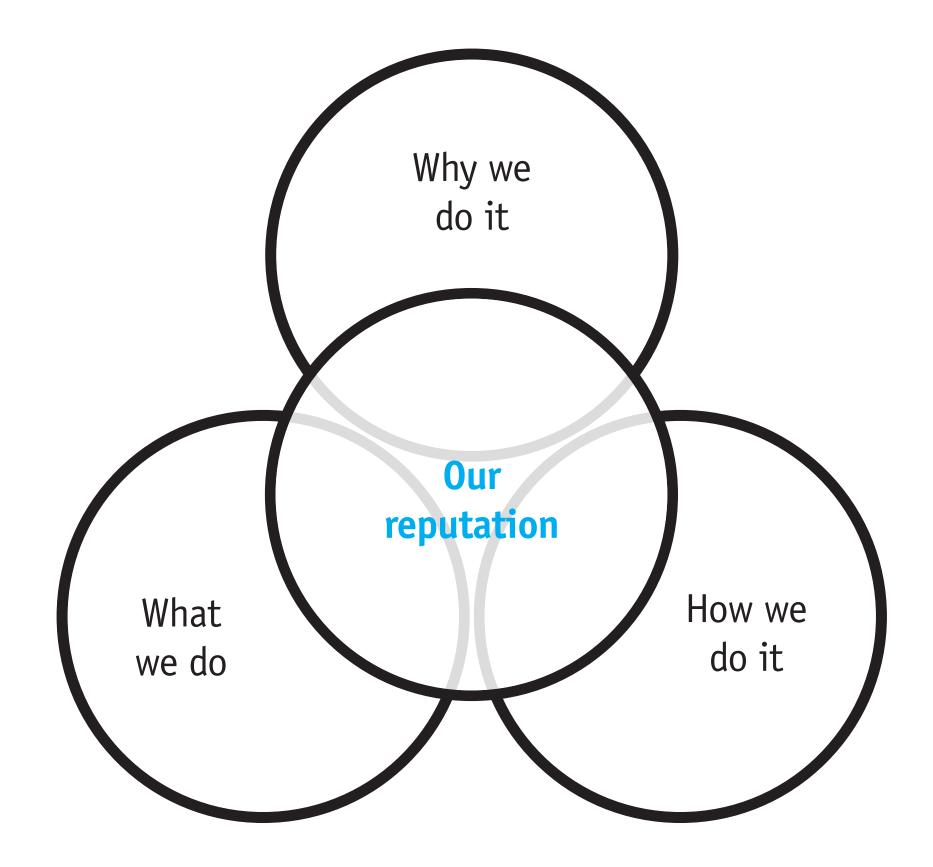




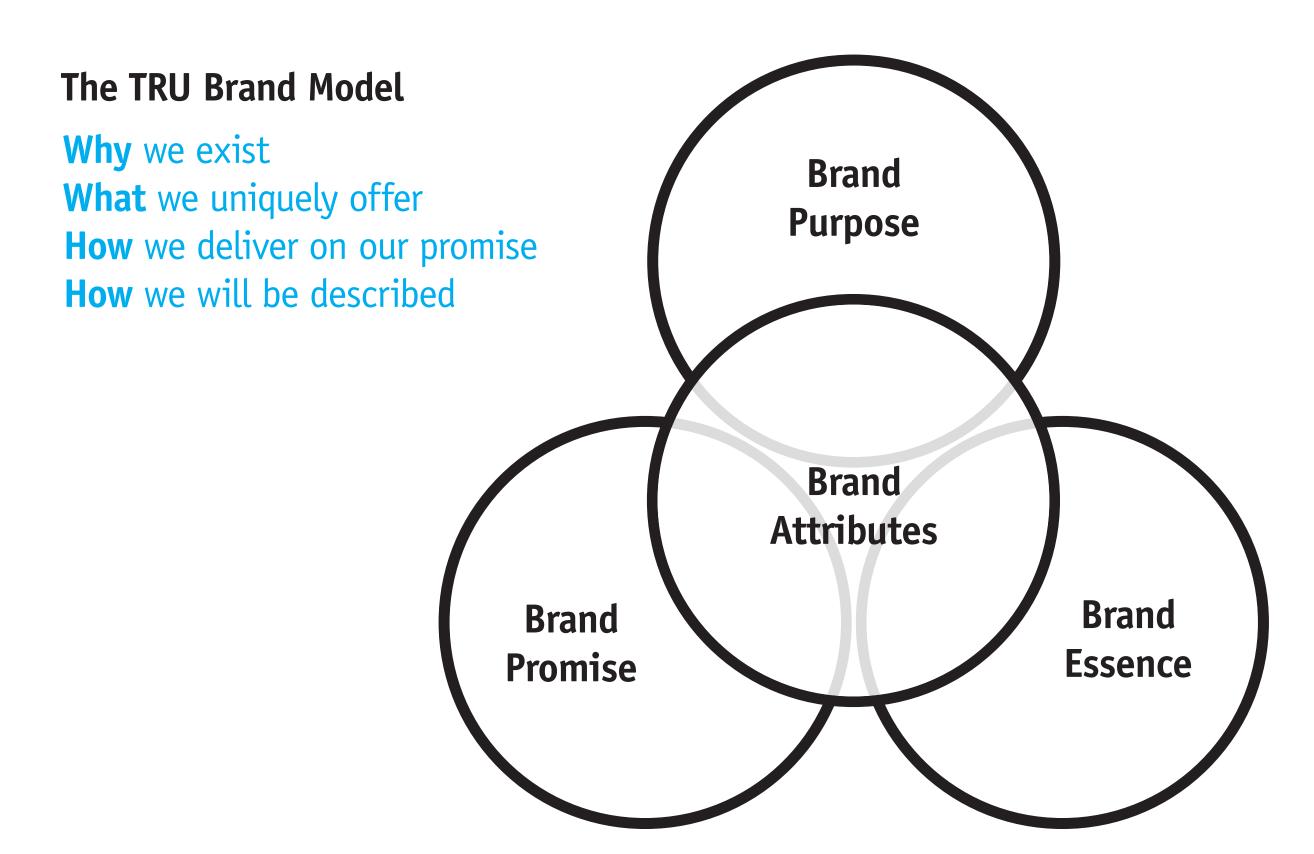














### The TRU Brand Model

#### **The Brand Purpose**

Why does our brand do what it does?

Our purpose gives meaning to why TRU exists for our complete audience set

It defines our reason for being that galvanizes staff to be our greatest believers and students/stakeholders to remain unwaveringly committed and engaged

It is our emotional point of reference

#### **The Brand Promise**

What unique, defining end-benefit does the TRU brand deliver?

Our promise lies at the heart of our audience proposition

It is supported by facts and assets as reasons to believe

Our strategic point of reference

#### **The Brand Essence**

How does the TRU brand deliver on its promise and fulfill its purpose?

Our essence is the central organizing thought that drives our brand personality

It is the golden thread that runs through all of our output

Our creative point of reference

#### **The Brand Attributes**

What do we want to be known for?

First we identify, understand and define our audience needs and wants

Then we map out a set of attributes that successfully respond to the identified needs

Once our audience starts describing us in this way, we know we are living our brand and fostering our desired reputation

The external ramifications of our brand



### To get there...

### We need to:

- Understand our status quo
- Uncover our opportunity

### and then:

Unleash our untapped potential



### Our status quo

### **Discovery Research**

- Preliminary Brand presentation at 2014 In-Service day to approx. 350 staff
- Online Brand survey with input from 739 students, faculty, staff, alumni, community with over 6,000 individual comments
- 16 Brand consultation sessions encompassing 450 individual stakeholders
- A Brand Town Hall attended by 106 people
- Brand discovery session with 9 students, faculty, staff, alumni and community members
- Brand definition session with 17 students, faculty, staff, alumni and community members



### **Key areas of strength: OPENNESS**

"...internationally accepting..."

"Affordable tuition and book rates"

"Easy access"

"Allows me to pursue higher education locally"

"Provides a welcoming, down-to-earth learning environment"

"Is both accessible and maintains dignity of education"

"Ability to ladder into different programs"

"...very good for people with disabilities..."



### **Key areas of strength: OPENNESS**

- Open Access welcomes and serves learners of all abilities, backgrounds, cultures and aspirations through diverse program choices on campus and online
- Open Learning mandate to serve regional and provincial open learning needs and to provide an open learning credit bank
- Open borders TRU learners can study and even graduate abroad
- Open minded continual pursuit of flexible learning paths (e.g. PLAR, laddering, credit bank, interdisciplinary learning, online and on campus) and progressive learning opportunities (student e-portfolios, co-curricular certificates, undergraduate and graduate research, study abroad)



### **Key areas of strength: OPPORTUNITY**

"Programs that lead to viable jobs right after graduation"

"Dynamic and practical program offerings"

"Opportunity for undergraduate research"

"Fantastic technical programs"

"Faculty work closely with students"

"Course fees are reasonable allowing everyone who so desires to have a postgraduate qualification"



### **Key areas of strength: OPPORTUNITY**

- Service Learners of all abilities, backgrounds, cultures, needs and aspirations are supported by a community committed to helping them meet goals and expand dreams
- Learning Lifelong learning provided by diverse programs with laddering, all grounded in meaningful relationships between faculty and students
- Career readiness workplace-ready programs (trades, certificates, diplomas), experiential learning (undergraduate research, volunteer and club involvement, paid co-ops, e-portfolios, co-curricular certificates, Study Abroad) and intercultural competency (learning with and from students representing 85 countries and 17+ Aboriginal communities)
- Value the mandate of serving the needs of the region through mutually beneficial industry and community partnerships



### **Key areas of strength: DIVERSITY**

"Breadth/variety of program options"

"Compact, yet tons of schooling options"

"Connects with community and alumni"

"Enticing [to] international students"

"Diverse programs: arts, science, trades and vocational programs"

"Focus on global competence (i.e. exchanges, study abroad, high international student population)"

"Indigenous cultural influence from many different traditions"



### **Key areas of strength: DIVERSITY**

- Diverse programs— a unique mix of more than 140 programs on campus, 57 programs and 600 courses online and levels from upgrading up to professional and masters degrees
- Diverse learning paths laddering, PLAR, credit bank, interdisciplinary, face to face /online or blended options, credit and credit-free options
- Diverse learners from local, national, indigenous and international communities: representing many abilities, backgrounds, cultures, needs and aspirations
- Service Learners have access to choices, support and a community that collaborates to help them achieve goals and expand dreams
- Diverse locations Kamloops, Williams Lake, 4 regional centres, offshore and global through Open Learning, TRU World



### **Key areas of strength: COMMUNITY/CONNECTION**

"The smaller sized classes and campus create beneficial interactions amongst departments"

"Kamloops has become a vibrant city with culture, arts, and outdoor opportunities galore"

"It has an excellent reputation with the community"

"Gives a more personal approach to post-secondary education"

"...relationships developed with faculty and industry members..."

"Most staff are helpful, engaging atmosphere"



### **Key areas of strength: COMMUNITY/CONNECTION**

- Our history 45 years of serving the needs of the region (Cariboo College, UCC, TRU), 39 years of offering Open Learning in BC, 25 years on-the-ground in Williams Lake
- Our collaborations Strong connections to industry, community and educational partners (locally, nationally, worldwide) through research and other collaborative ventures
- Our students and alumni TRU's excellence is embodied in the students who volunteer and work in co-op postings, and the alumni who graduate into (and contribute to) workplaces and communities worldwide
- Our commitment in every corner of this institution (academic and administrative, local and afar) TRU is dedicated to our diverse community of students



### Our opportunity

Distinction delivered through emotion.

We all evaluate with the head, and decide with the heart.



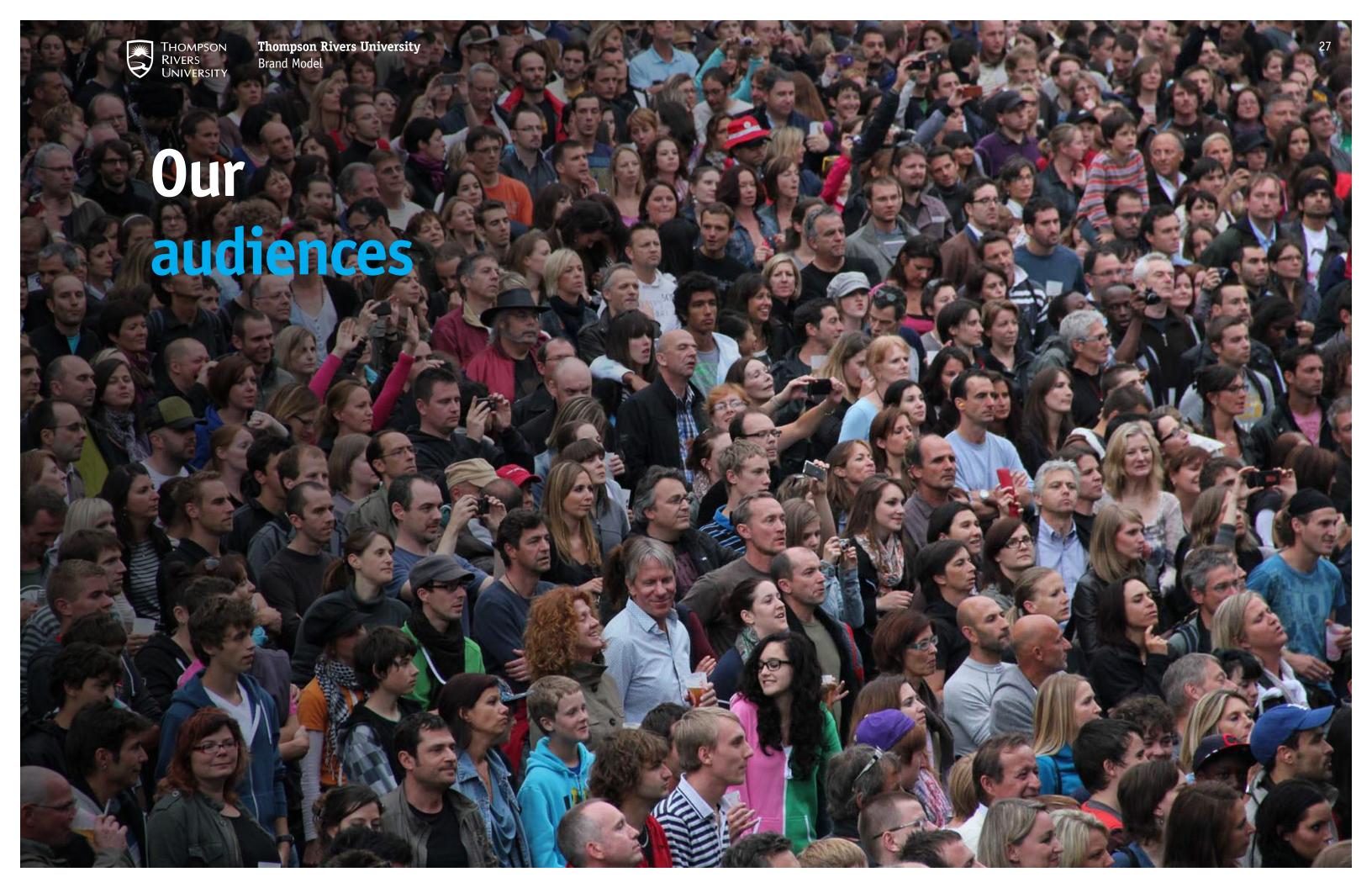
### Our opportunity

To lead with a **distinctly emotive draw**, while leveraging our identified strengths as **rational proof-points**, thereby supporting our **credible** participation in modern higher education.



### Our opportunity

To ensure the emotive draw and supporting reasons to believe are **meaningful**, we need to understand what truly resonates with our complete audience set.





### Our audiences

### Two main categories of existing and prospective audiences:

### **Groups in Service**

Faculty Members
Staff Members
Board members

### **Groups Served**

Undergraduate students

Graduate students

Campus students

Open Learning students

International students

Parents/guardians

Alumni

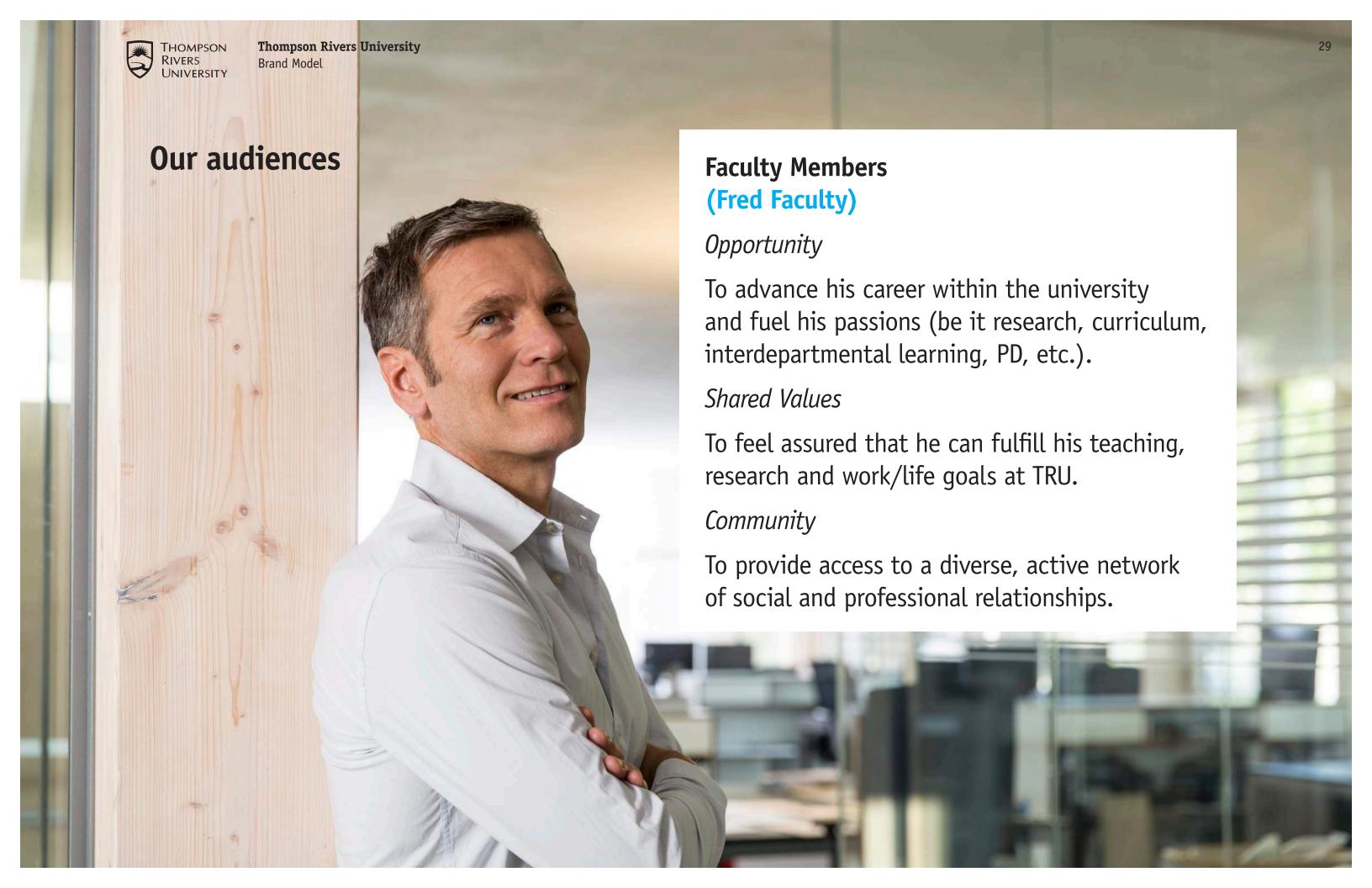
Regional employers

Personal/corporate donors

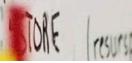
Media representatives

Government

Each audience category has its own objectives and needs to be satisfied in different ways.



### Our audiences



#### **Staff Members**

(Sonya Staff Member)

Lifestyle

To achieve an appealing work/life balance, through an active community and inspiring surroundings.

### Support

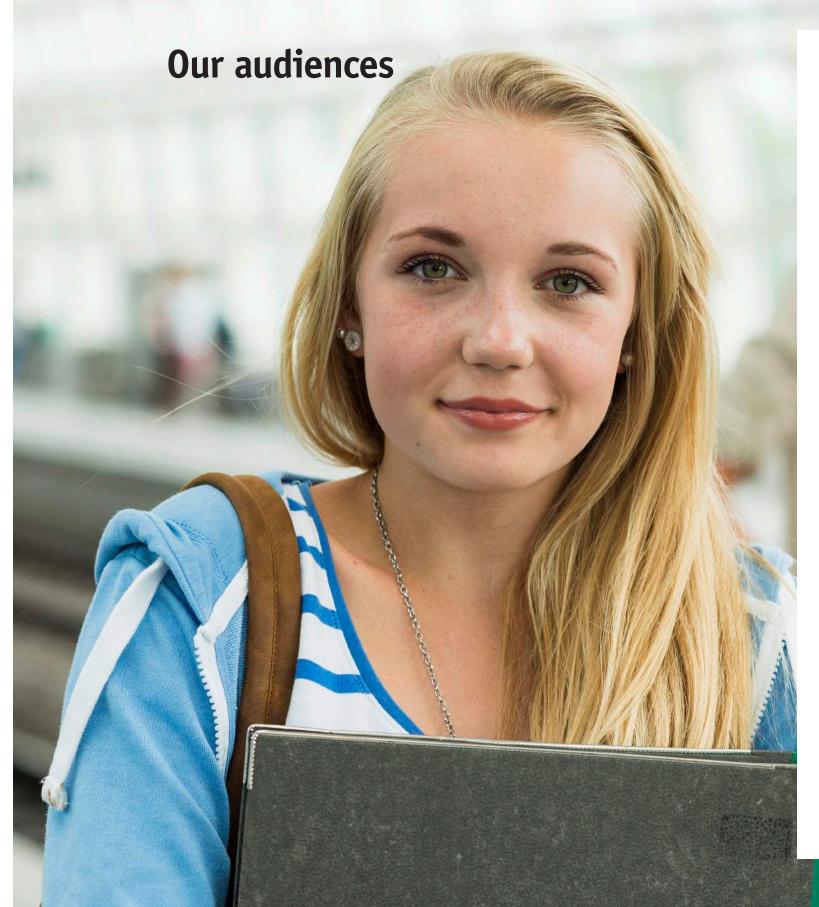
To feel supported both personally and professionally by TRU and her network of co-workers.

### **Opportunity**

To know that there is a potential for growth in her role, and enough challenge to keep her stimulated.







### **Prospective Undergrad Students**

(Hailey High School)

#### Social Cachet

To know that she will be immersed in a rich and exciting social circle within TRU – facilitated through an active campus, clubs & associations, events and more.

### Confidence

To ease her transition into adulthood and university life – characterized by a supportive administration, access to advisors and faculty members, and understanding of her social and academic needs.

### Quality

To demonstrate that she is receiving value, she needs to feel that TRU provides accessible, flexible, and engaging programs – with real outcomes.

### Our audiences

### **Prospective Graduate Students**

(Gordon Grad)

**Opportunity** 

To access professional support (academic and funding) and participate in thought leadership and applied research to advance his career.

### Diversity

To feel that he will be exposed to a wide range of intercultural and interdisciplinary thought leaders, and that his perspective will be valued and respected amongst them.

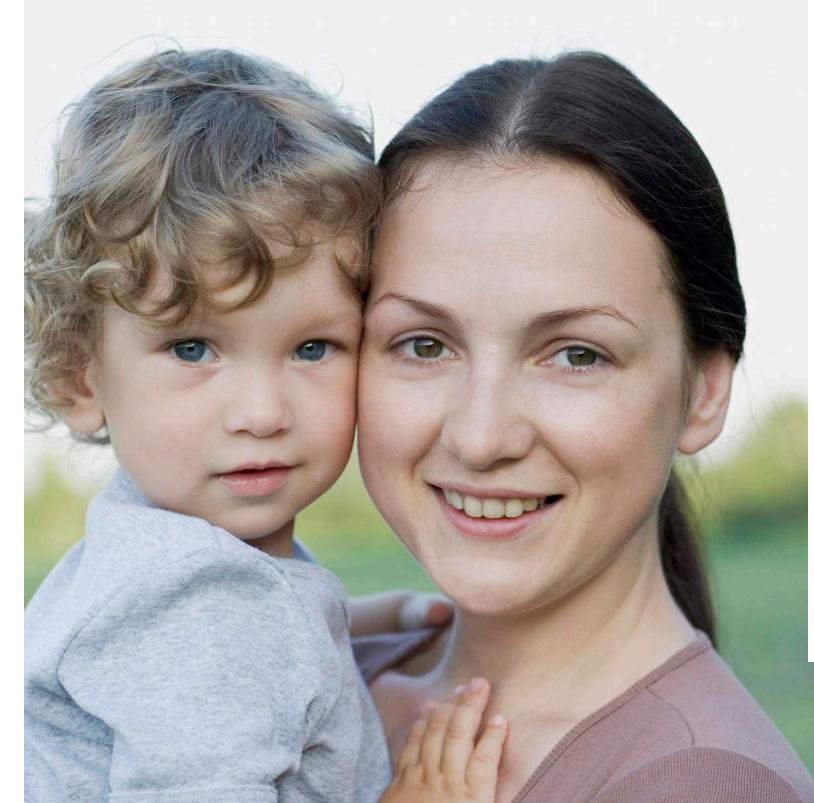
#### Connection

To feel secure in the TRU community, and know that his ties to his traditional roots are recognized and valued.





### **Our audiences**



### **Prospective Open Learning Students**

(Olivia Open Learner)

Flexibility

To feel confident that the program can accommodate her prior learning and current lifestyle demands.

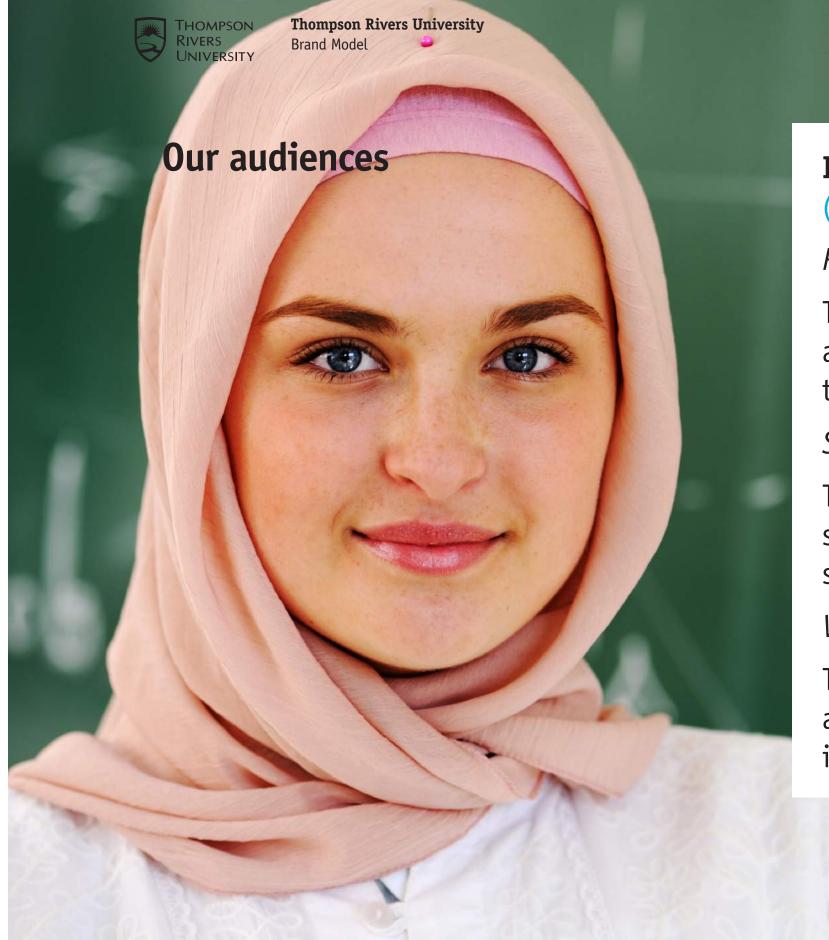
Credibility

To counter any reputation concerns that online learning might carry with it – she wants credentials that carry weight and contribute to increased career success.

Support

To feel that her unique needs are recognized, and to help guide her through her course of study remotely but effectively.





#### **International Recruits**

(Indira International Recruit)

#### Pride

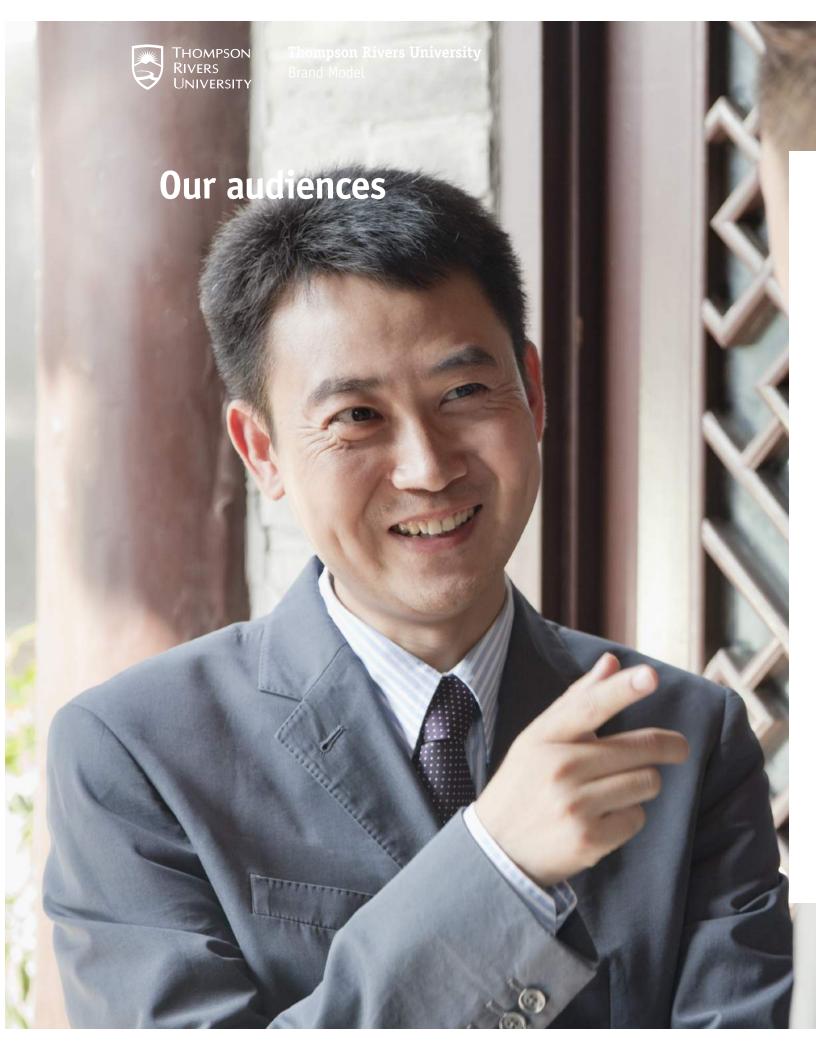
To feel proud in her choice of institution; an authentic Canadian university that exposes her to a wide range of opportunities.

### Support

To provide enough structure to feel at home and safe in her environment, through faculty and staff that respect her culture and background.

#### Value

To know that she will receive a credible education and experience in exchange for the considerable investment she or her family made to attend TRU.



### **Regional Employers**

(Liang Regional Employer)

Well-rounded employees

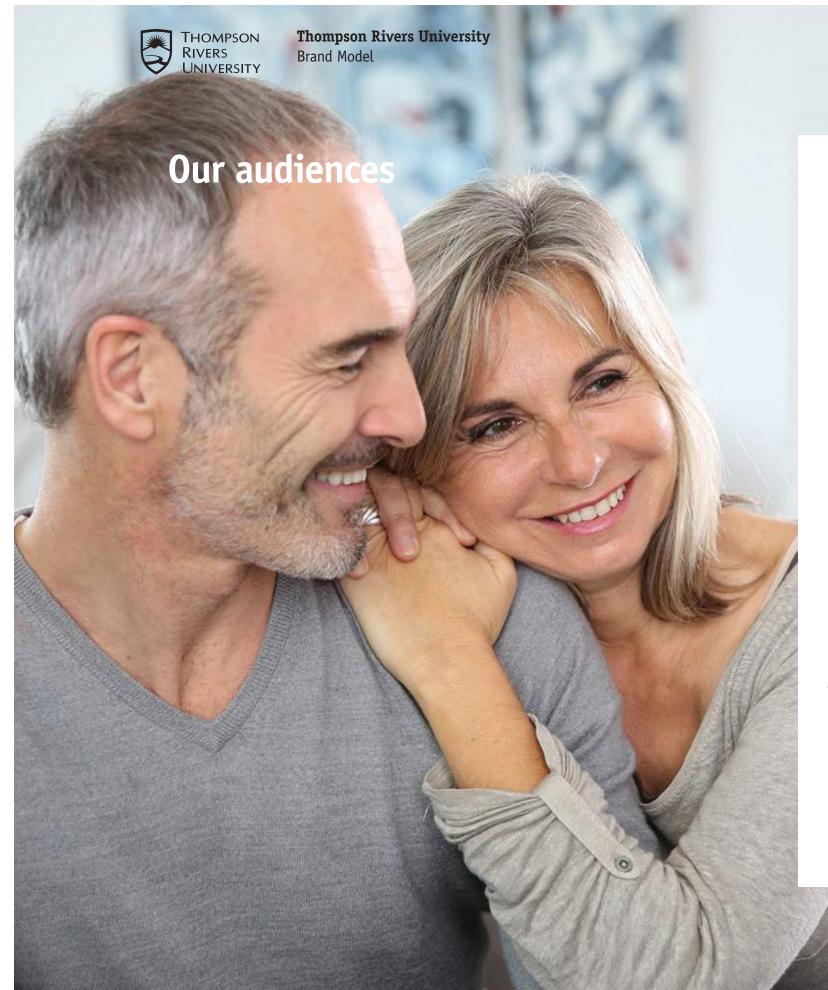
To know that a TRU graduate brings more than degree credentials – they come with a broad skill set that includes soft skills as well as technical capability.

**Opportunity** 

To provide him with areas to advance his own research and career, give back to the community, and establish long-term partnerships.

Objective leadership

To know that TRU can be called upon as the primary source for objective opinion and expertise in industry/community debates.



### **Personal/Corporate Donors**

(Donna and Dave Donor)

Legacy

To feel that their donation provides longterm value for the institution, and that their contribution will help future generations achieve the same level of success that they have.

Recognition

To provide validation for their efforts, which will reflect well on them both socially and professionally.

*Involvement* 

To know that they are now active members of the TRU community, and included in events, news, and updates. To be able to see their donation in action.



#### **Our audiences**

## Jointly they share common needs

#### A need for:

Opportunity

Support

Flexibility

Connection

Credibility



Themes have emerged relating to our core audiences' needs.

We are now able to derive attributes that respond to those needs.

How do we want to be described?



| Opportunity  | Support   | Connection   | Flexibility   | Credibility   |
|--|---|--|---|---|
| Growth-oriented Enabling Facilitating Rewarding Effective Risk-taking Sustainable Innovative Entrepreneurial Intrapreneurial Experiential Valuable Real Transparent Creative Unexpected Courageous Meaningful Purposeful | Nurturing Supportive Understanding Compassionate Respectful Motivating Encouraging Empathetic Caring Aware Hands-on Understanding Personalized Relatable Empowering Guiding Mentoring Inspiring Dedicated Committed | Integrated Entertaining Attractive Collaborative Social Communicative Proud Engaging Real Stimulating Multicultural Global Dynamic Contributing Passionate Community- focused Valued Welcoming Inclusive | Diverse Balanced Comprehensive Nimble Unconventional Accessible Open-minded Open Supportive Realistic Attainable Affordable Breadth Boundless Interdisciplinary Limitless Multifaceted Diverse Creative | Experienced Expert Contextual Informed Reflective Authentic Appealing Leading Ambitious Pioneering Visionary Accountable Relevant Reputable Quality World-class Influencing Knowledgeable Comprehensive Solid |
|  |   |  |   | Objective   |

<sup>\*</sup>Source: Brand Definition Workshop



| Opportunity     | Support           | Connection    | Flexibility       | Credibility   |
|-----------------|-------------------|---------------|-------------------|---------------|
| Growth-oriented | Nurturing         | Integrated    | Diverse           | Experienced   |
| Enabling        | Supportive        | Entertaining  | Balanced          | Expert        |
| Facilitating    | Understanding     | Attractive    | Comprehensive     | Contextual    |
| Rewarding       | Compassionate     | Collaborative | Nimble            | Informed      |
| Effective       | Respectful        | Social        | Unconventional    | Reflective    |
| Risk-taking     | Motivating        | Communicative | Accessible        | Authentic     |
| Sustainable     | Encouraging       | Proud         | Open-minded       | Appealing     |
| Innovative      | Empathetic        | Engaging      | Open              | Leading       |
| Entrepreneurial | Caring            | Real          | Supportive        | Ambitious     |
| Intrapreneurial | Aware             | Stimulating   | Realistic         | Pioneering    |
| Experiential    | Hands-on          | Multicultural | Attainable        | Visionary     |
| Valuable        | Understanding     | Global        | Affordable        | Accountable   |
| Real            | Personalized      | Dynamic       | Breadth           | Relevant      |
| Transparent     | Relatable         | Contributing  | Boundless         | Reputable     |
| Creative        | <b>Empowering</b> | Passionate    | Interdisciplinary | Quality       |
| Unexpected      | Guiding           | Community-    | Limitless         | World-class   |
| Courageous      | Mentoring         | focused       | Multifaceted      | Influencing   |
| Meaningful      | Inspiring         | Valued        | Diverse           | Knowledgeable |
| Purposeful      | Dedicated         | Welcoming     | Creative          | Comprehensive |
|                 | Committed         | Inclusive     |                   | Solid         |
|                 |                   |               |                   | Objective     |
|                 |                   |               |                   | =             |

<sup>\*</sup>Source: Brand Definition Workshop



Needs:

**Attributes:** 

Opportunity

Purposeful



Needs:

**Attributes:** 

Opportunity

Purposeful

Support

Empowering



**Needs:** Attributes:

Opportunity Purposeful

Support Empowering

Connection Collaborative



Needs:

Opportunity

Support

Connection

Flexibility

**Attributes:** 

Purposeful

**Empowering** 

Collaborative

**Open** 



Needs:

Opportunity

Support

Connection

Flexibility

Credibility

**Attributes:** 

Purposeful

**Empowering** 

Collaborative

**Open** 

Visionary



Our key strengths of openness, opportunity, diversity and community /connection result in TRU being described as:

#### **Attributes:**

Purposeful

Empowering

Collaborative

**O**pen

**Visionary** 

As a set they reinforce a meaningful, credible and distinctive reputation.



## Purposeful

We were built on a foundation of purpose - it's within our roots and also our mandate. Our environment, our programs, our delivery options, exist as part of a bigger design. One where a drive to learn, grow, and reach your potential is valued beyond anything else. Each decision we make builds on this design, ultimately providing relevant opportunities for our students and stakeholders alike. In this, we are purposeful.

"I am looking forward to doing all my career development and post-bacc courses with TRU."

"[TRU needs to] stay true to the **focus on student success.**"



## **Empowering**

We teach, guide and support students and stakeholders to take ownership over their future. We are hands-on but not handholding, mentoring but not overbearing. We prefer to enable our students, through experiential education, open learning, strong faculty/student interaction, intercultural understanding, study abroad programs, clubs and more. We strive to give them confidence in their own unique abilities, and motivate them to expand their knowledge both within their program and beyond the textbook. We are **empowering**.

"[TRU produces] quality graduates [that] have turned into leaders in our organization."

"Great selection of distance education courses."

"As an Aboriginal, the Gathering Place really helps out and **feels like home.**"

"Flexibility of courses and the opportunity to ladder."



### Collaborative

To connect people with ideas, experience and progress calls for interaction on all fronts. Open and meaningful interaction between diverse students, faculty, industry, communities and our PSE peers - locally and way beyond. Collaboration creates intersections and dialogue between programs, people and passions that make us stronger. In everything we do, we are collaborative.

"A friendly and culturally diverse campus where **teachers go by their first name.**"

"Faculty members are so eager to help."

"Focused on serving diverse students and subject areas."

"Research at New Gold is just one example of a successful **industry partnership.**"

"Being a founding member of the OERu (Open Education Resource Universitas) is yet another example of TRU's collaboration on a global scale to advancing open education."



### **Open**

In order to be truly accessible, we must think and act beyond the traditional university standards. From an open admission process, to online and distance learning options, to interdisciplinary programs and an intercultural focus - we understand that today's diverse learner thrives on flexibility and our model is built to provide it. Our open minds, call for open arms, welcoming learners of all backgrounds, abilities and means. Therefore, we are **open**.

"[TRU excels in] accessibility (TRU online, transfer students, international students, etc.)"

"Allows busy family oriented individuals a way to learn from home."

"Indigenous cultural influence from many different traditions."

"Teaches **critical thinking** and open-mindedness."



### Visionary

As a young institution, with old roots, we apply confidence and hard work to ambitious decision making and innovative implementation. We are courageous, continuously exploring new methods of serving our learners, employees, partners and the community - and we take pride in being different. To become recognized world-wide as a new model of university, we have to be **visionary**.

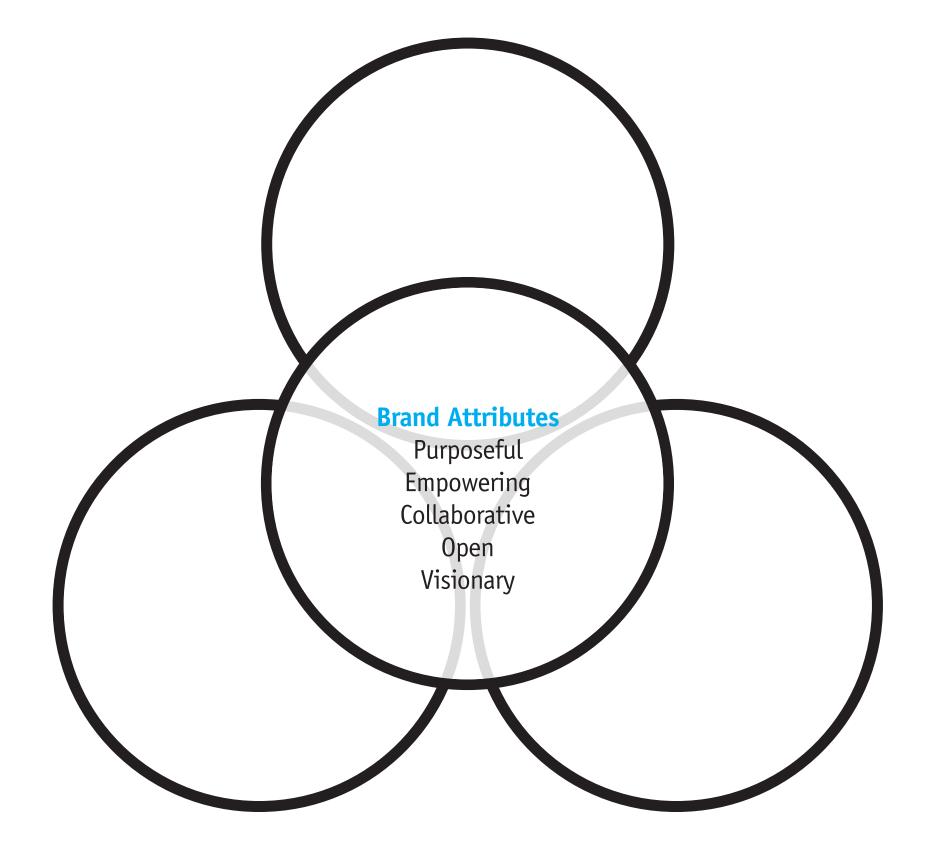
"It is a newer university and more **open to change**, new ideas."

"As a graduate and former faculty member, [TRU] maintains a **focus on quality and excellence.**"

"As a community advocate TRU adds so much to Kamloops & the region."



## Thompson Rivers University Brand Model





#### Why does our brand do what it does?

Our purpose gives meaning to why we exist for our internal and external audiences alike.

It defines TRU's reason for being that galvanizes all of our stakeholders to be our greatest believers and to remain unwaveringly committed and engaged.

It is our emotional point of reference.

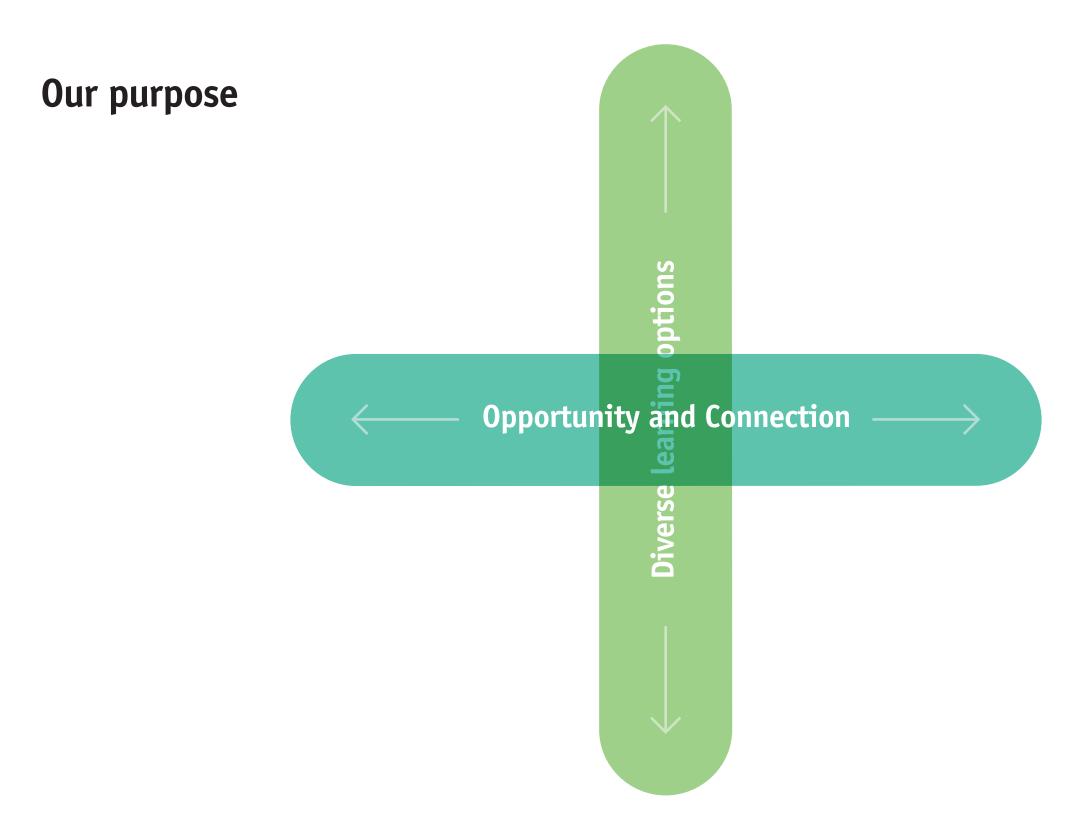


What emotional point of reference drives and produces our areas of key strength?

Openness
Diversity
Opportunity
Community/Connection







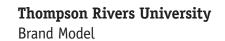
Practical (Applying Knowledge)

#### Our purpose

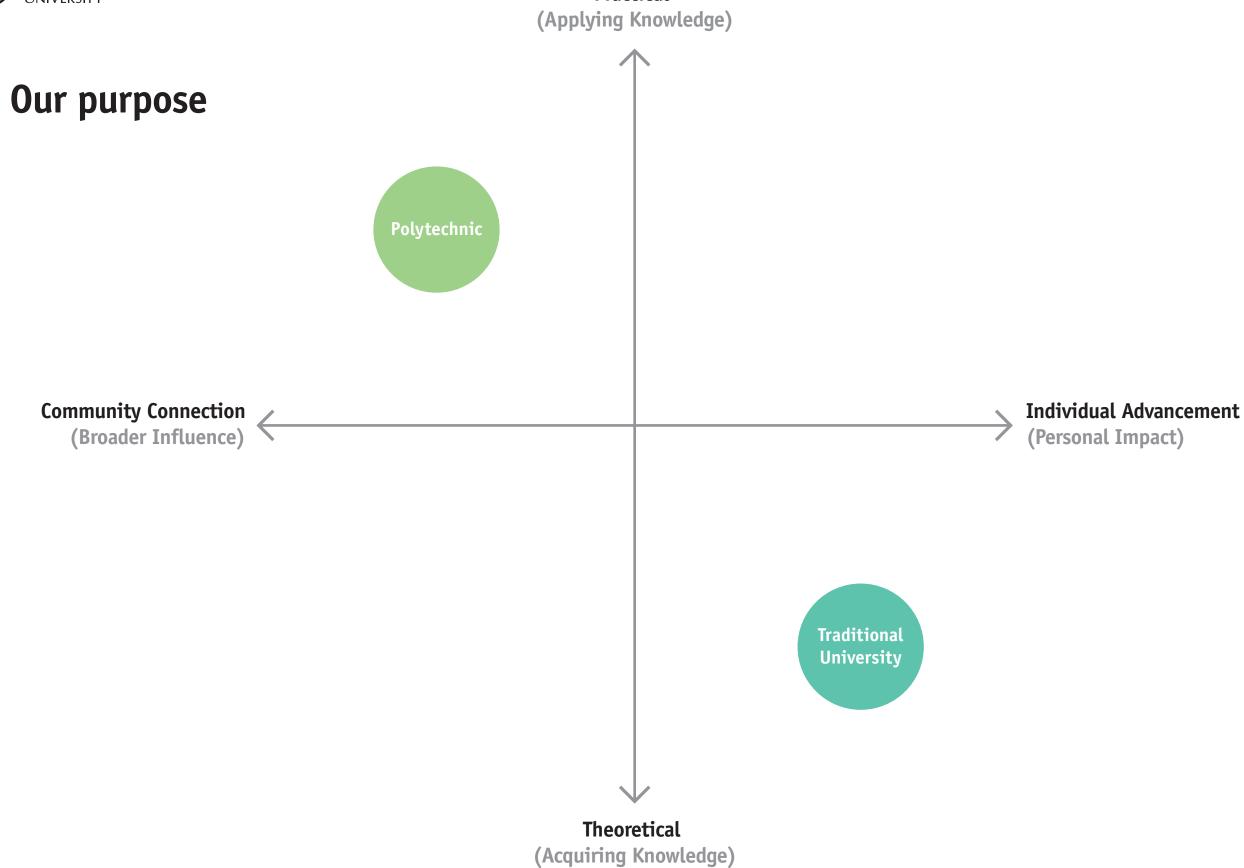
Community Connection (Broader Influence)

Individual Advancement (Personal Impact)

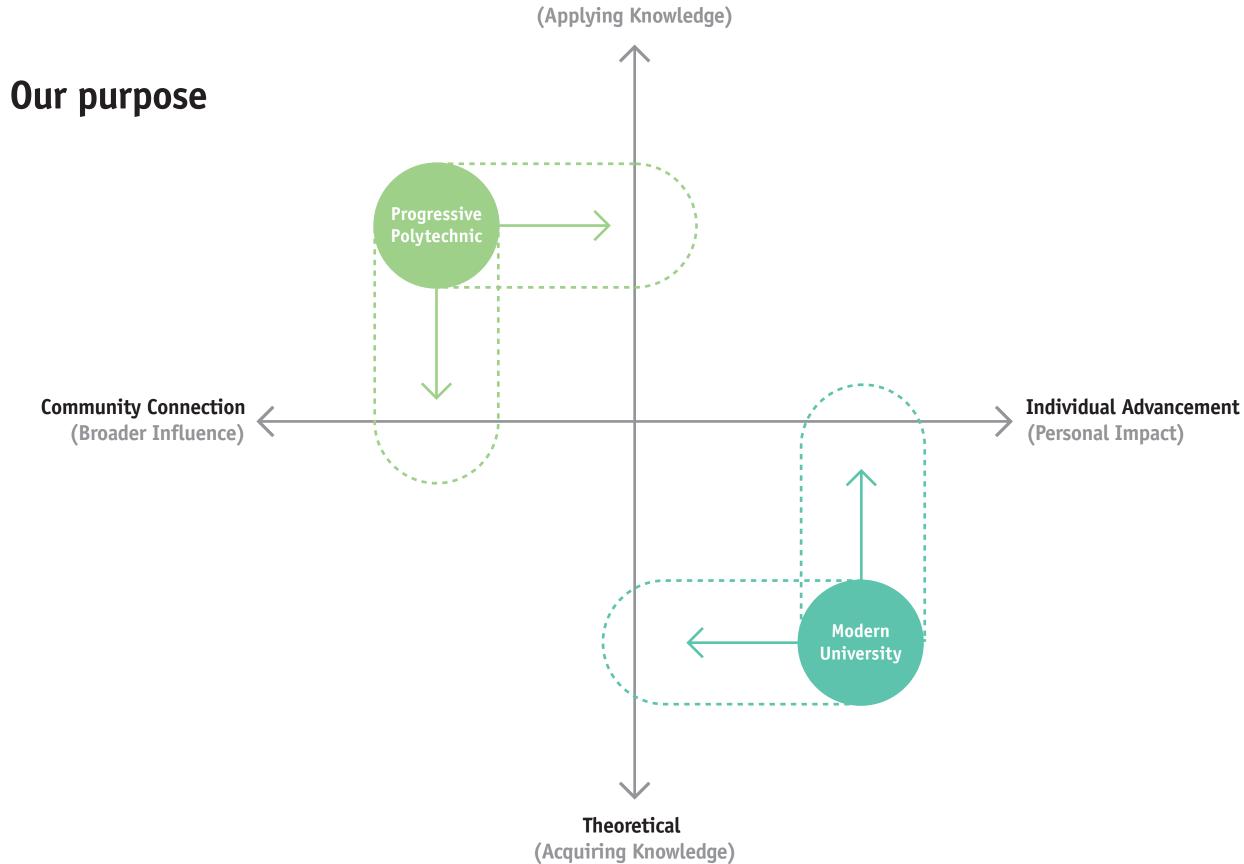
Theoretical (Acquiring Knowledge)



#### Practical

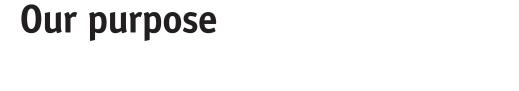


#### Practical

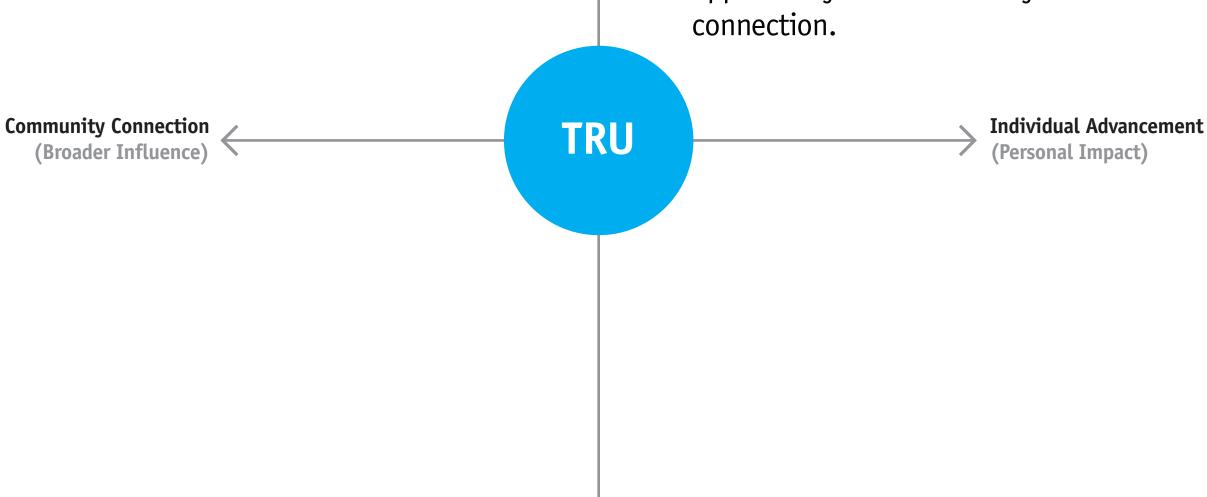


#### **Thompson Rivers University**Brand Model

#### Practical (Applying Knowledge)



An open university at the intersection of diverse learning options, individual opportunity and community connection.



**Theoretical** 

(Acquiring Knowledge)

#### **Practical**

(Applying Knowledge)

YOU

#### Our purpose

Not middle of the road, but in the midst of it all, focused on you. TRU meets you where you are at.

**Community Connection** 

(Broader Influence)

Individual Advancement (Personal Impact)

Theoretical (Acquiring Knowledge)



TRU meets **learners of all styles and backgrounds** where they are at, because...



TRU meets **learners of all styles and backgrounds** where they are at, because...

We believe everyone has it in them.



# We believe in People Potential.

We are inspired by and stand up for people at large. We are all good at something, and we all have the right to enjoy fulfillment. Everyone is entitled to be their best, not just the fortunate few with bigger means and higher capacities.

Whether you're a student, staff, faculty, alumni, board or community member, we all have potential. It just needs to be discovered, and TRU is here to facilitate that journey.

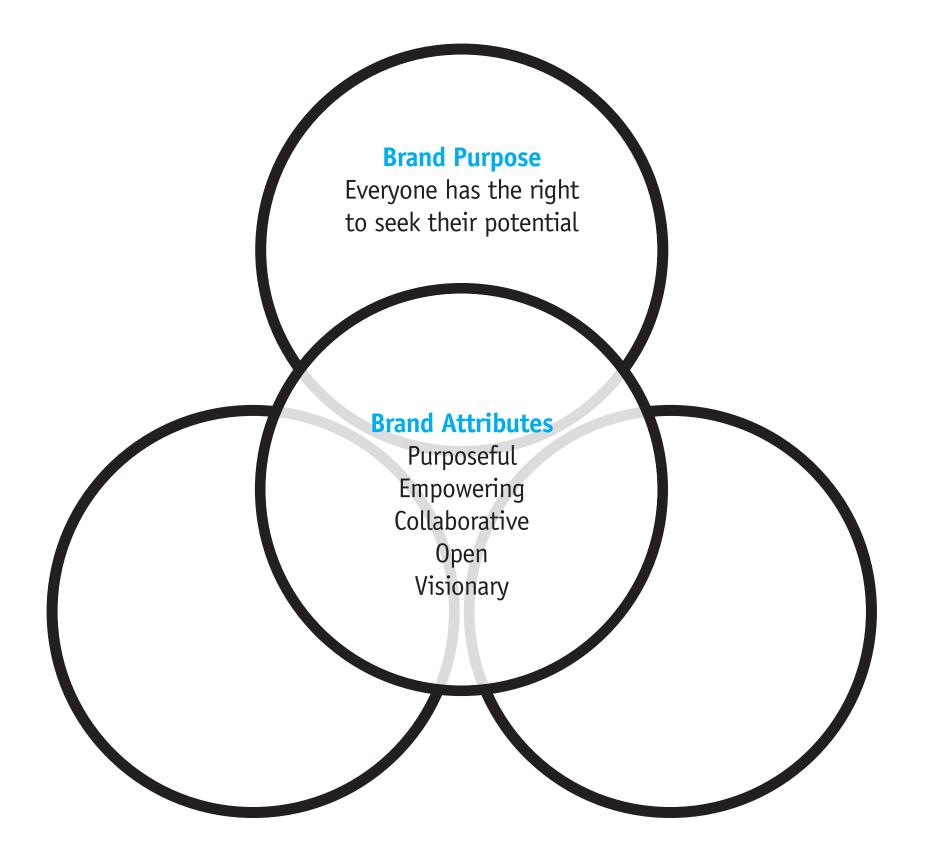


Therefore we exist because...

# Everyone has the right to seek their potential.



Thompson
Rivers University
Brand Model





## What unique, defining end-benefit does the TRU brand deliver?

The promise lies at the heart of our audience proposition.

It is supported by facts and assets as reasons to believe.

Our strategic point of reference.



If we exist to **uncover the potential** of a diverse stakeholder set with varying styles and backgrounds, what does TRU need to offer? Let's take a step back to the beginning of any PSE journey.



The process of selecting higher education, for high school graduates and mature prospects alike, is riddled with uncertainty.



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**Q.** What to study?

**Q.** Where to study?

**Q.** How to study?

**Q.** When to study?

**Q.** Why to study?



The process of selecting higher education, for high school graduates and mature prospects alike, is riddled The with uncertainty

**Q.** How to study?

**A.?** 

prospects alike, is with uncertainty

are unknown, and often remain unknown, even after decisions have been made and studying is underway.

**Q.** Where to study?

**4.** Why to study?



Traditional universities can be a very expensive and demoralizing experiment in finding your calling.

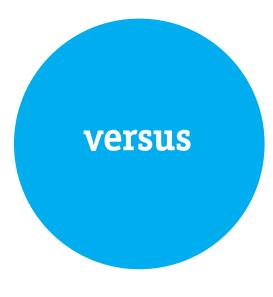
A more rigid, single-track environment only allows you to be...



Traditional universities can be a very expensive and demoralizing experiment in finding your calling.

A more rigid, single-track environment only allows you to be...

what you thought you should be



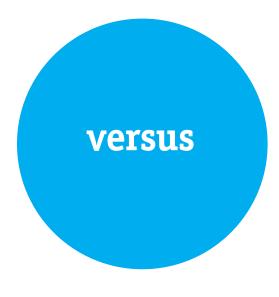
what you could and can be.



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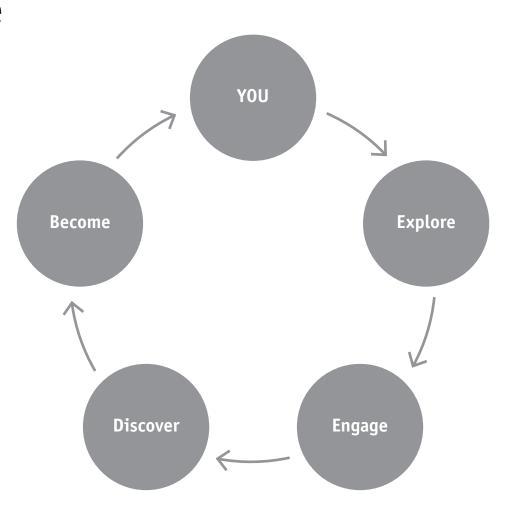
what you could and can be.

TRU is not an experiment, but an experience.



### An experience where...

You are welcomed through more than one door, guided to explore further doors and contribute to creating new doors, all the while seeking and living your potential.





### An experience where...

You are welcomed through more than one door (open), guided to explore further doors and contribute (collaborative) to creating new doors (visionary), all the while seeking and living (empowering) your potential (purposeful).

An experience that continuously reinforces our desired reputation, as we bring our brand attributes to life.



These doors are accessible and valuable through multiple, flexible and credible pathways:

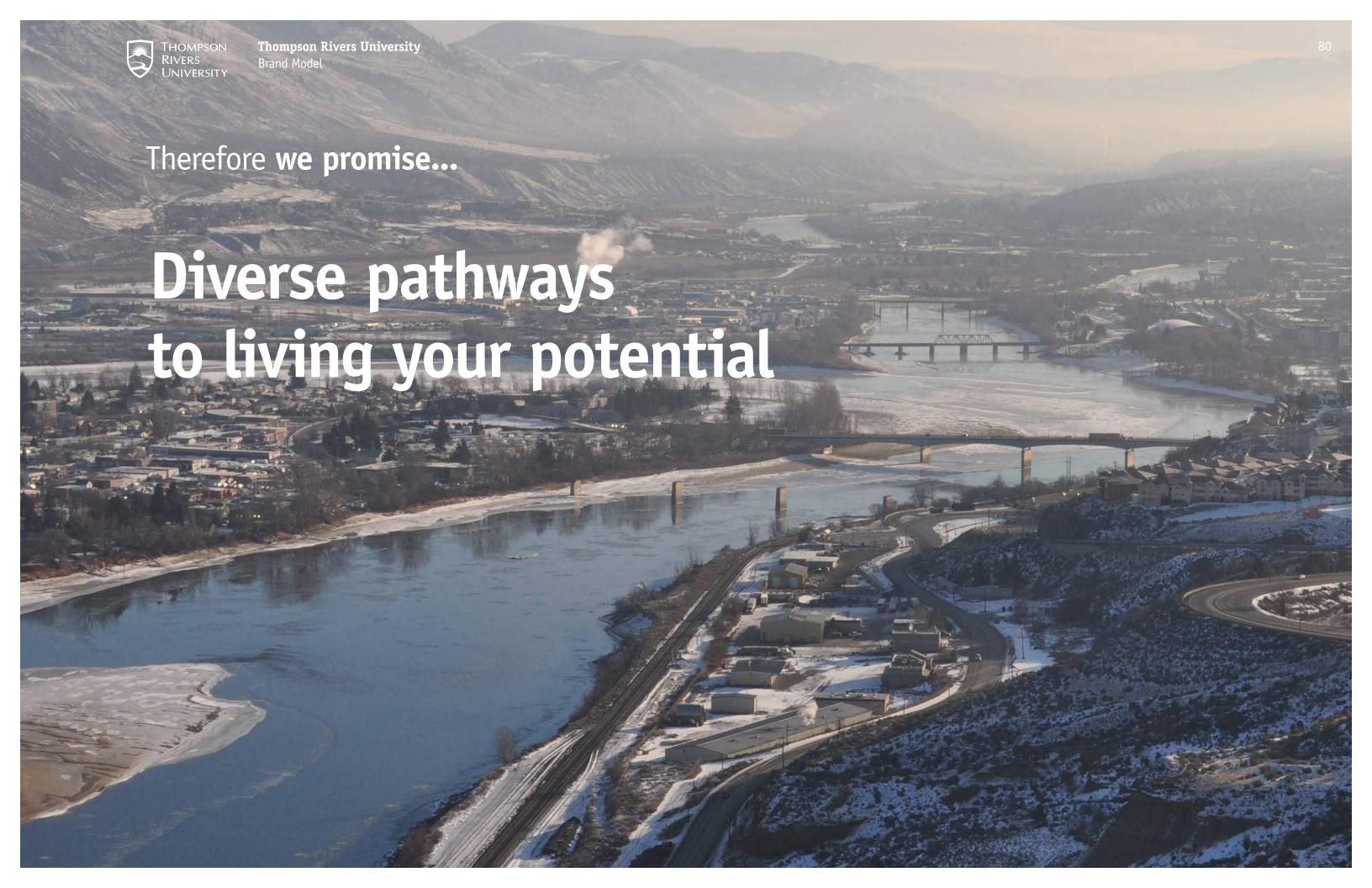
- Our breadth of programming
- Our mix of flexible delivery modes
- Our hands-on approach blended with academic rigor
- Our local, national and international presence and activity
- Our wholehearted dedication to serving students



These doors are accessible and valuable through multiple, flexible and credible pathways:

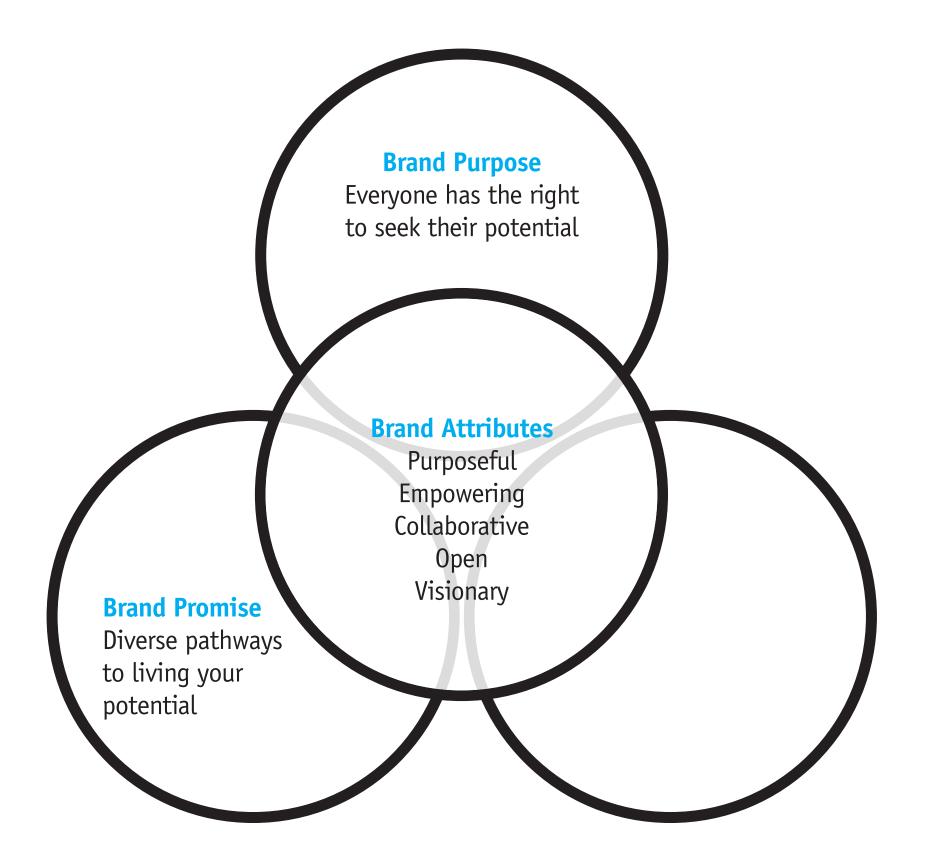
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- Our local, national and international presence and activity
- Our wholehearted dedication to serving students

Through these pathways, we can meet students and stakeholders where they are at, and deliver a personalized journey that empowers them to seek their unique potential.





## Thompson Rivers University Brand Model





### Our essence

## How does the TRU brand deliver on its promise and fulfill its purpose?

Our essence is the central organizing thought that drives our brand personality.

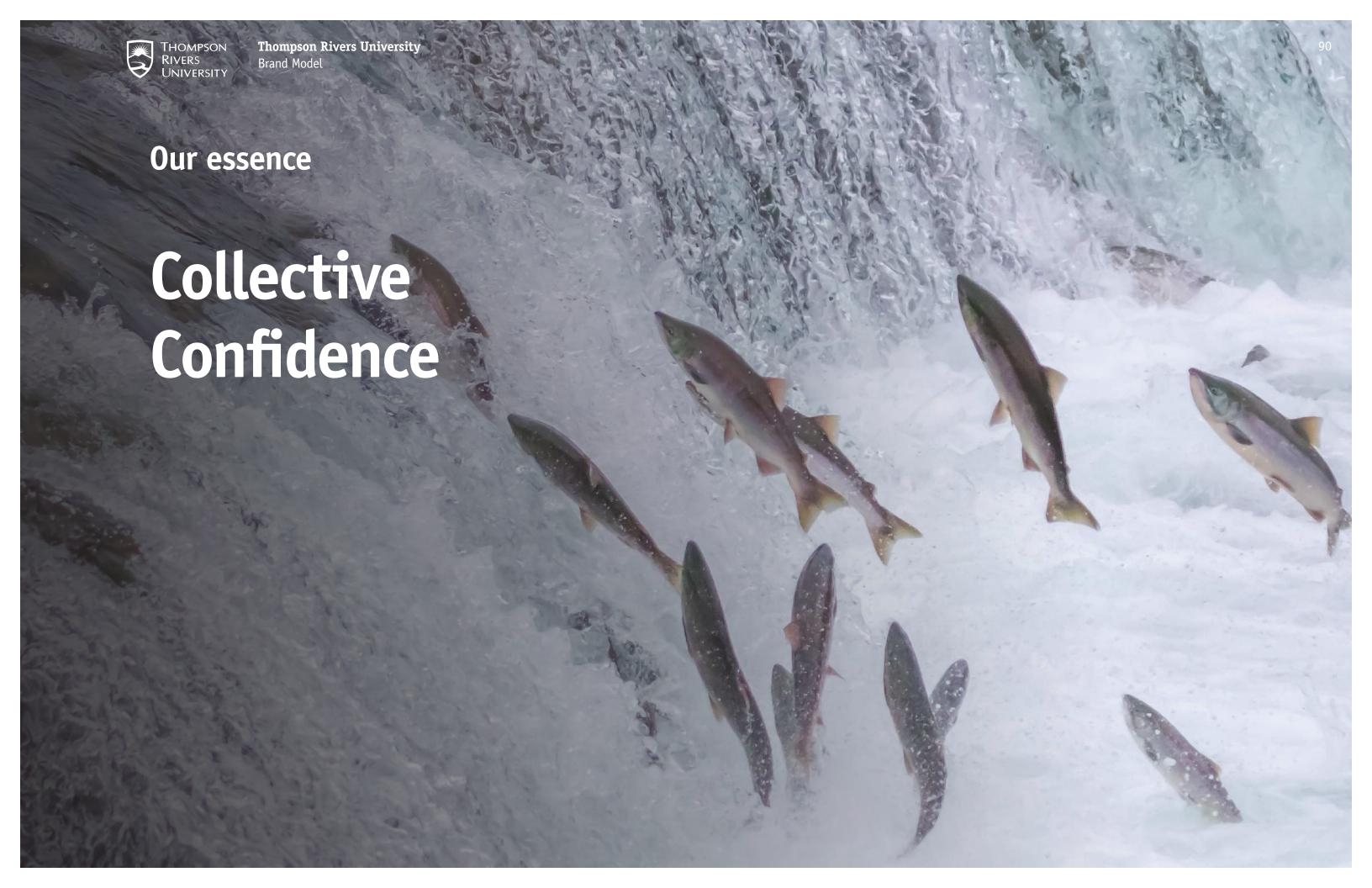
It is the golden thread that runs through all of our output.

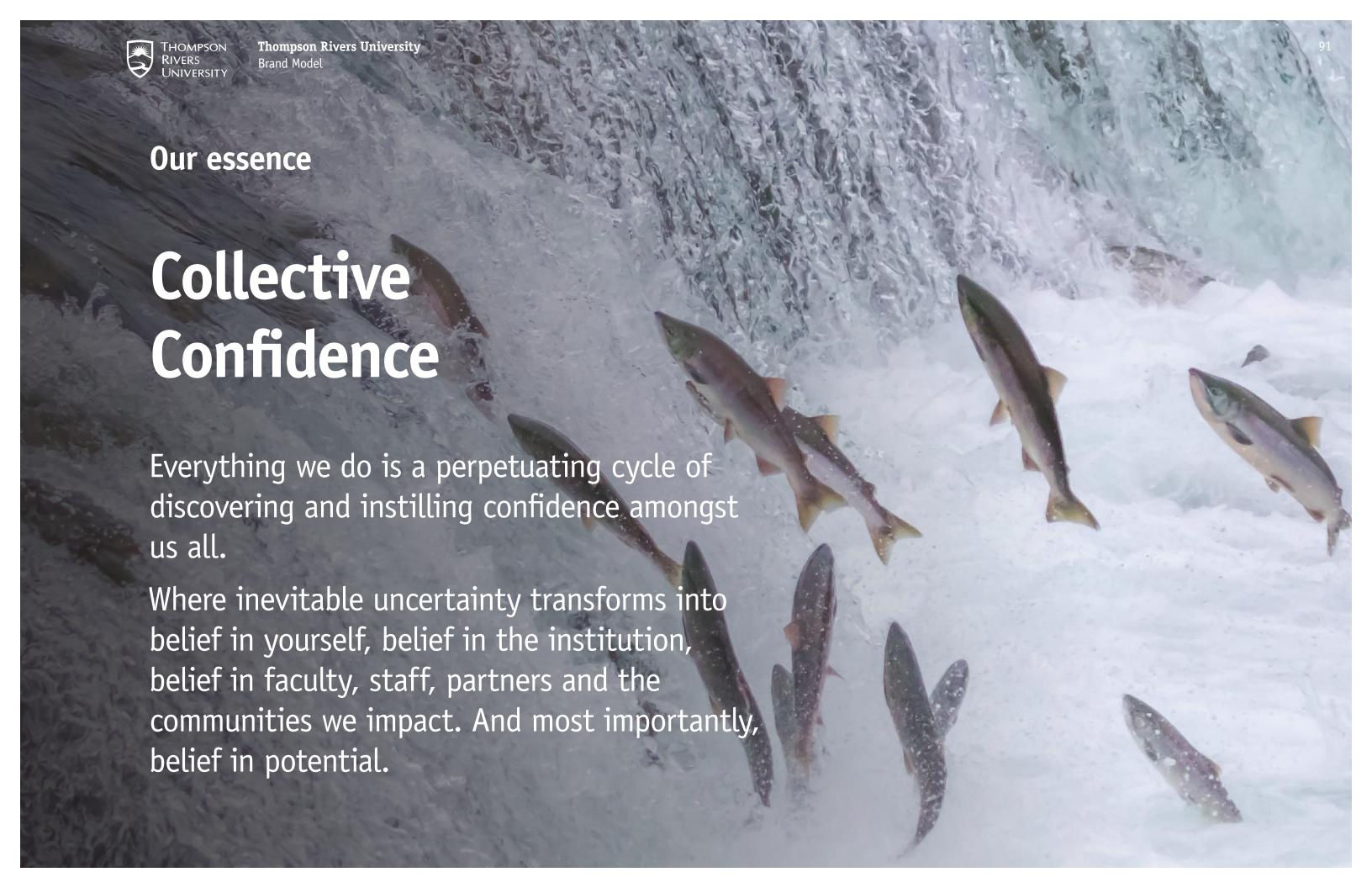
Our creative point of reference.

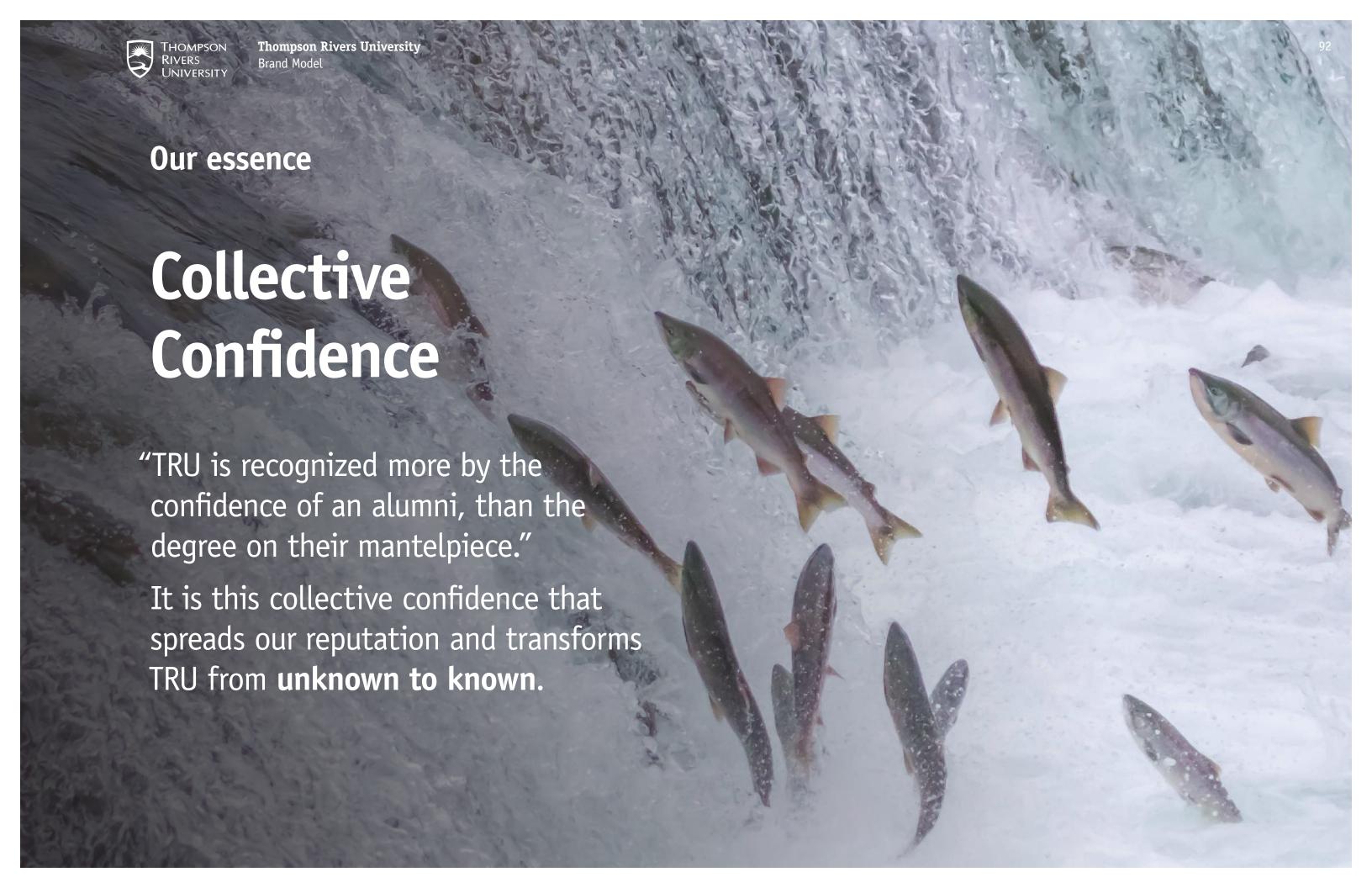
## "A big fish in a small pond"

An empowered feeling expressed by students, staff, faculty and alumni, experienced initially at TRU and carried forward into the wider world.

Big fish in small ponds are recognized for the impact they have, with respect and support from their community.

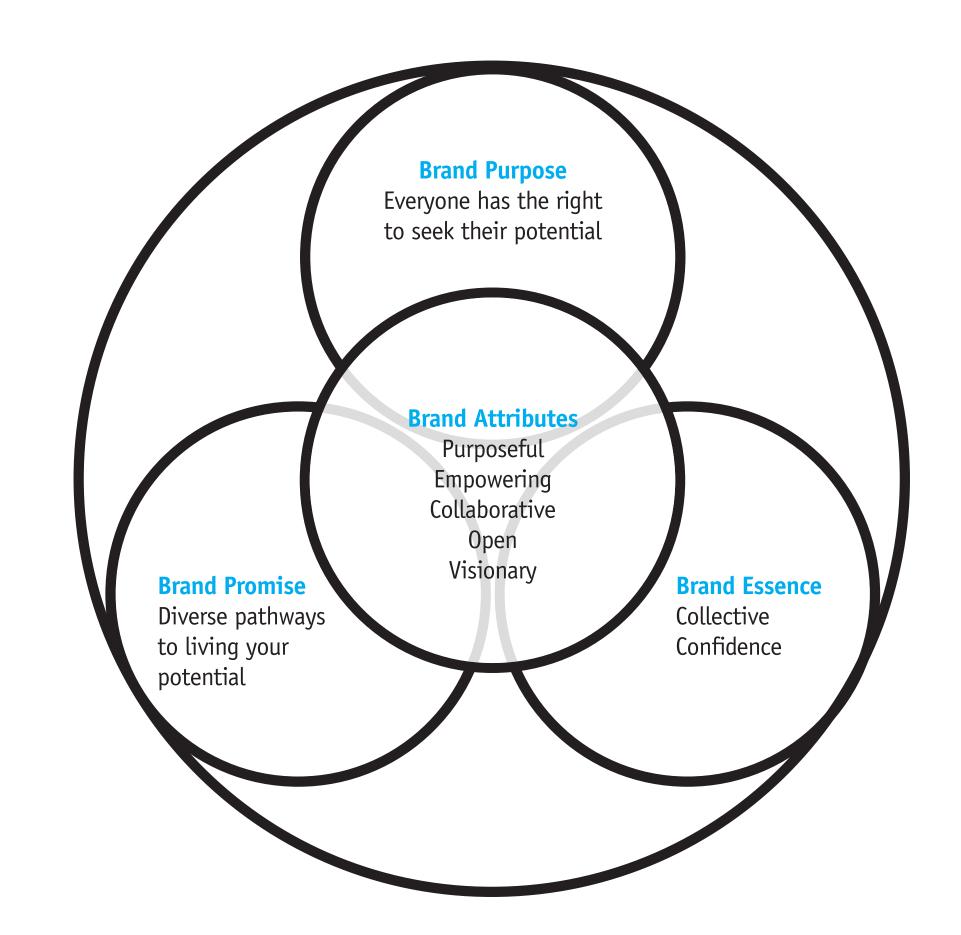








## Thompson Rivers University Brand Model





Thompson
Rivers University
Brand Model
(in short)

We believe that everyone has the right to seek their potential. Therefore we deliver diverse pathways to living your potential. In everything we do, we instill collective confidence, and as a result, we are described as purposeful, empowering, collaborative, open, and visionary.



# Brand checklist

Evaluate every action by questioning:

Does it fuel our purpose of

Everyone having the right to seek their potential

Does it deliver on our promise of

Diverse pathways to living your potential

Is our approach based on

**Collective Confidence** 

Will this action result in TRU being described as

Purposeful

**Empowering**

**Collaborative** 

Open 🗹

**Visionary** 



# Brand checklist

## Does the Brand Model advance the TRU Mandate and Strategic Priorities?

#### Our mandate:

- 1. The purposes of the university are
  - a) to offer baccalaureate and masters degree programs,
  - b) to offer post-secondary and adult basic education and training,
  - c) to undertake and maintain research and scholarly activities for the purposes of paragraphs (a) and (b), and
  - d) to provide an open learning educational credit bank for students.
- 2. The university must promote teaching excellence and the use of open learning methods.
- 3. In carrying out its purposes, the university must serve
  - a) the educational and training needs in the region as specified by the Lieutenant Governor in Council, and
  - b) the open learning needs of British Columbia

### **Our Strategic Priorities:**

- Increasing Student Success
- Increasing Intercultural Understanding
- Increasing Research Capacity
- Increasing Entrepreneurial Capacity
- Increasing Sustainability

### **Academic Plan Foundations:**

- Inquiry-based and Creative Learning
- Interdisciplinary Studies
- Aboriginal, Local and Global Understanding
- Flexible Learning Options
- Life Long Learning



# **Brand checklist**

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