

An aerial photograph of a town and river valley. The foreground shows a road and some sparse vegetation. The middle ground features a winding river and a densely populated town. The background consists of rolling hills and mountains under a blue sky with scattered clouds. A vertical blue line is positioned to the right of the main title text.

Thompson Rivers University

Brand
Strategic
Platform

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

Why create a brand for TRU?

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Our Strategic Priorities:

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

Academic Plan Foundations:

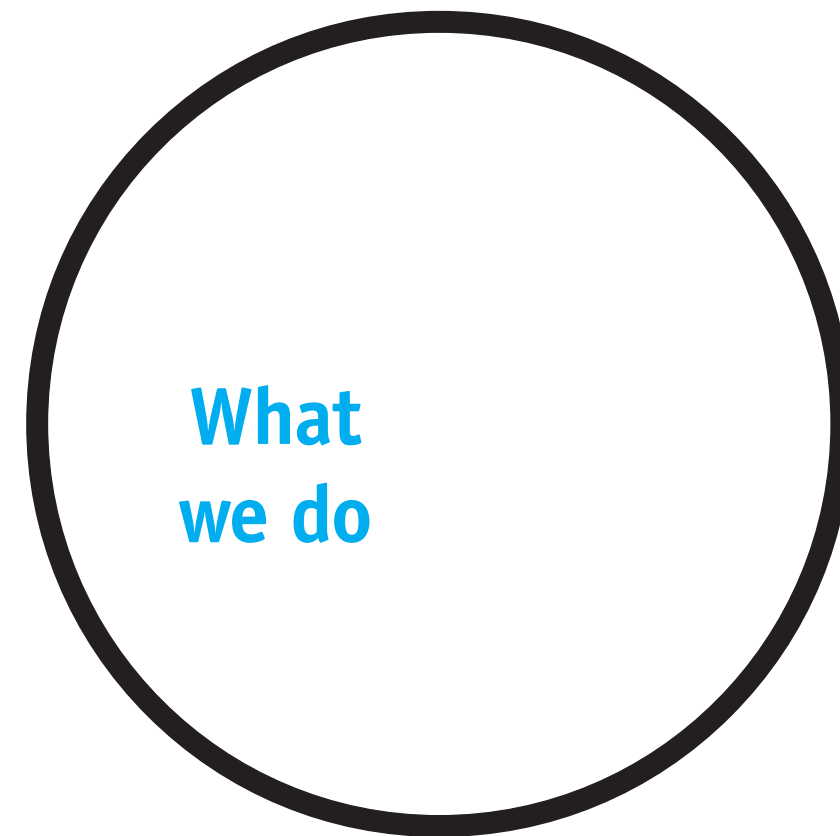
- Inquiry-based and Creative Learning
- Interdisciplinary Studies
- Aboriginal, Local and Global Understanding
- Flexible Learning Options
- Life Long Learning

Why create a brand model?

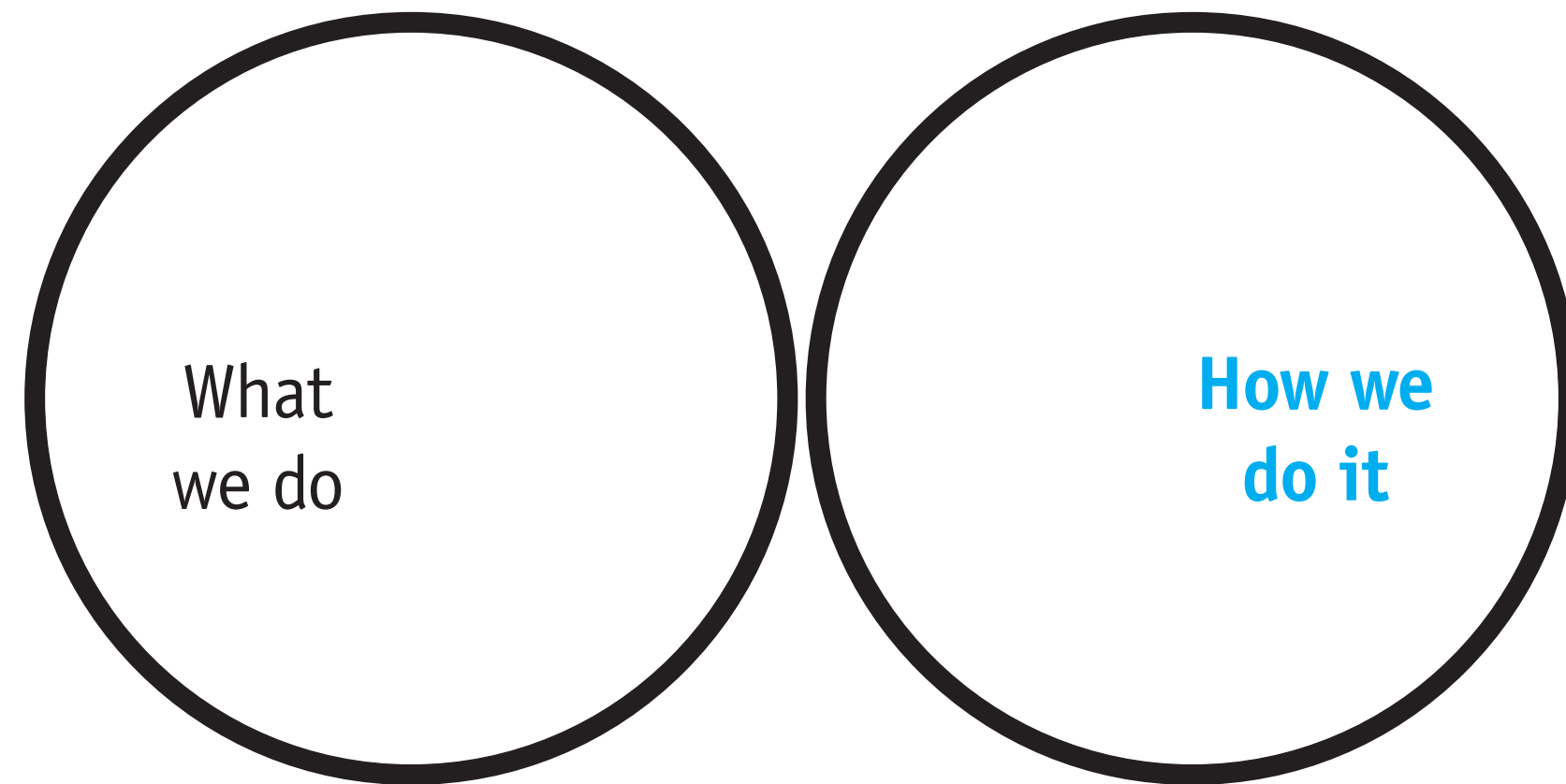
- Ensures the aspirations for our overarching umbrella brand are defined, agreed and documented
- Defines the principles that create long term emotional connections and trust with our complete audience set across our range of offerings
- Constitutes a brief for developing on-brand actions and determining 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**

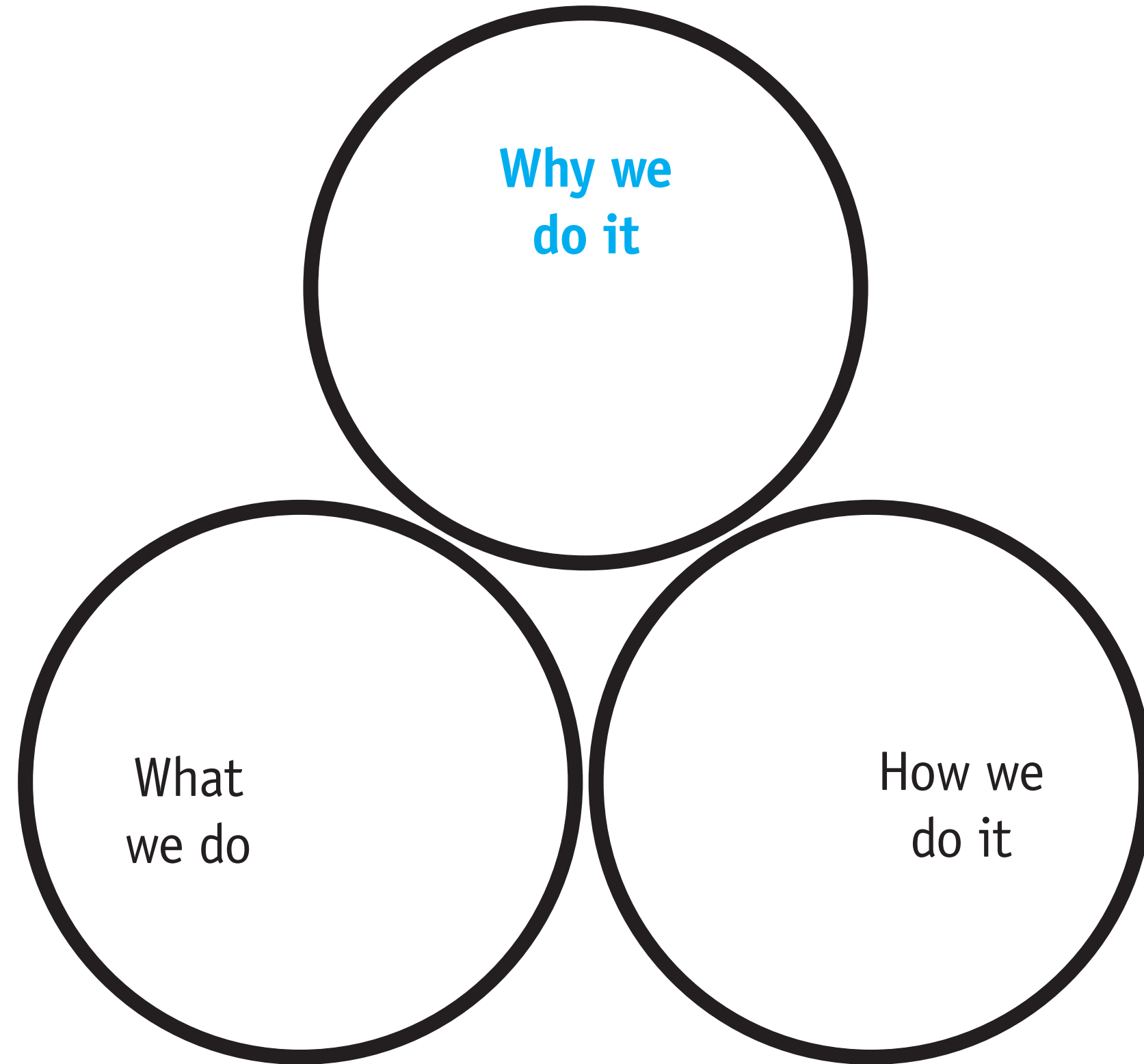
**Our reputation
is the external
ramification of:**



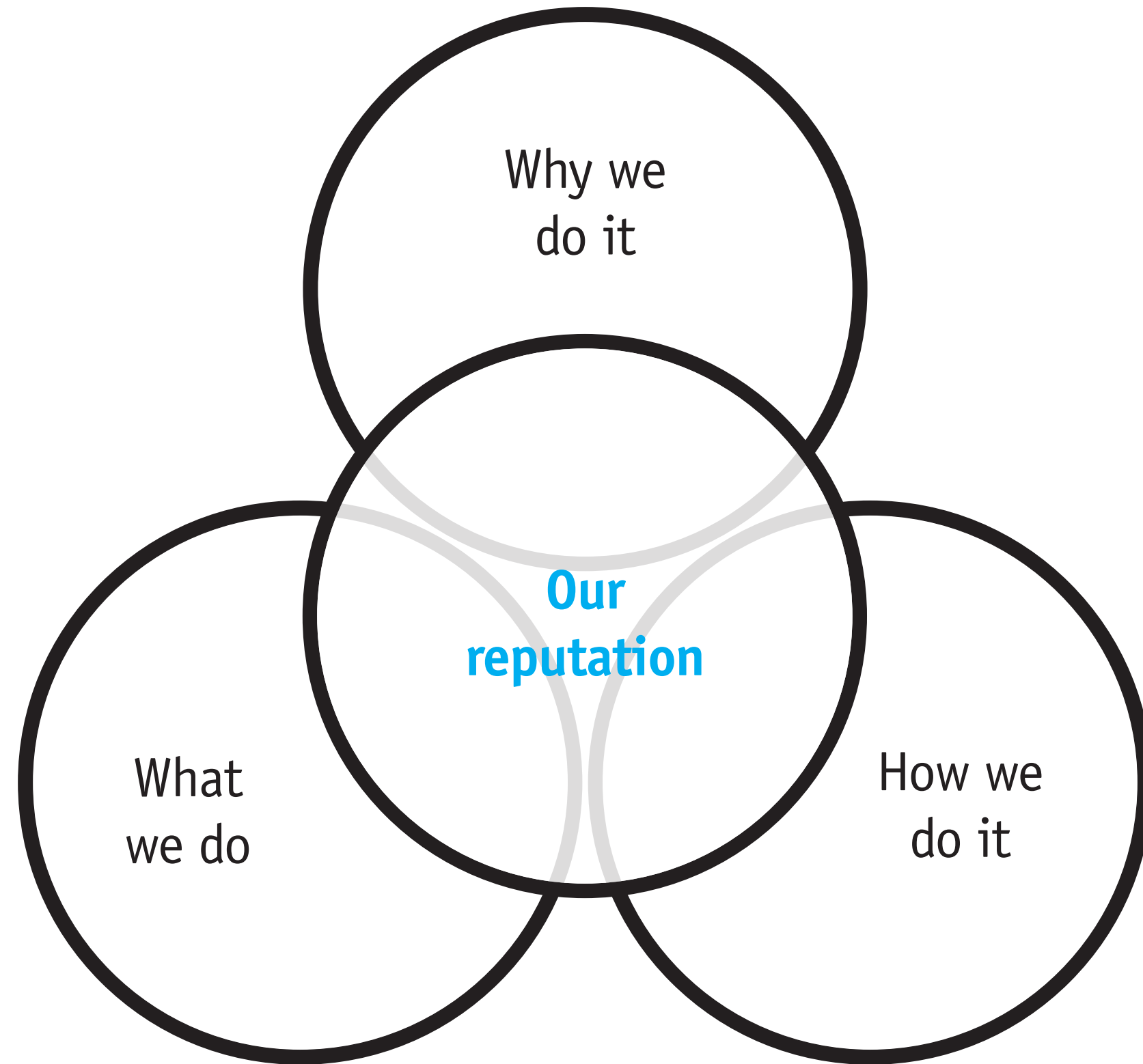
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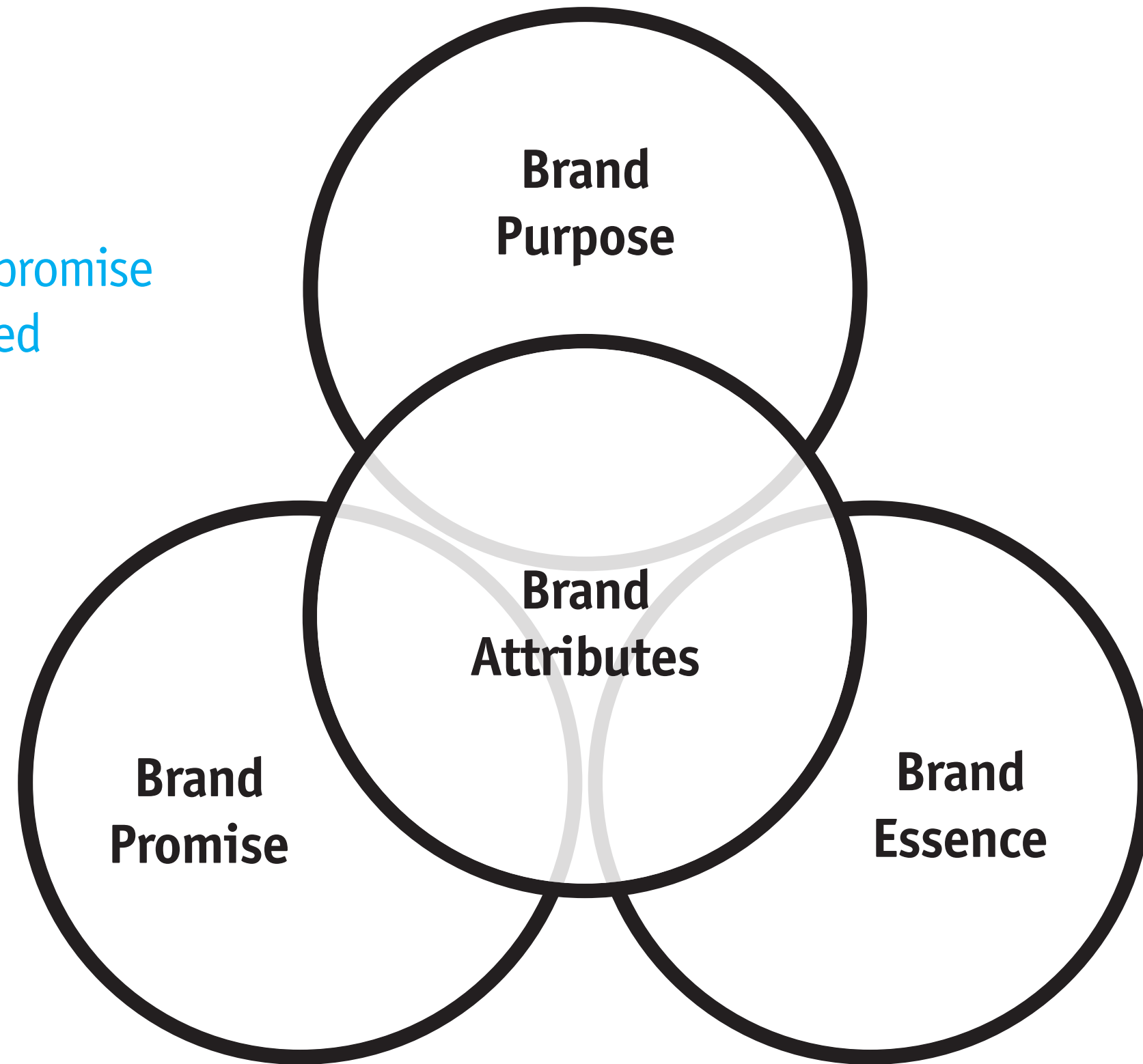
The TRU Brand Model

Why we exist

What we uniquely offer

How we deliver on our promise

How we will be described



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

Our strengths

We know

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...”

Our strengths

We know

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)

Our **strengths**

We know

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”

Our **strengths**

We know

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

Our **strengths**

We know

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”

Our strengths

We know

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

Our strengths

We know

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”

Our strengths

We know

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



Our audiences

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

Groups in Service

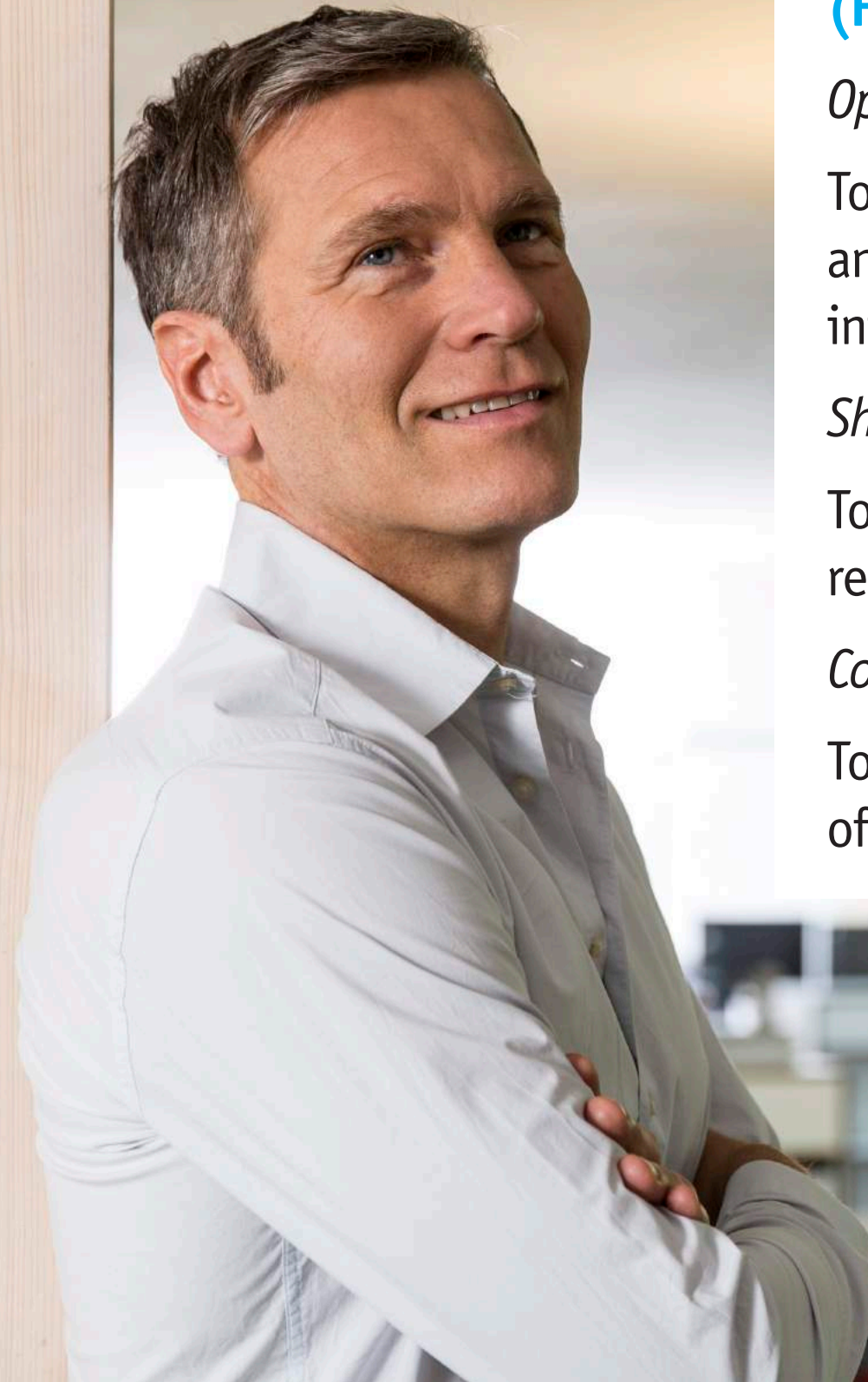
Faculty Members
Staff Members
Board members

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



Faculty Members (Fred Faculty)

Opportunity

To advance his career within the university and fuel his passions (be it research, curriculum, interdepartmental learning, PD, etc.).

Shared Values

To feel assured that he can fulfill his teaching, research and work/life goals at TRU.

Community

To provide access to a diverse, active network of social and professional relationships.

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.



Our audiences

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

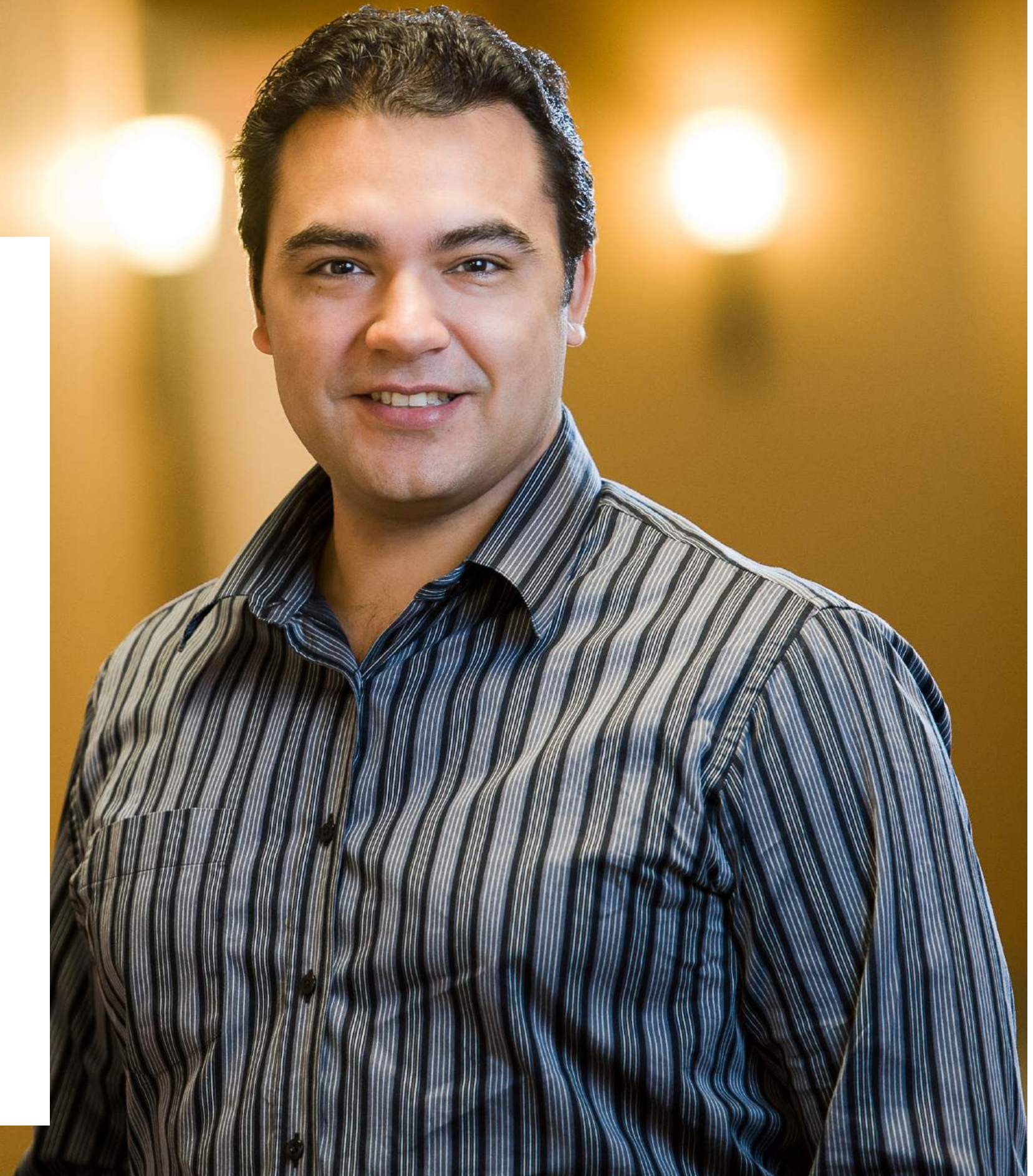
To access professional support (academic and funding) and participate in thought leadership and applied research to advance his career.

Diversity

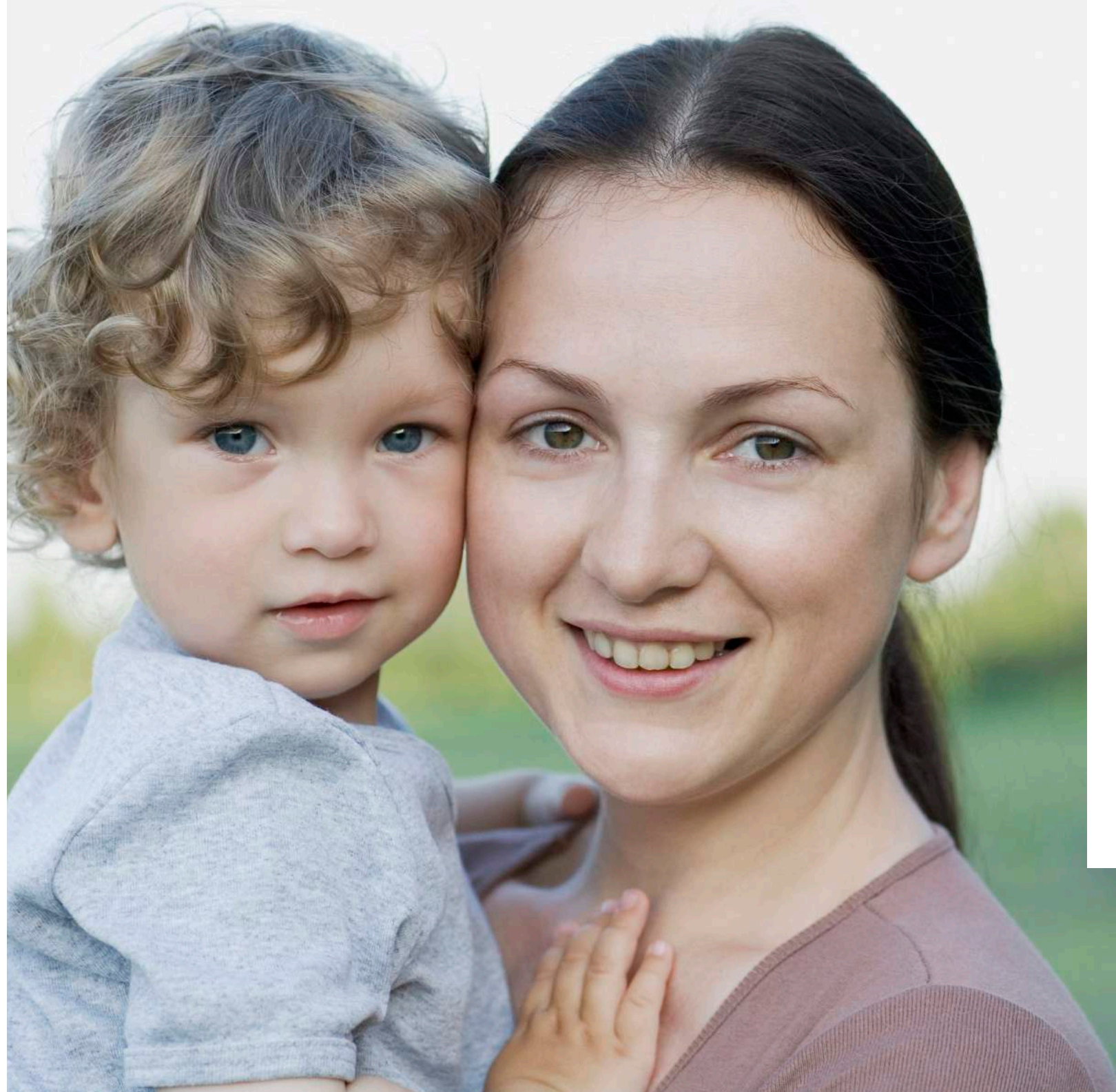
To feel that he will be exposed to a wide range of intercultural and interdisciplinary thought leaders, and that his perspective will be valued and respected amongst them.

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.

Our audiences

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.

Our audiences

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.

Our audiences

Personal/Corporate Donors (Donna and Dave Donor)

Legacy

To feel that their donation provides long-term 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

Our attributes

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?

Our attributes

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	Empowering	Passionate	Interdisciplinary	Quality
Unexpected	Guiding	Community- focused	Limitless	World-class
Courageous	Mentoring	Valued	Multifaceted	Influencing
Meaningful	Inspiring	Welcoming	Diverse	Knowledgeable
Purposeful	Dedicated	Inclusive	Creative	Comprehensive
	Committed			Solid
				Objective

Our attributes

Opportunity

Growth-oriented
Enabling
Facilitating
Rewarding
Effective
Risk-taking
Sustainable
Innovative
Entrepreneurial
Intrapreneurial
Experiential
Valuable
Real
Transparent
Creative
Unexpected
Courageous
Meaningful
Purposeful

Support

Nurturing
Supportive
Understanding
Compassionate
Respectful
Motivating
Encouraging
Empathetic
Caring
Aware
Hands-on
Understanding
Personalized
Relatable
Empowering
Guiding
Mentoring
Inspiring
Dedicated
Committed

Connection

Integrated
Entertaining
Attractive
Collaborative
Social
Communicative
Proud
Engaging
Real
Stimulating
Multicultural
Global
Dynamic
Contributing
Passionate
Community-
focused
Valued
Welcoming
Inclusive

Flexibility

Diverse
Balanced
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Nimble
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Creative

Credibility

Experienced
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Contextual
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Visionary
Accountable
Relevant
Reputable
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Knowledgeable
Comprehensive
Solid
Objective

Our attributes

Needs:

Opportunity

Attributes:

Purposeful

Our attributes

Needs:

Opportunity

Support

Attributes:

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Empowering

Our attributes

Needs:

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Collaborative

Open

Our attributes

Needs:

Opportunity

Support

Connection

Flexibility

Credibility

Attributes:

Purposeful

Empowering

Collaborative

Open

Visionary

Our attributes

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



Attributes:

Purposeful
Empowering
Collaborative
Open
Visionary



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

Our attributes

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.**"*

Our attributes

Empowering

We teach, guide and support students and stakeholders to take ownership over their future. We are hands-on but not hand-holding, 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**.”*

Our attributes

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 **servicing 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.”*

Our attributes

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."*

Our attributes

Visionary

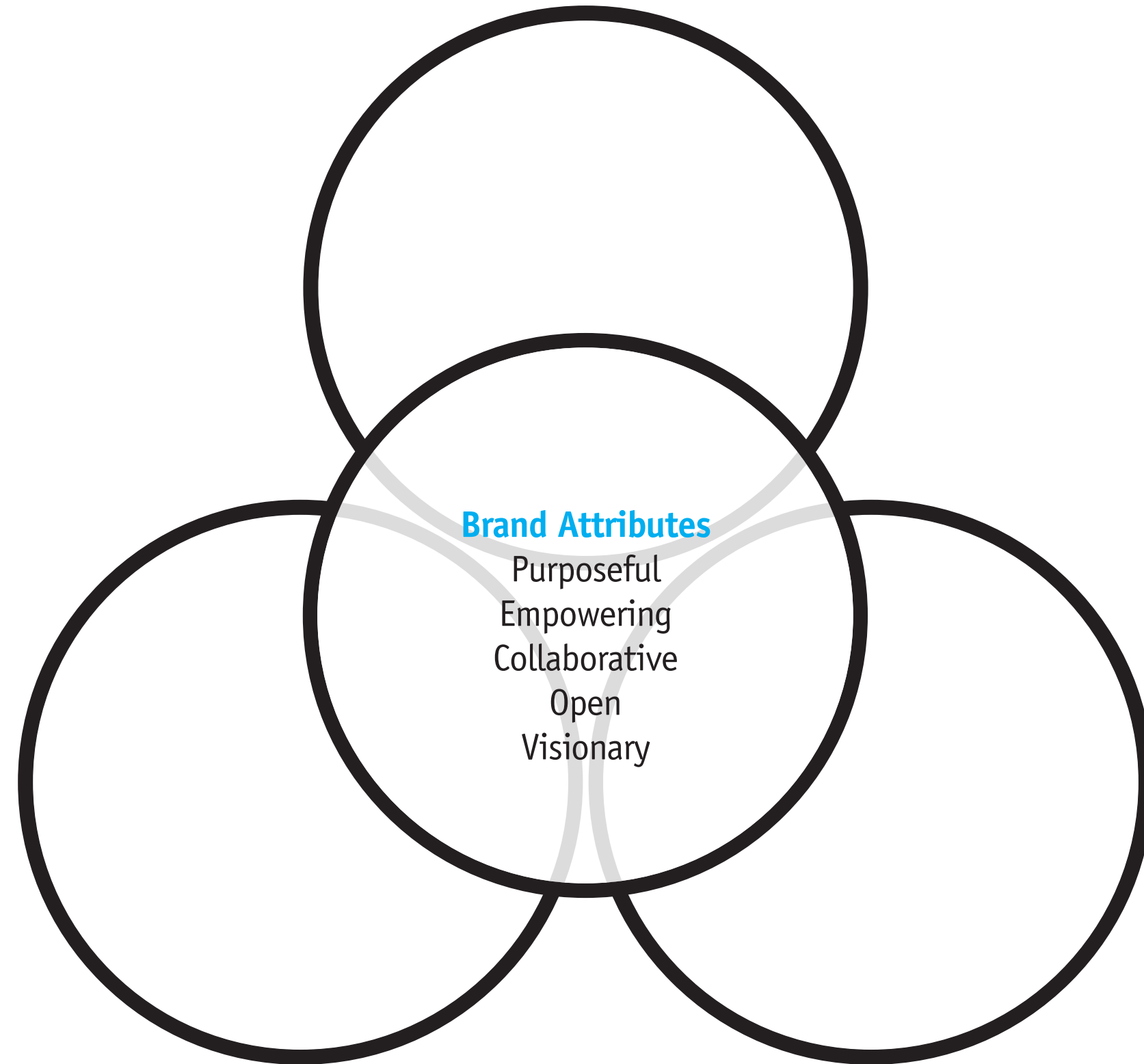
As a young institution, with old roots, we apply confidence and hard work to ambitious decision making and innovative implementation. We are courageous, continuously exploring new methods of serving our learners, employees, partners and the community - and we take pride in being different. To become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



Our purpose

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.

Our purpose

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

Openness

Diversity

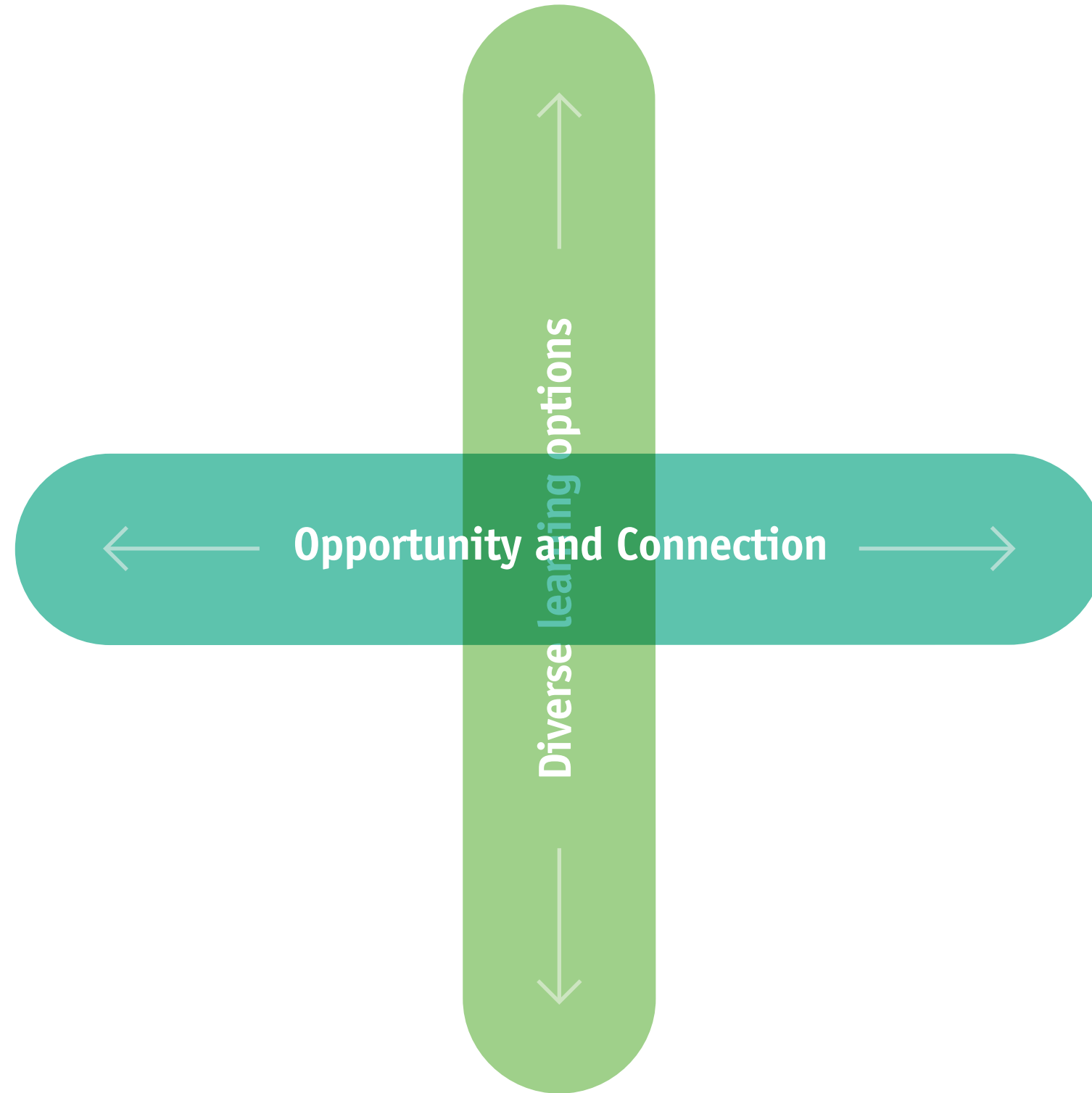
Opportunity

Community/Connection

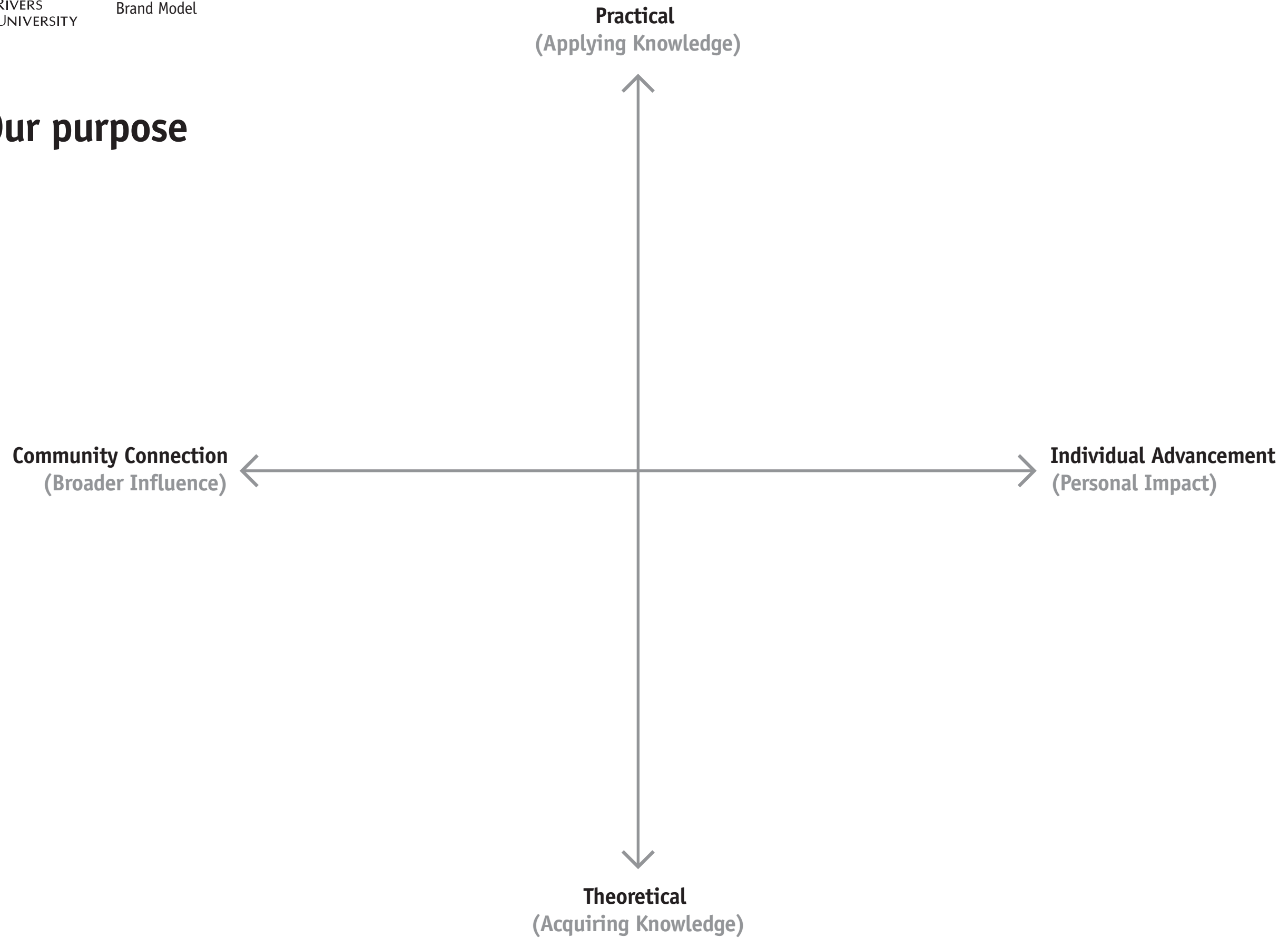
Our purpose

Diverse learning options

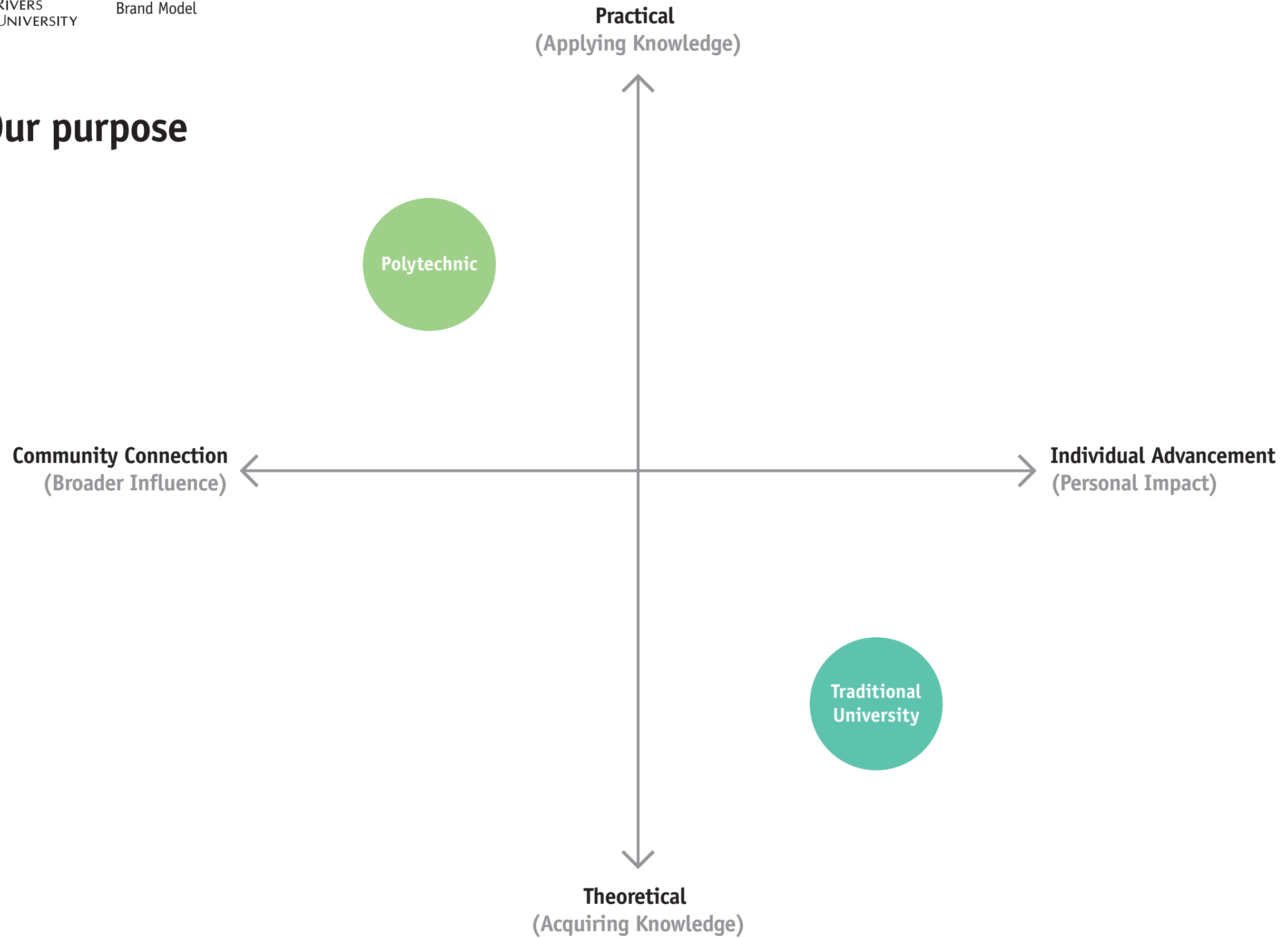
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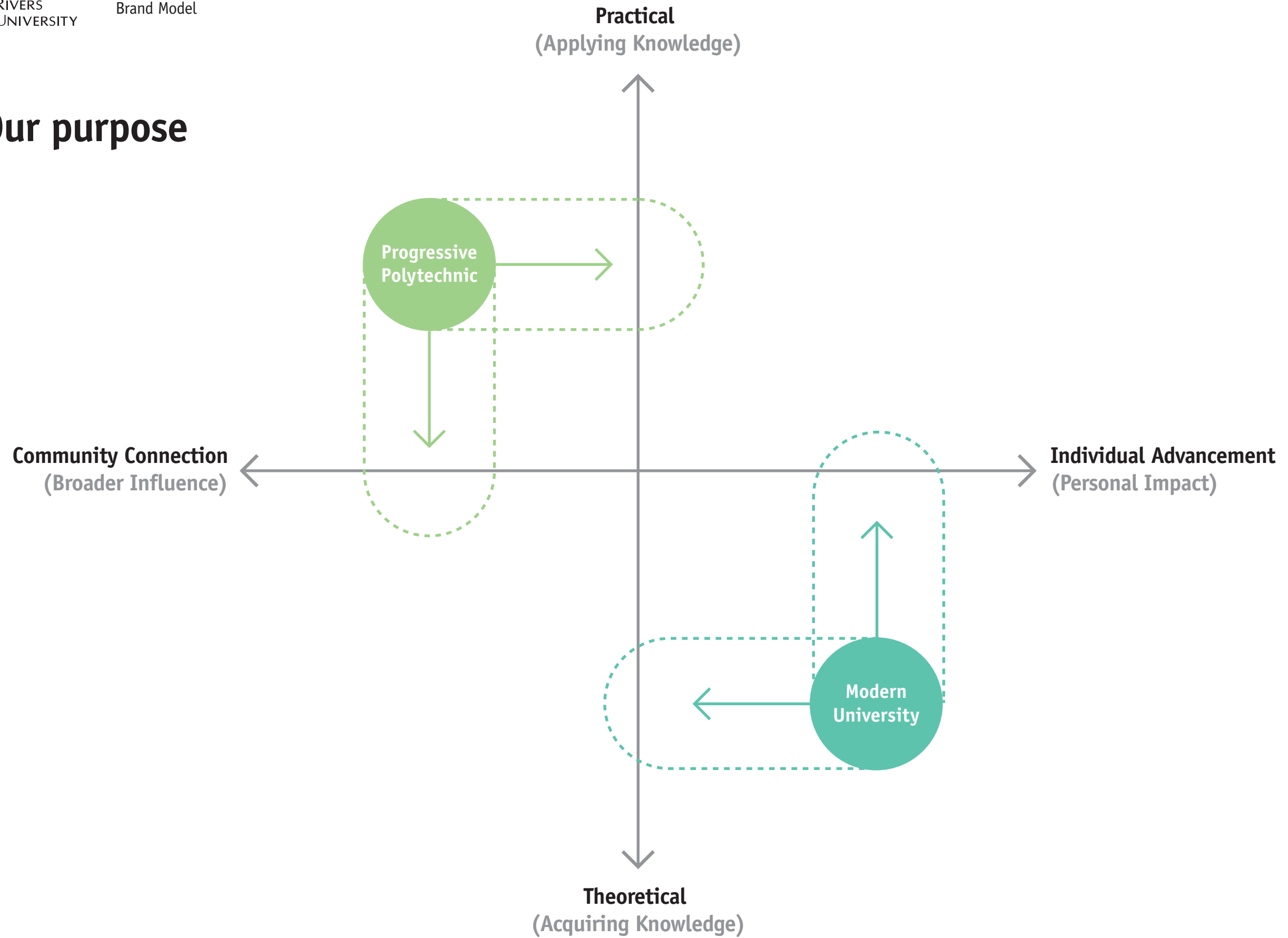
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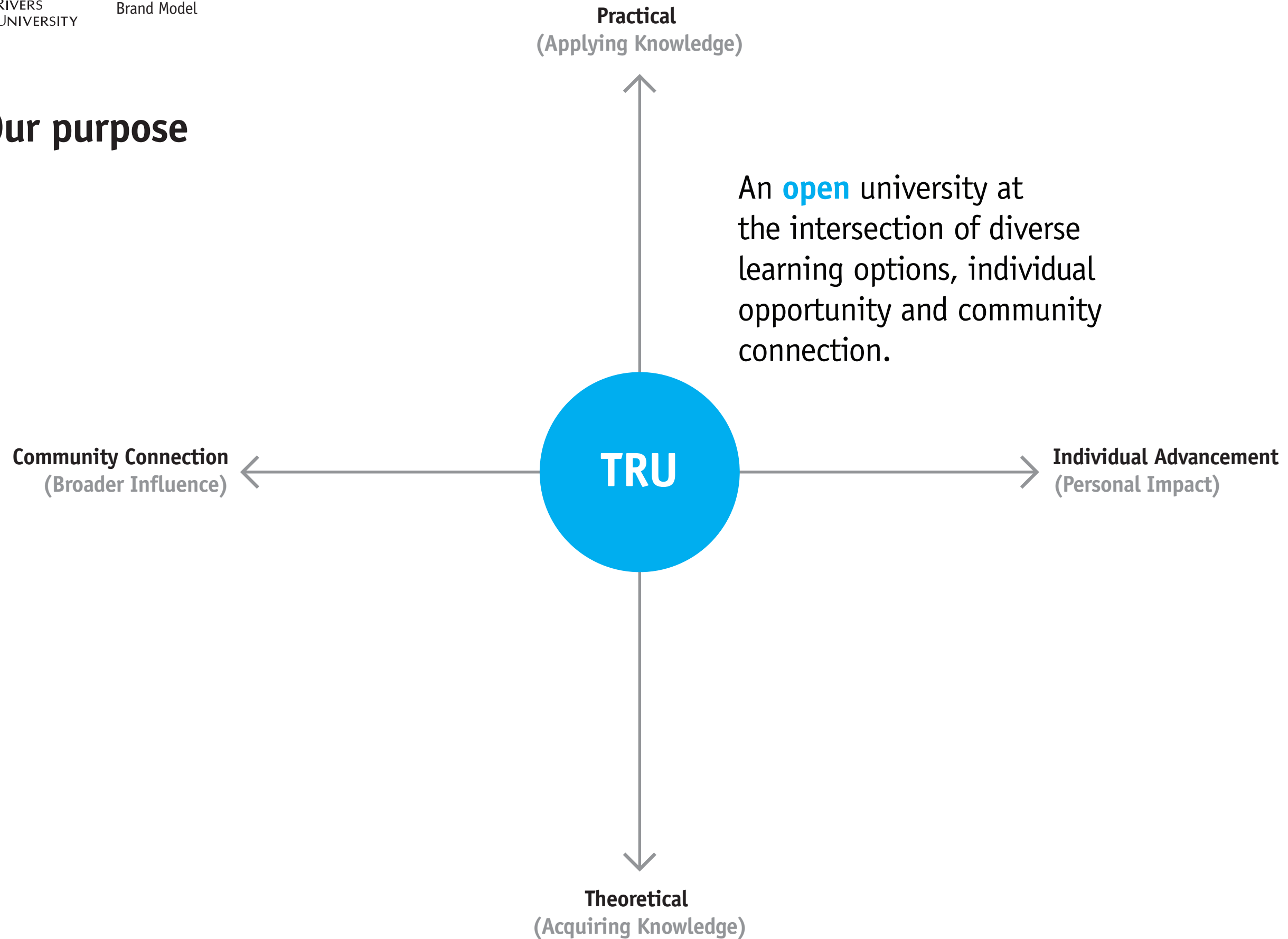
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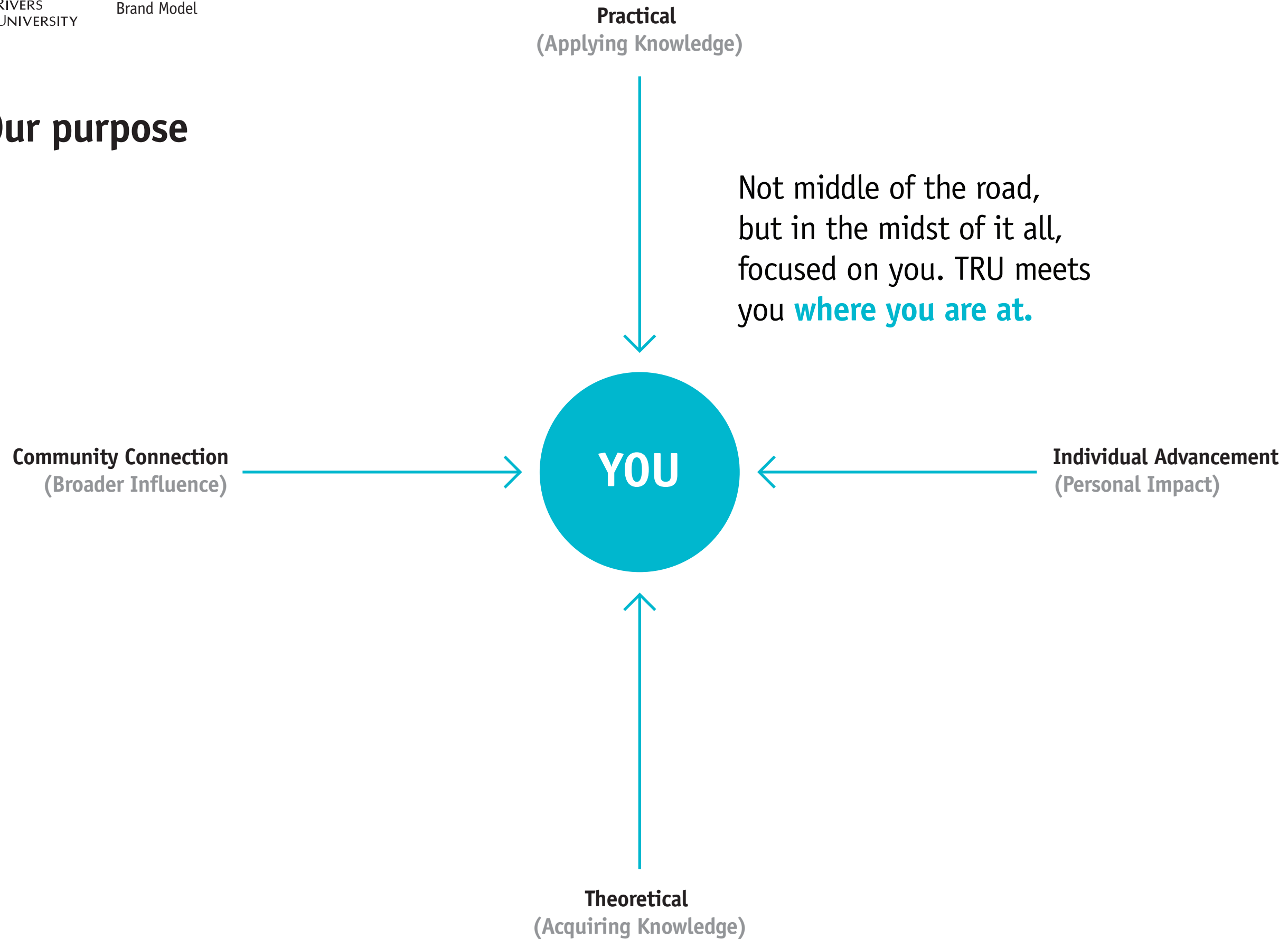
Our purpose



Our purpose



Our purpose



Our purpose

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.

Our purpose

We believe in
People Potential.

Our purpose

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.

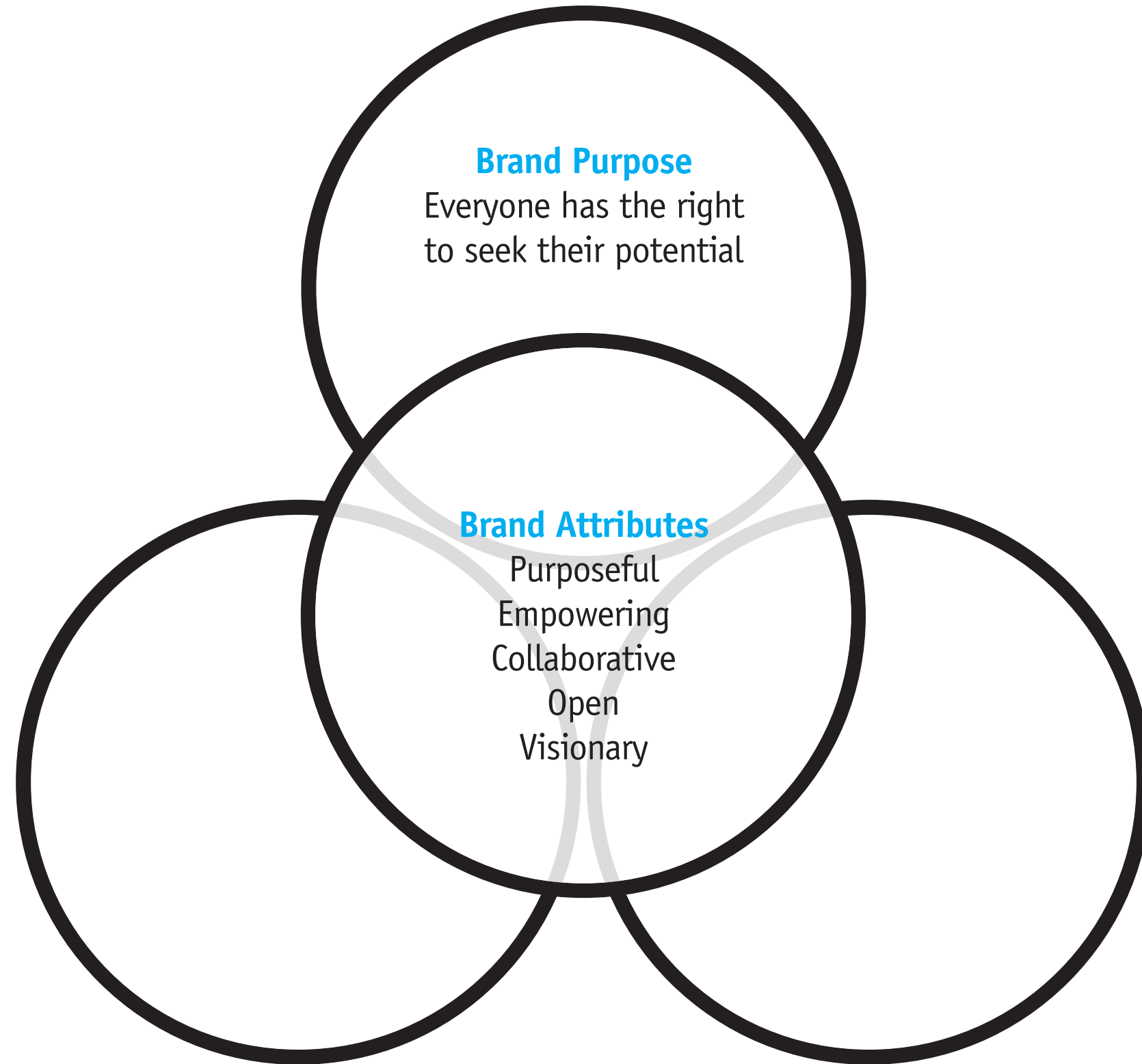
Whether you're a student, staff, faculty, alumni, board or community member, we all have potential. It just needs to be discovered, and TRU is here to facilitate that journey.

Our purpose

Therefore we exist because...

**Everyone has the right to
seek their potential.**

Thompson Rivers University Brand Model



Our **promise**

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.

Our **promise**

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.

Our **promise**

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

Our **promise**

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

Q. What to study?

Q. Where to study?

Q. How to study?

Q. When to study?

Q. Why to study?

Our promise

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

The answer to these questions are unknown, and often remain unknown, even after decisions have been made and studying is underway.

A.?

Q. What to study?

Q. Where to study?

Q. How to study?

Q. When to study?

Q. Why to study?

Our **promise**

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...

Our **promise**

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



versus

what you could and can be.

Our **promise**

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



versus

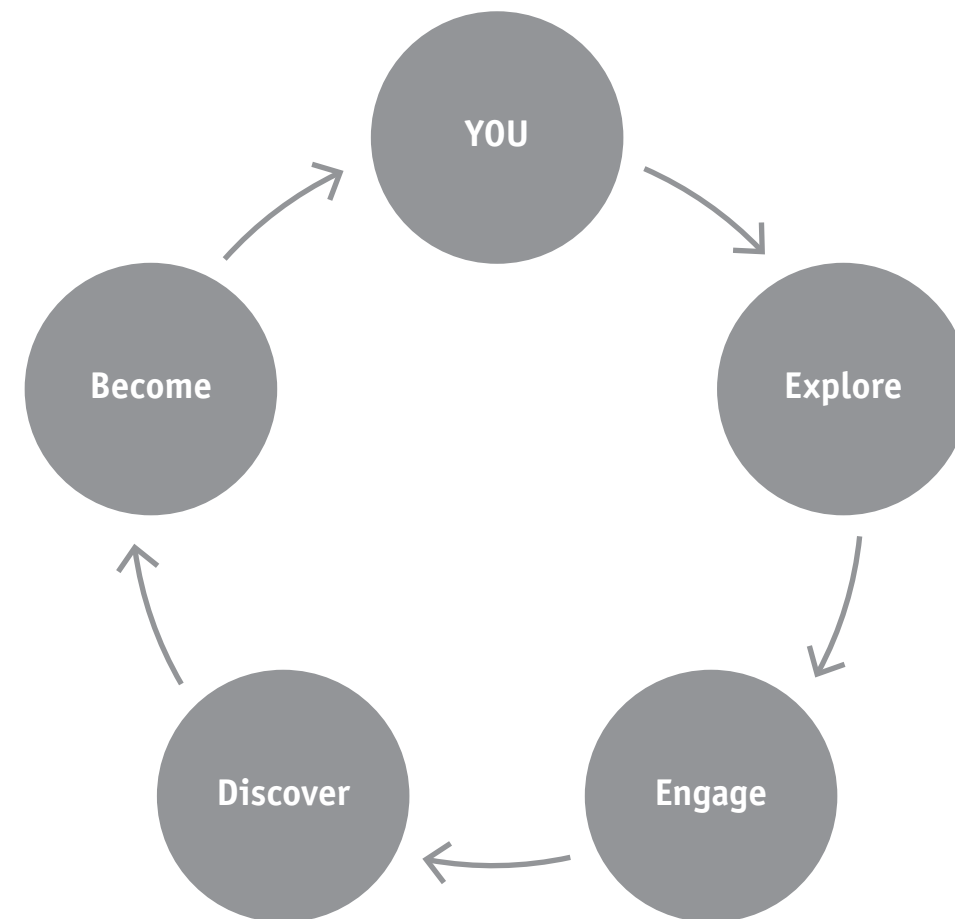
what you could and can be.

TRU is not an experiment,
but an experience.

Our promise

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.



Our **promise**

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.

Our **promise**

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

Our **promise**

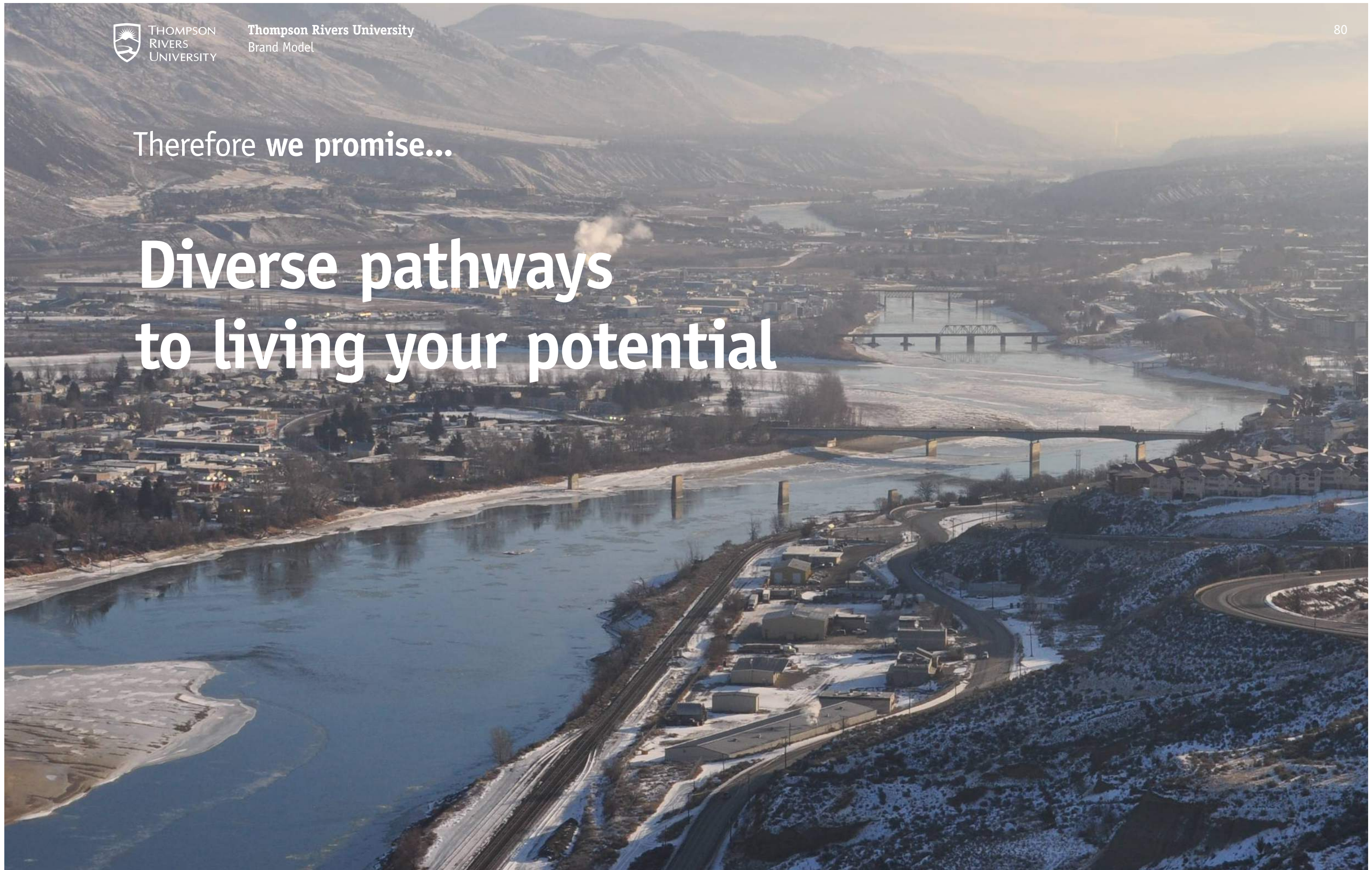
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- Our mix of flexible delivery modes
- Our hands-on approach blended with academic rigor
- Our local, national and international presence and activity
- Our wholehearted dedication to serving students

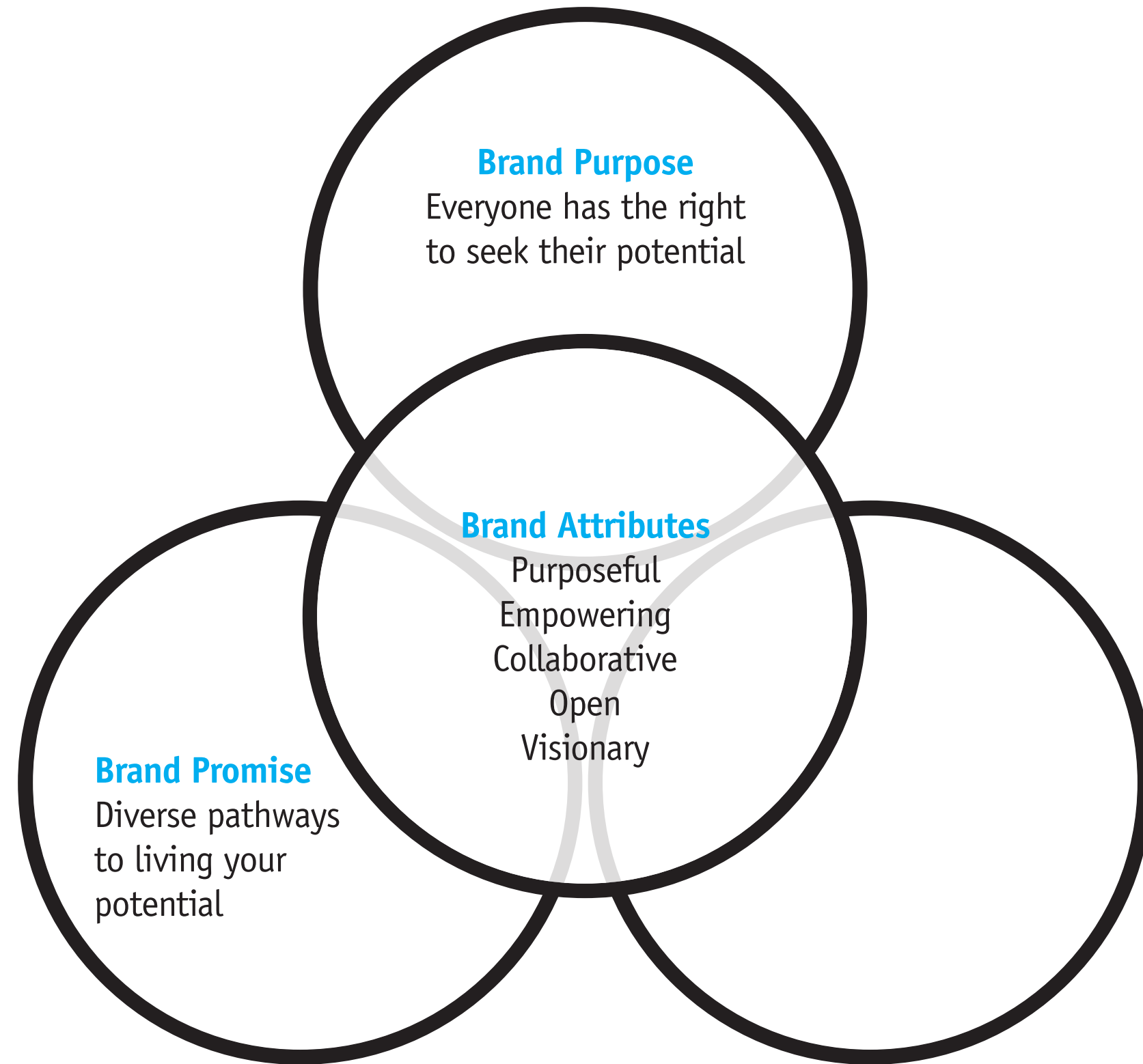
Through these pathways, we can meet students and stakeholders where they are at, and deliver a personalized journey that empowers them to seek their unique potential.

Therefore we promise...

**Diverse pathways
to living your 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.

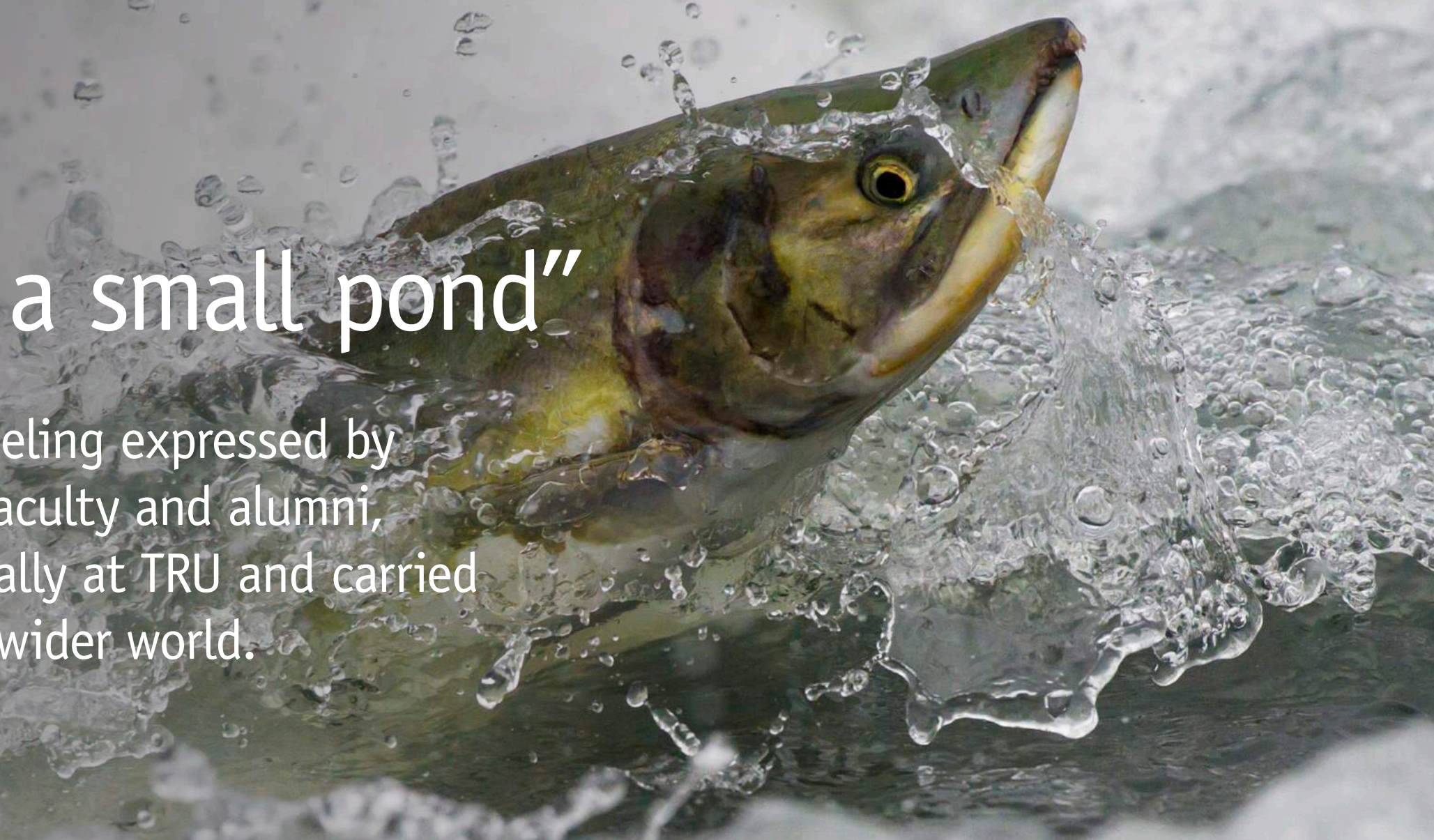
It is the golden thread that runs through all of our output.

Our creative point of reference.

Our essence

“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.



Our essence

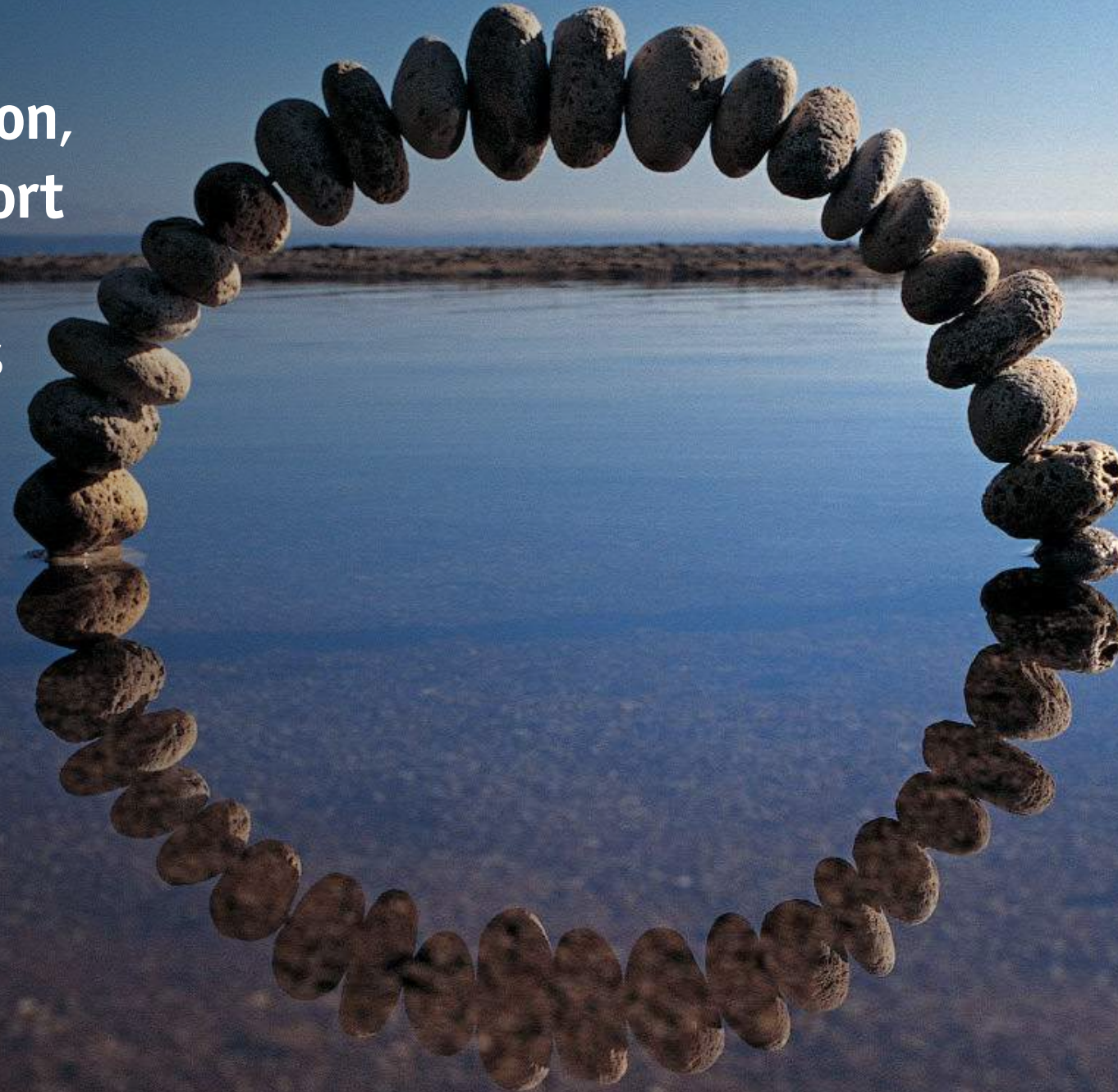
“A big fish in a small pond”

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.

Our essence

Impact, recognition,
respect and support
along our diverse
pathways uncovers
potential and
instills....



Our essence

Confidence



Our essence

Confidence

Recognize

We **recognize** where
our stakeholders
are at.

Our essence

Confidence

Recognize

Respect

We **respect** their individual backgrounds, ambitions and journeys.

Our essence

Confidence

Recognize

Reciprocate

Respect

Along each one of our diverse pathways we **reciprocate** through collective learning, sharing and progress, thereby fuelling and spreading...

Our essence

Collective Confidence



Our essence

Collective Confidence

Everything we do is a perpetuating cycle of discovering and instilling confidence amongst us all.

Where inevitable uncertainty transforms into belief in yourself, belief in the institution, belief in faculty, staff, partners and the communities we impact. And most importantly, belief in potential.

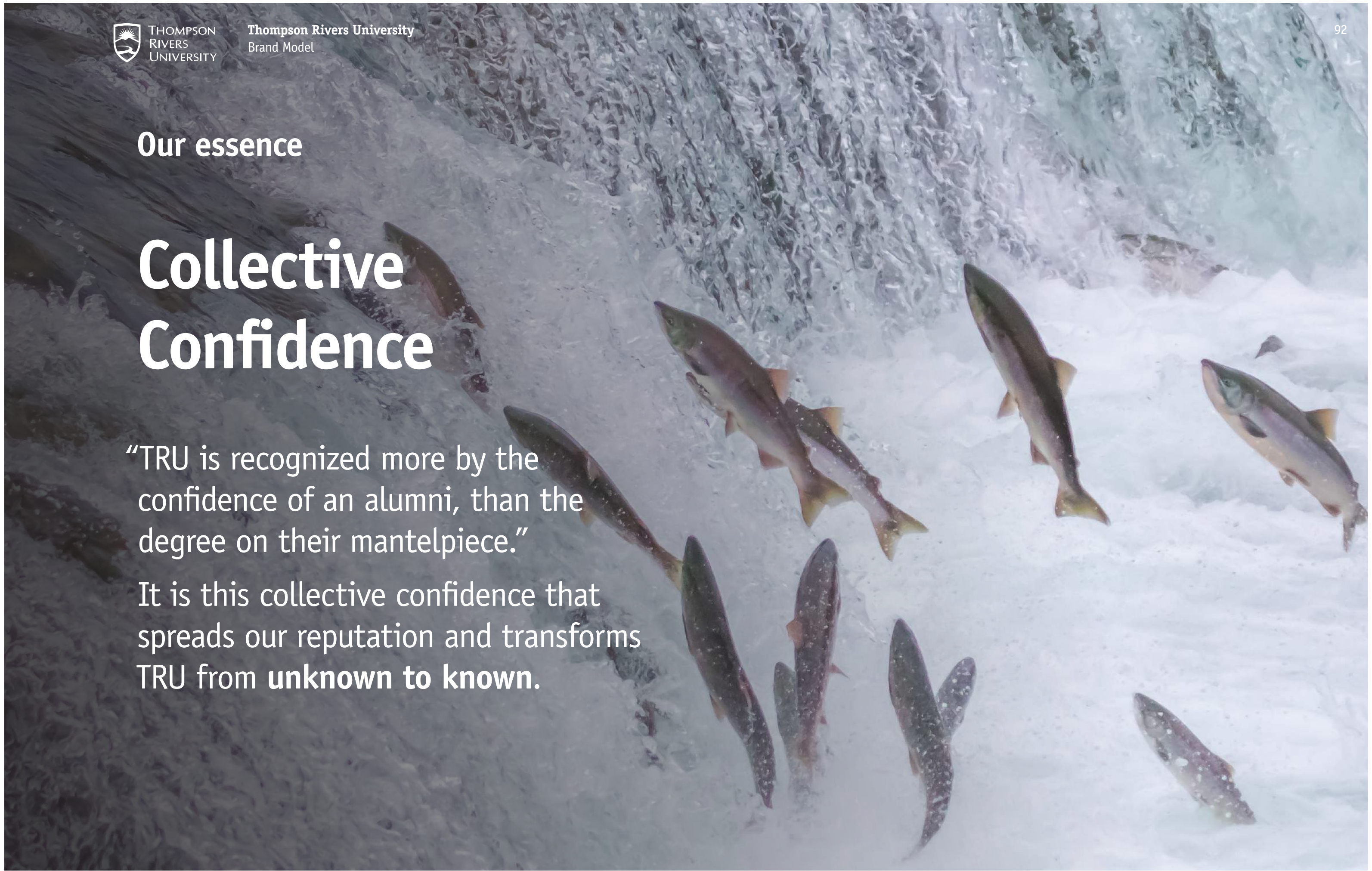


Our essence

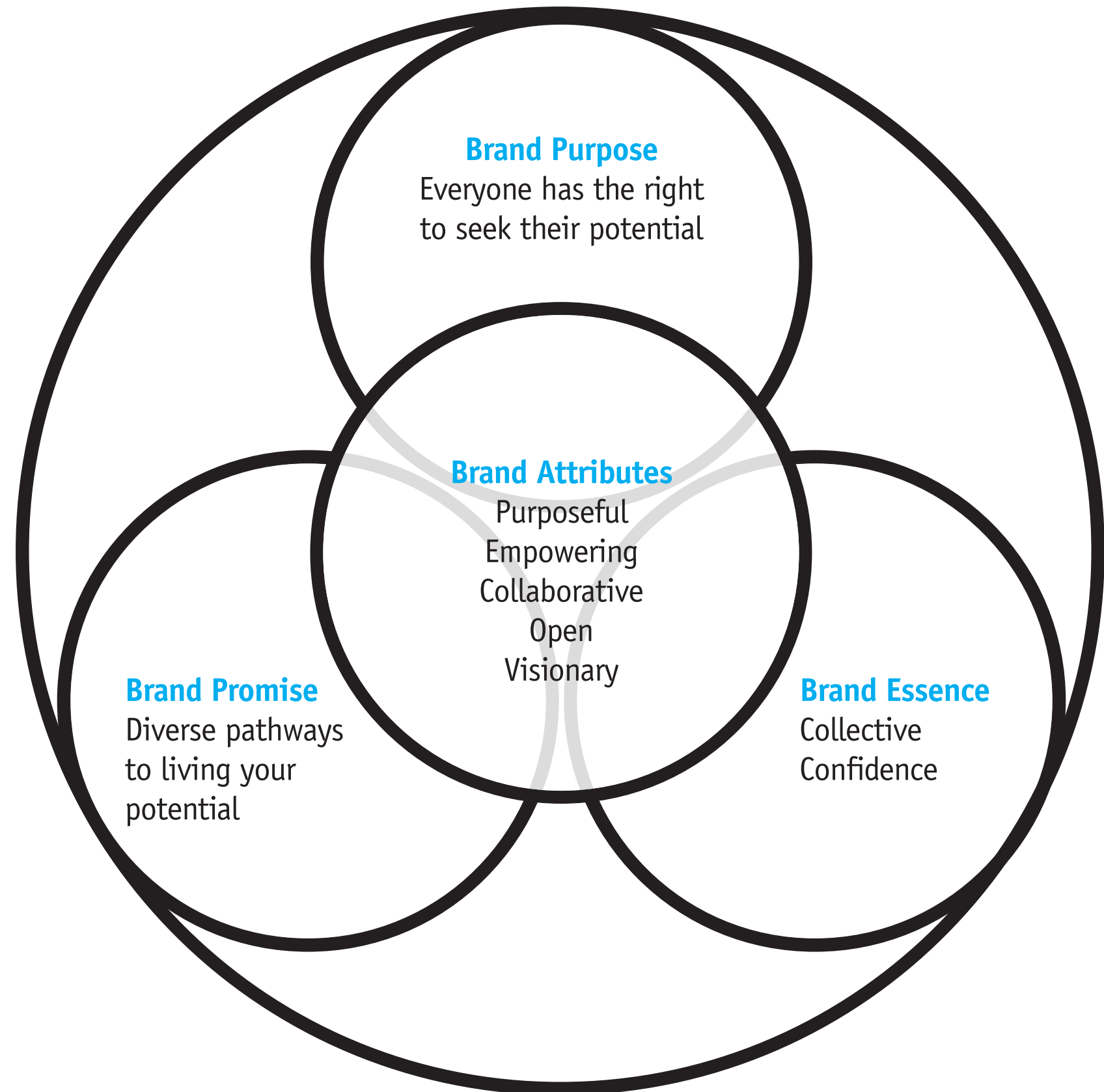
Collective Confidence

“TRU is recognized more by the confidence of an alumni, than the degree on their mantelpiece.”

It is this collective confidence that spreads our reputation and transforms TRU from **unknown to known.**



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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