



ACTION PLAN
for

The Thompson Rivers University Strategic Plan
2007-2012

"The University of Choice"

Draft -November 12, 2008

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[2]

The Thompson Rivers University Strategic Plan, 2007-2012., set specific goals for achieving the institution's vision of becoming "The University of Choice" in seven key areas. These are:

- Student Engagement (SE)
- Integration of Research and Scholarship with Teaching and Learning (R)
- Aboriginal Students and First Nations (FN)
- Open Learning (OL)
- Environmental Sustainability (ES)
- International Opportunities (IN)
- Career Success (CS)

Within each of these theme areas, specific goals were identified. It was recognized that the themes and many of the specific goals crossed traditional university administrative and governance structures, processes and areas of responsibility. It was also recognized that achieving the University's vision would require an integrated and coordinated approach. The following Action Plan was developed with that in mind.

To begin the development of the Action Plan, seven Theme Committees were established, one for each of the seven themes of the Strategic Plan. Members of the Committees were invited to propose steps for implementing the strategic goals. A campus-wide consultation day, held on April 11, 2008 invited faculty, tutors, staff and students to contribute suggestions. The Theme Committees completed their work in July 2008, and submitted their recommendations to the Strategic Plan Implementation Steering Committee, comprising the Deans, the Director of Instructional Development and Research Group, the Director of the University Library, the Director the Institutional Planning and Analysis, the Associate Vice-President, Human Resources and Planning, and chaired by the Provost and Vice-President Academic.

The Steering Committee was tasked with compiling, integrating and prioritizing the submissions and developing a plan that ensured progress in all seven theme areas while recognizing resource limitations. This meant that not all of the excellent suggestions made by members of the university community could be included. In some cases an attempt was made to generalize and combine many suggestions, which meant the loss of some detail; in other cases it was a matter of having to identify actions of highest priority. Nevertheless, it was considered very important by the Steering Committee that the many great suggestions not be lost. For that reason, all submissions of the Theme Committees are included in full in appendices to this Plan.

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[3]

Although achieving the goals in any section of the plan is likely to require cooperation from many administrative and governance units, the Steering Committee felt it was advisable to assign accountability primarily to specific senior university committees or administrators. The assigned committees or administrators will, in most cases, need to reach beyond their traditional jurisdictions to ensure completion of the tasks. Those responsible for actions in each of the theme areas are also strongly advised to consult the many specific suggestions detailed in the appendices.

It should also be recognized that this Action Plan must be considered a work in progress. In addition to the many reports specified in this Plan and the regular reports required of Senate and other committees, it is recommended that a full review of this plan and the University's progress be conducted in the fall of 2010.

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[4]

Student Engagement:

Thompson Rivers University recognizes that learning in all its forms is greatly enhanced by the environment in which it takes place. As a comprehensive, teaching-focused university, TRU has a unique opportunity to engage students and create an experience, be it on campus or in the community, that will enhance educational objectives and serve to prepare students to make positive, life-long contributions to our global society and the sustainability of the communities in which we live.

As the University of Choice for Student Engagement, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Engage students in the quest for world citizenship through social and cultural learning opportunities, in a respectful and inclusive environment that provides a better understanding and appreciation of our global community.	a. Conduct an audit of current opportunities for global learning in courses and programs	VP Academic, VP Open Learning, Deans	April 2009
	b. Develop a plan for increasing the opportunities for students to develop the skills and understandings needed to work and study globally	International Affairs Committee of Senate	October 2009
2. Engage students in discovery by incorporating research, in the broadest sense, as part of the curriculum and equip them with an understanding of academic integrity, ethics, social and environmental responsibility.	a. Conduct an audit of current opportunities and activities within the curriculum and develop a plan for increasing student engagement in research by 10% per year	AVP Graduate Studies, Deans' Council	June 2009
	b. Create a digital repository of student research with appropriate policy development	Research Committee of Senate, Library Director	December 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[5]

<p>3. Engage students in a stimulating academic experience that provides a highly interactive environment between students, faculty and alumni as an integral part of an ongoing focus on improving and enhancing learning.</p>	<p>a. Faculty Councils will report annually to Senate on activities associated with enhancing student engagement</p> <p>b. Organize a best practices colloquium on student engagement</p> <p>c. Hold an annual integrated, campus-wide student conference to highlight student research, exhibits, posters, trades projects, etc.</p>	<p>Chair of Faculty Councils</p> <p>AVP Student Affairs</p> <p>VP Academic, AVP Research & Graduate Studies, Deans</p>	<p>May 2009 and annually thereafter</p> <p>February 2010</p> <p>September 2010</p>
<p>4. Engage students in a healthy lifestyle through activities that promote their physical, social, cultural, emotional and intellectual development.</p>	<p>a. Develop a philosophy and model that supports collaborative health and wellness approach for students at TRU (including Physical, Emotional, Spiritual, Intellectual, Social and Occupational Health & Safety)</p> <p>b. Meet or exceed provincial healthy food standards</p> <p>c. Increase participation in physical and recreational activities by 10%</p>	<p>AVP HR & Planning, Dean, Student Development, Student Engagement Committee of Senate</p> <p>Director, Ancillary Services, Dean, School of Tourism</p> <p>Director, Athletics and Recreation</p>	<p>May 2009</p> <p>April 2009</p> <p>May 2009</p>

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[6]

5. Engage students in university governance and decision making and ensure they have meaningful representatives on university, faculty and departmental committees.	a. Establish training sessions for students outlining committees function and students' roles	Manager, Student Affairs	September 2009
	b. Develop specific strategies and identify resources for involving student leaders and ambassador scholars	VP Academic, AVP Student Affairs	November 2009
	c. Develop and implement a means to recognize student contributions to committees	Deans' Council	May 2009
6. Engage students both in the use and application of technology in the processes of teaching and learning and in the experience of distance education as a lifelong learning skill.	a. Conduct an audit of the current use of educational technology and the opportunities for students to develop skills in this technology, and develop specific recommendations for improvements	Instructional Development & Support Committee of Senate, Chairs of Faculty Councils	December 2009
	b. Accelerate the plan to provide full multimedia access in all classrooms and labs by 2012	VP Administration & Finance, Chief Information Officer	March 2012
	c. Establish the TRU website and TRU portal as fully-functioning and interactive communication services based on best practices	Chief Information Officer	September 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[7]

<p>7. Engage the campus community in facilitating the successful transition of students from high school or the workplace to the university environment, and the retention of students to credential completion at all levels, and by all means of program delivery.</p>	<p>a. Measure visits and institutional satisfaction rates in order to evaluate current advising and counseling practices</p>	<p>AVP Student Affairs, Dean Student Development, CED, Chief Enrolment Officer</p>	<p>January 2009 commence, March 2010 report</p>
	<p>b. Report to Senate in 2010</p>	<p>“</p>	<p>May 2010</p>
	<p>c. Create a collaborative advising approach including: academic advising, counseling career planning, track success for students who have not received advising services, conduct exit surveys</p>	<p>“</p>	<p>November 2009</p>
	<p>d. Establish cohort groups in all faculties and schools to improve levels of retention (See Open Learning 5b)</p>	<p>Deans</p>	<p>December, 2011</p>
	<p>e. Identify retention rates at comparable primarily undergraduate institutions in Canada (by March 31, 2009) and use this as a benchmark for establishing TRU targets to be achieved by 2012</p>	<p>Chief Enrolment Officer, Director, IPA</p>	<p>June 2012</p>

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[8]

8. Engage the campus community in providing a welcoming environment for students, with a positive service focus in all areas, to ensure a rich campus life that supports the development of a strong sense of belonging to the institution.	<p>a. Establish an action plan for submission to Senate</p> <p>b. Increase participation rates at non-academic events by 10% per annum</p> <p>c. Provide training to front-line staff and faculty to ensure a welcoming environment</p>	<p>AVP Student Affairs</p> <p>AVP Student Affairs, Director Athletics & Recreation</p> <p>AVP HR & Planning</p>	<p>April 2009</p> <p>May 2010 and annually thereafter</p> <p>June 2009 and ongoing</p>
9. Provide increased opportunities for students to engage in on-campus employment.	<p>a. Increase opportunities for undergraduate and graduate employment on campus by 10% per annum.</p> <p>b. Create additional co-op opportunities on campus</p> <p>c. Create opportunities for students to be markers and teaching assistants</p>	<p>AVP HR & Planning</p> <p>Deans' Council, Director, AVP, HR& Planning</p> <p>Deans' Council, AVP HR & Planning</p>	<p>September 2009</p> <p>April 2009</p> <p>April 2009</p>

Student Engagement is one of those areas where there is much commonality and overlap of themes and action items. Accordingly, the Strategic Plan Implementation Committee puts out for discussion the possibility of creating a **Centre for Student Engagement**. This centre will coordinate collaborative advising, the First Year Experience, Student Street services and activities, student orientation, peer mentoring, transition and bridging programs, non-academic activities on campus, and promote increasing coop, practice and field experiences in every program. The Strategic Plan Implementation Committee solicits reaction to and comment on this idea.

Integration of Research and Scholarship with Teaching and Learning:

Thompson Rivers University recognizes that it is the contribution to the creation of knowledge and the application of existing knowledge to solve problems that distinguishes universities from other post-secondary institutions, and that students will benefit most from this when faculty who are actively engaged in research and scholarly work bring their expertise and experiences to their teaching. The university also believes that students benefit when they have the opportunity to participate in the processes of creation, integration, application and dissemination of knowledge, and sets as a high priority the integration of research and scholarly work with teaching and learning.

As the University of Choice for the Integration of Research and Scholarship with Teaching and Learning, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Encourage, support and celebrate research, scholarship, creative works and innovation transfer that enhance the quality of education.	a. Coordinate and publish annual reports from faculty on research and scholarly activity	AVP Research & Graduate Studies	January 2009
	b. Provide grant application and publication guidance and support including development of website	AVP R & G S	Ongoing
	c. Complete the Academic Information Database (AID)	AVP, R & G S	“
	d. Integrate research and graduate studies space into campus master plan	“	September 2009
	e. Create more opportunities for graduate and undergraduate students to be employed as research assistants	AVP HR & Planning, VP Academic, AVP R & G S	September 2009
	f. Establish a research enterprise system to meet the needs of TRU	AVP R & G S	September 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[10]

	g. Establish start-up funds to assist new tenure-track faculty in their research and scholarly programs	Deans	April 2010
	h. Establish a Master Mentor Award	AVP, R& GS; VP Advancement AVP, R & GS, AVP Student Affairs	April 2010
	i. Establish a Master Researcher Award	“	Ongoing
	j. Continue to support and enhance funding for student presentations of research at provincial, national and international conferences	“	Ongoing
	j. Hold an annual integrated, campus-wide student conference to highlight student research, exhibits, posters, trades projects, etc.	Deans, VP Academic, AVP R & G S	March 2010
2. Increase the opportunities for students to participate in research and scholarly work, and promote the value of pure and applied research in meeting the challenges faced by the communities the university serves	a. Conduct an inventory of student research activities and opportunities	AVP R & G S	February 2009
	b. Establish research and development advisory committees where appropriate	AVP R & G S, Deans	September 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[11]

3. Ensure that academic curricula contribute to students' understanding of the ways in which knowledge is obtained, evaluated, integrated, applied and disseminated and that all students have a firm understanding of academic integrity, ethics and social responsibility	a. Establish a university-wide research seminar series	Research Committee of Senate; Academic Integrity Committee; Graduate Studies Committee of Senate	September 2009
	b. Promote education on academic integrity	Academic Integrity Committee, Deans, Faculty Councils	Ongoing
	c. Provide workshops for faculty members for mentoring of student researchers	AVP, R & G S	September 2009
4. Develop strengths in pedagogical research that support ongoing improvements in the quality of teaching and learning	a. Provide opportunities for professional development associated with pedagogical research	Centre for Teaching & Learning, Teaching Practices Colloquium Committee	Ongoing
	b. Provide recognition for excellence in pedagogical research	Awards & Honours Committee of Senate	May 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[12]

5. Support the development of masters degree programs in areas consistent with TRU's expertise and in which there is demonstrated need.	a. Develop research centres led by incoming LEEF Chairs	AVP R & G S, Incoming LEEF Chairs	July 2012
	b. Develop interdisciplinary graduate programs	Graduate Studies Committee of Senate, Faculty Councils	September 2009 and ongoing
	c. Make more effective use of adjunct appointments to increase graduate program offerings	AVP R & G S, Deans	Ongoing
	d. Develop strategic alliances with international institutions for collaboration in graduate studies	AVP R & G S, AVP TRU World, Deans, VP Open Learning	Ongoing
6. Raise the profile of faculty and student research and scholarly work across campus by promoting the dissemination of results, and by supporting regular research colloquia and seminars for faculty, students and interested external community constituents	a. Promote dissemination of results via brochure, media releases, website, etc.	AVP R & G S and Research Committee of Senate	Ongoing
	b. Establish an institutional repository for TRU research	AVP R & G S, Research Committee of Senate, Library Director	January 2011

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[13]

7. Plan and build a new Library and Learning Commons on the Kamloops campus that is designed to facilitate and support the scholarship and research activities of both faculty and students	a. The House of Learning's design and construction are underway	VP Administration & Finance	September 2010
8. Recognize and celebrate the contributions of TRU Alumni – both students and faculty - to research, scholarship, creative works and innovation, and knowledge transfer	a. Maintain an alumni database of researchers	VP Advancement	December 2011
	b. Promote alumni research/scholarship/creative work/innovation	“	April 2012
	c. Establish an Alumni Research Distinction Award	Awards & Honours Committee, AVP R & GS	April 2010
9. Expand professional development activities focused on teaching and learning, the integration of research activities into programs, and improving services to students and university operations	a. Support and enhance the Teaching Practices Colloquium	Teaching Practices Colloquium Committee	February 2009 and ongoing
	b. Provide workshops on methods for integrating research activities and methodology into programs and curricula.	AVP, Research & Graduate Studies	November 2009
	c. Identify strategies to improve services and operations in support of professional development	“	“

Aboriginal Students and First Nations:

Thompson Rivers University, known for its broad, multi-cultural student population, seeks to ensure that the campus, curriculum and the university community are welcoming, supportive and positive environments for aboriginal students to achieve their education goals.

In the area of Aboriginal and First Nations education and services, TRU will create an **Aboriginal and First Nations Centre**, which will coordinate program initiatives, external partnerships, aboriginal peer mentoring (e.g. campus tours), transition planning for aboriginal students coming to TRU Elders in Residence and Gathering Place activities, research activities and funding for such projects as the ALBAA, the AHHRI and the language grant. The responsibility for this centre will lie with the Executive Director, Aboriginal Education.

As the University of Choice for Aboriginal Students and First Nations, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Review curricula to identify courses and programs where it is appropriate to incorporate aboriginal knowledge and culture and promote understanding for all students	a. Conduct an audit of courses and programs currently containing First Nations content and perspectives	Deans' Council	June 2009
	b. Request Senate Committee on Aboriginal Affairs to advise on measures required to augment First Nations content in the curriculum	First Nations and Aboriginal Affairs Committee of Senate	November 2009
2. Determine, through consultation, how to make the campus more welcoming and supportive for people of aboriginal ancestry	a. Senate Committee on Aboriginal Affairs to make specific recommendations	First Nations and Aboriginal Affairs Committee of Senate	May 2009
	b. Provide additional Aboriginal transition initiatives in Williams Lake	Executive Director, Aboriginal Education, Director, Williams Lake campus	September 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[15]

	<p>c. Continue to support Elders in Residence Program on Kamloops and Williams Lake campuses</p> <p>d. Extend hours of Gathering Place in both campuses</p> <p>e. Provide Aboriginal representation on university committees</p> <p>f. Increase Aboriginal art and symbols on campus</p> <p>g. Integrate Aboriginal people into university ceremonial events</p>	<p>Executive Director, Aboriginal Education ,AVP, Student Affairs</p> <p>Executive Director, Aboriginal Education, AVP, Student Affairs</p> <p>Deans and Directors</p> <p>Executive Director, Aboriginal Education</p> <p>“</p>	<p>Ongoing</p> <p>April 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
3. Expand services in support of successful participation of aboriginal students in all programs	<p>a. Revise Aboriginal Service Plan</p> <p>b. Appoint full-time Aboriginal Transitions Planner on Kamloops campus</p> <p>c. Develop aboriginal transitions strategies in conjunction with Aboriginal & First Nations Centre</p>	<p>Executive Director, Aboriginal Education</p> <p>“</p> <p>Aboriginal Transitions Planner, Dean, Student</p>	<p>December 2008</p> <p>December 2008</p> <p>December 2009</p>

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[16]

	<p>d. Maintain database on Aboriginal learners and their programs</p> <p>e. Increase First Nations and Aboriginal Student recruitment and retention by 10% annually</p> <p>f. Establish Aboriginal Peer Mentoring Program</p>	<p>Development, AVP, Student Affairs</p> <p>Executive Director, Aboriginal Education</p> <p>Executive Director, Aboriginal Education, Chief Enrolment Officer</p> <p>Executive Director, Aboriginal Education, Dean, Student Development, Manager, Student Affairs</p>	<p>September 2009</p> <p>June 2009 & ongoing</p> <p>September 2009</p>
<p>4. Build partnerships with aboriginal and First Nations communities and organizations to support academic preparation of aboriginal students</p>	<p>a. Conduct and publish an inventory of current partnerships, including Open Learning division, with First Nations and aboriginal groups to identify gaps</p> <p>b. Integrate the Executive Director's liaison work with external communities with that of Deans and Faculties/ Schools</p> <p>c. Hold meetings in Kamloops and Williams Lake to receive input on developments</p>	<p>First Nations and Aboriginal Affairs Committee of Senate</p> <p>Executive Director, Aboriginal Education</p> <p>"</p>	<p>March 2009</p> <p>Advises Deans' Council bi- monthly</p> <p>October 2008</p>

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[17]

	d. Submit annual report to aboriginal communities and organizations	“	June 2009
	e. Develop consultation and accountability protocols with First Nations of Lytton, Lillooet and Williams Lake	“	December 2008
5. Develop business, technology, trades and leadership programs in response to the needs of First Nations	a. Monitor educational needs of Aboriginal and First Nations groups and schedule programming in response to these needs	Executive Director, Aboriginal Education, VP-Open Learning, Director, Williams Lake, Deans	Ongoing
6. Devote space to support a First Nations House of Learning on campus to provide social, cultural and educational opportunities for all	a. This item is underway	VP Administration and Finance, Executive Director, Aboriginal Education	September 2010
7. Seek to increase the number of employees of aboriginal ancestry in university employee groups	a. Conduct a voluntary survey of employment equity groups	AVP HR & Planning	December 2009
	b. Conduct recruitment as per TRU Employment Equity Policy	“	Immediate
	c. Achieve aboriginal employee representation equivalent to the aboriginal labour population percentage for BC Interior	“	2012

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[18]

8. Expand training for faculty and staff in order to develop cultural awareness and sensitivity to issues faced by aboriginal students	a. Provide workshops, in-service opportunities and orientation and encourage participation in cultural activities	First Nations and Aboriginal Affairs Committee of Senate, Exec Dir Aboriginal Education, AVP, HR & Planning, Centre for Teaching & Learning	February 2009
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Open Learning:

Thompson Rivers University, which has a legacy of being open and accessible to students, now has a legislative mandate for open learning in the province of British Columbia. As the most comprehensive university in Canada, TRU has the ability and opportunity to incorporate openness across all programs, and ensure that learning, and the recognition of learning in the form of a credential, is available provincially, nationally and internationally.

As the University of Choice for Open Learning, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Strive to make post-secondary education available at a time and place and through delivery methods convenient to the learner	a. Conduct a program based audit of all current flexible learning opportunities and identify targets for new options b. Develop an institutional academic plan that incorporates open learning. c. Establish a physical OL presence in locations outside Kamloops where justified by need and financially viable.	Deans, Academic Directors and Chairs VP Academic, Deans' Council	April 2009 2010
2. Establish distance education as a viable complement to on-campus and classroom learning, and promote the inherent openness of all TRU programs across the institution	a. Develop and implement a plan for defining and promoting open learning, the advantages it provides to the students, and the credibility of its programs through the dissemination of supporting data on student success, qualifications of tutors, and the relevance and acceptance of the credentials b. Create a formal working group of open learning and face-to-face representatives to establish open learning opportunities that will complement or enhance campus programs	VP Open Learning Deans' Council and Academic Directors	June 2009 January 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[20]

	c. Include Open Learning courses in campus calendar	Registrar	
3. Expand the recognition and acceptance of credits earned at national and international institutions by establishing an educational credit bank that broadens credential-completion opportunities	a. Establish and promote credit bank	VP Open Learning, VP Academic	July 2010
	b. Promote the credibility of PLAR and set benchmarks	VP, Open Learning	
	c. Promote and expand credit bank and set benchmarks	VP, Open Learning	
4. Broaden participation in post-secondary education by developing programs to encourage and engage first-time, first-generation learners	a. Increase the number of online cohort courses by 10% per year	VP Open Learning	December 2009 and ongoing
	b. Increase open learning opportunities in established regional centres, including support for First Nations communities	VP Open Learning, Executive Director Aboriginal Education	January 2010
	c. Promote open learning directly to high schools and ABE students as an alternative or complement to classroom instruction	VP Open Learning	September 2009
5. Enhance the opportunities for distance students to receive academic and non-academic support online with the aim of improving completion rates	a. Conduct a Student Engagement Survey for open learning students	VP Open Learning	January 2010
	b. Expand web-based library services including “Point of Need” tutorials	Library Director	September 2009
	c. Expand web-based academic advising	VP Open Learning	September 2009
	d. Investigate, coordinate and expand all on-line student services	VP Open Learning	March 2010 and ongoing

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[21]

6. Where programs allow, expand options for greater flexibility through part-time and distance learning opportunities	a. Increase course offerings by licensing curriculum wherever possible.	VP Open Learning	January 2009
	b. Introduce on-line seminars and Web 2.0 technologies to support the delivery of open learning courses	VP Open Learning	January 2009
7. Examine opportunities for distance learning students to develop a dynamic and meaningful relationship with other students and the institution	a. Increase interaction peer to peer and student to tutor as part of the course	Director IDRG	January 2009
	b. Create student orientation program that explains the open learning policies, philosophy and pedagogy, resources available and expectations of students	AVP Open Learning	September 2009
8. Work to improve the integration of off-campus employees into the life of the institution	a. Review current governance and decision-making structures at the university to determine appropriate areas for inclusion of tutors	VP Open Learning, AVP HR & Planning	April 2009
	b. Encourage tutor participation in TRU events such as: in-service days, celebrations and workshops	“	January 2009
9. Expand training in the field of distance learning for faculty and staff, and provide an orientation to the challenges faced by students in the distance learning environment	a. Create “Student Success 101” for tutors/faculty/staff and report degree to which it influences retention	Director Program Delivery	June 2009
	b. Provide training and orientation to tutors on technical and pedagogical expectations	“	December 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[22]

Environmental Sustainability:

Thompson Rivers University recognizes that it has a significant role to play in education, research, policy development and information exchange related to the health of the local and global environments in which we live and work. TRU seeks to be the University of Choice for students concerned about environmental sustainability and to be recognized for its leadership and stewardship in responding to environmental challenges.

As the University of Choice for Environmental Sustainability, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Develop and expand programming and associated research activities in the areas of environmentally sustainable technologies, policy development, and environmentally and socially responsible economic development	a. Ensure that environmental studies are included in relevant curricula through all program levels	VP Academic, Deans	March 2011
	b. Perform inventory of current research activities pertaining to environmental issues on campus	AVP Research & Graduate Studies	January 2010
	c. Create a data base of grants and funding available for environmental research	“	May 2009
	d. Offer research awards and encouragement for environmental research projects	“	April 2009
	e. Appoint a Tier 1 Canadian Research Council Chair in Sustainable Development	“	February 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[23]

2. Develop policies and best practices that support environmental stewardship and sustainability in the university's operations	a. Develop environmental policy for TRU	Environmental Advisory Committee of Senate, Director, Environment and Sustainability	Complete
	b. Undertake greenhouse gas emissions audit using the provincial government "Smart Tool" to meet Provincial Mandate to become carbon neutral by 2010	Director, Environment and Sustainability, Environmental Advisory Committee of Senate	March 2010
	c. Conduct solid waste audit, reduce solid waste and use of harmful substances	"	October 2009
	d. Adopt environmentally responsible transportation practices such as: car-pooling, energy efficient vehicles, Pro-Pass, use of video conferencing, banning of vehicle idling	"	March 2009
	e. Reduce and monitor energy consumption on campus by lowering thermostats, retro-fitting buildings where possible with energy efficient equipment	"	March 2009
	f. Improve recycling facilities on campus	"	March 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[24]

	g. Encourage research in the areas of alternate energy	“	January 2009
3. Foster environmental literacy amongst students, staff, faculty and alumni, and cooperate with other community partners to increase environmental awareness	a. Institute an environmental public relations campaign through appropriate media	Director, Environment and Sustainability, EAC	May 2009
	b. Deliver professional development programs in environmental sustainability	“	February 2010 (in-service)
	c. Integrate environmental best practices into curriculum and campus life	“	Ongoing
	d. Establish an environmental issues speaker series	“	September 2009 and ongoing
	e. Faculty councils will report annually on environmental initiatives	Faculty Councils	April 2010 and ongoing
	f. Create a “Green Award” for TRU community members	Environmental Advisory Committee of Senate	January 2010
4. Encourage the development of partnerships with public and private sector organizations in support of environmental stewardship and sustainability	a. Work with local governments, groups and businesses to support green initiatives, research, local food production and bulk purchasing	Director, Environment & Sustainability, EAC	Ongoing
	b. Promote student involvement with local community environmental initiatives	AVP Student Affairs, TRUSU	Ongoing

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[25]

International Opportunities:

Thompson Rivers University has a rich history of being open and accessible to students from around the world, and of extending the expertise of the university to the international community. Building on the legacy of thirty years of international connections, the university seeks to balance success in the international context by creating expanded international opportunities and experiences for Canadian students, faculty and staff, and by increasing levels of international awareness and understanding within the university community.

As the University of Choice for International Opportunities, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Increase the number of international learning opportunities for TRU students	a. Conduct an audit of current international learning opportunities	International Affairs Committee of Senate	September 2009
	b. Develop and implement a plan to double the number of exchanges, internships, practica, co-op placements, field schools, dual degree options, research projects, available to TRU students	Deans' Council	September 2012
	c. Establish credit and other forms of formal recognition for students who have undertaken international experiences	International Affairs Committee of Senate and Educational Programs Committee of Senate	October 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[26]

	d. Undertake survey to identify interests, enablers and constraints regarding students' participation in study abroad initiatives	AVP TRU World	December 2009
	e. Continue to support and enhance funding for students undertaking study abroad initiatives	Budget Committee of Senate	Ongoing
2. Increase opportunities for TRU faculty to teach and conduct research internationally	a. Identify international teaching and research opportunities within existing and new partnerships with the institutional goal of increasing opportunities by 25% by 2010	International Affairs Committee of Senate, AVP Research & Graduate Studies	June 2010
	b. Enhance the mechanism for the dissemination of information on funding sources for international research & collaboration	AVP Research & Graduate Studies	September 2009
	c. Create and enhance internal mechanisms to better enable faculty to undertake international teaching & research	VP Academic, AVP Research & Graduate Studies	September 2009
	d. Establish an award for excellence in internationalization	Awards & Honours Committee of Senate	December 2009
3. Develop partnerships with international universities for joint research, scholarship and faculty/staff exchange opportunities	a. Identify international teaching, research & exchange interests among TRU faculty and staff and match to compatibilities within new and established partnerships	AVP Research & Graduate Studies, AVP TRU World	September 2009 and annually thereafter

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[27]

4. Review curricula to identify courses and programs where it is appropriate to incorporate international perspectives and increase awareness of global issues	a. Conduct an audit of courses containing international perspectives or content.	VP Academic, AVP HR & Planning, Director, Institutional Planning & Analysis	July 2009
	b. Ensure all baccalaureate programs include an international component.	Deans' Council	December 2010
	c. Establish a fund to promote the internationalization of curriculum	VP Academic, AVP TRU World	October 2010
	d. Increase numbers of professional development workshops and supports to faculty for internationalization of pedagogy, programs and curriculum	VP Academic, AVP TRU World	May 2009
5. Develop an international presence on the Williams Lake campus and create activities that will profile and celebrate internationalism on all TRU campuses	a. Promote international opportunities to Williams Lake faculty, staff, tutors, students	AVP TRU World, Director Williams Lake, Deans	December 2009 and ongoing
	b. Capitalize on an International Week forum at WL campus	"	September 2009
	c. Profile international initiatives, missions, visitors, for WL personnel	"	September 2009
6. Expand TRU's academic activities internationally	a. Develop a strategic plan to develop international opportunities	VP Academic, AVP TRU World, Deans' Council	March 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[28]

7. Expand support and services available to international students	a. Establish a plan to enhance integration of international students; measurement of integration to be accomplished by comparing relevant NSSE results of international and domestic students.	AVP TRU World, International Affairs Committee of Senate, Student Engagement Committee of Senate	September 2009
	b. Enhance Student Success courses and mount courses and workshops to assist international students understand culture, social life, and academic procedures and expectations	International Affairs Committee of Senate & Student Engagement Committee of Senate, Deans' Council	September 2010
	c. Create an International Alumni network	VP Advancement	September 2009 and ongoing
8. Expand training for faculty and staff in order to develop cultural awareness and sensitivity to the issues faced by students from international backgrounds	a. Provide a series of workshops for various TRU constituencies on teaching, providing service to diverse cultural groups and addressing the issue of racism	Instructional Development & Support Committee, Centre for Teaching and Learning	Ongoing
	b. Recognize and capitalize on internal expertise of TRU faculty /staff by creating an experts list on international language and culture.	AVP, HR & Planning, AVP TRU World	December 2009

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[29]

Career Success:

Thompson Rivers University recognizes that access to post-secondary education is essential for all members of society in the 21st century global economy. Success is a lifelong achievement, and over the course of a lifetime individuals will have opportunities to achieve success in many ways. TRU seeks to be the university best known and regarded for its unique ability to prepare students with an integrated set of academic, applied and experiential skills to be highly successful at every stage of life.

As the University of Choice for Career Success, Thompson Rivers University will:

Strategic Goals	Action	Accountability	Timeline
1. Define and establish characteristics of TRU graduates that will equip them for career success in a global economy by providing the knowledge, skills and experiences required to achieve academic excellence, personal growth, and international awareness and understanding	a. Report with specific recommendations to be submitted to Senate	Deans' Council	September 2009
2. Create new interdisciplinary opportunities that give students the flexibility to combine theory and practice in preparation for the demands of the 21 st century	a. Develop new, interdisciplinary programs that cross faculties, schools and departments, that blend opportunities for both theoretical and practical learning, and that blend on-line and face-to-face learning b. Establish budgetary and administrative processes that facilitate interdisciplinary work	VP Academic, VP Open Learning, Deans Budget Committee of Senate	January 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[30]

<p>3. Achieve full integration and laddering of credentials in all program areas (academic, professional, technical and trades) to establish the university as the first choice for transfer students from universities and colleges across Canada for degree completion or to complete a professional career credential</p>	<p>a. Initiate the development of combined baccalaureate/graduate five year programs.</p>	Deans' Council	September 2010
	<p>b. Map out and disseminate information on laddering opportunities available in each school /faculty and include Open Learning opportunities</p>	Deans' Council	December 2009
	<p>c. Establish laddering opportunities into all diploma and baccalaureate programs at TRU.</p>	Deans' Council	January 2011
	<p>d. Determine demand for flexibility in program delivery.</p>	Chief Enrolment Officer	December 2009
<p>4. Review the mandate and direction of Continuing Education to increase opportunities for integration, flexibility of learning, and specialized training that builds on existing credits and credentials in support of continued career advancement and success over the working lifetime of individuals</p>	<p>a. Review the structure and operation of Continuing Education and bring a proposal to Senate by March 2009</p>	President, VP Academic	March 2009
	<p>b. Increase number of professional certifications offered</p>	VP Academic	September 2010

Action Plan for
Thompson Rivers University
Strategic Plan 2007 – 2012
[31]

5. Expand services to link graduates with potential employers and to engage alumni in mentoring and supporting graduates as they move into the workplace	a. Establish a formal linkage with alumni and employers in each program area	Deans' Council	December 2009
6. Develop graduate programs to support the environmental, economic, social and professional development objectives of the interior region and the province	a. Undertake market research to determine the areas for graduate program development that best serve the needs of the community and employment of our students	AVP Research & Graduate Studies, Deans' Council	December 2009
	b. Establish at least four new graduate programs guided by the market analysis	“	September 2012

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