THOMPSON RIVERS UNIVERSITY

Office of the
PRESIDENT AND VICE-CHANCELLOR

Re: **Towards planning goals (2025-2030): February 2026 briefing**

From: **Prof. Airini, President and Vice-Chancellor, with the Executive Team members**

Date: **February 5, 2026**

Executive Summary: On October 3, 2025, the Board resolved to approve the deficit mitigation report and noted that refreshed strategic change goals (2020-2030) (SGCs) are being developed and will be recommended to the Board in December 2025. The bold ambition is to turn the university's unprecedented financial challenges into a strategic transformation, positioning Thompson Rivers University for success for decades to come.

Between October-December members of the university community have both affirmed *Envision TRU* and the SCGs and also the need for outcomes-focused actions that will help us achieve our future TRU. The development of planning goals (2025-2030) is underway and a full package will be recommended to the Board in March 2026. We are creating a route forward that maximises our chances of our success as our future TRU imagined in *Envision TRU*.

Briefings are posted to the President's website[1]. This paper provides a February 2026 briefing and describes the process and outcomes to-date towards planning goals (2025-2030) that align with *Envision TRU* and the SCGs. Updates in this paper include: additional information about 'surplus'; table to show alignment between a planning goal and senate committee; and adjusted wording of preliminary target for 'New-era student enrolment and success', to include retention and successful completion; inserted Implementation section; and adjusted Dynamic Internationalization first actions (enrolment) to percentages only and removed headcount.

Further updates will be provided through the President's webpage and relevant governance committees.

Suggestions and information requests are welcome to: president@tru.ca

BACKGROUND

In 2020 Thompson Rivers University's strategic change goals were created to drive the ten-year vision described in the Board-approved *Envision TRU (2020-2030)*. Five years on, TRU is transforming in the context of a post-secondary sector that is evolving rapidly. At the half-way point for *Envision TRU* a refresh of our approach to the strategic change goals is underway to respond to our context and future-proof the university. We have a need for focused action in support of *Envision TRU* and the strategic change goals.

An overview of goals (2025-2030) is provided below, along with how these will be tracked and reported on.

Having both the *Envision TRU* strategy and actions by way of measurable goals and the sharing of good practices is important because together they provide a roadmap for building our future TRU by offering clarity, forward direction, accountability, the chance to learn from one another, and the

[1] Previous briefings are available via president@tru.ca.

recognition of success. A strategy guides long-term decisions, while measurable goals allow us to track progress, sustain focus, and have a clear understanding of what needs to be achieved and what success looks like.

BUILDING A FUTURE TRU IMAGINED IN *ENVISION TRU*.

Thompson Rivers University is transforming in the context of a post-secondary sector that is evolving rapidly. The financial pressures facing our university are significant. We are acting quickly to meet these challenges, guided by our core values and our commitment to excellence in use-inspired research and education. We have an ambitious goal: to turn the university's unprecedented financial challenges into a strategic transformation, positioning TRU for success for decades to come.

From a financial lens our focus is to live within our means and grow our means. The first phase of transformation is to 2027/28, in which we will achieve a balanced budget through employment reductions, cost restraints, and efficiencies through reevaluating services and academic groupings. In this phase there will be highly strategic investments. The second phase to 2030/31 will optimise returns from the strategic investments, diversification of revenue streams, and a culture of continuous improvement. TRU is a university that is moving forward.

A View of a Future TRU We Are Building

By 2030:

- TRU is among Canada's most innovative universities — in pedagogy, organization, technology, and partnerships with industry, communities, and professions. We are driving Interior BC's emergence as a national leader in applied AI and technology.
- TRU is redefining what it means to be a university. As Canada's leading dual-sector research university we unify vocational education with higher education. We elevate use-inspired research and education, that solves the challenges of Interior BC and contributes to the future of the province, Canada, and in global arenas. We operate outside the generic patterns of research universities.
- TRU is meeting our objectives as a university. We are the only university in the world where Secwépemc ways of knowing and being are foundational. We show it is possible to deliver both academic excellence and access, with exceptional student results. Our foundation in flexible learning makes it possible for students to learn where they live and earn while they learn. We are responsive to students, employers, and communities.
- TRU is resilient and adaptive. We anticipate and respond to financial challenges while seeking to continuously improve experience of our university.

TOWARDS PLANNING GOALS (2025-2030)

Measurable planning goals help us to track progress and focus as TRU moves forward aligned with *Envision TRU*. Draft planning goals (2025-2030) were developed over summer 2025 with input from the senior leadership team, while awaiting the beginning of fall term. Between October-November *TRU Talks* (October 24, November 17), Senior Leadership Team meetings (October 8, November 19), APPC (November 13, December 11), Student Success Committee co-chairs (3 February), and Senate meeting (November 24), along with meeting with about 30 TRUSU representatives (November 5) have informed this development work and updates.

Feedback has been recorded to be included in overall reflections and revisions. Senate was briefed on TRU's continued momentum towards *Envision TRU,* the refreshing of goals for the next five years period, feedback from discussions to-date, and opportunity for university members to contribute further during December-February.

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Senate was invited to provide advice (November 24). Feedback has included that refreshed goals provide focus and clarity; can be applied directly to planning; and that the transparency and lines of responsibility are welcome. Senate committee members have expressed a need for further engagement. This has been built into the timeline.

Suggested amendments as of February 3 2026 included the following:

Respondent	Feedback area	Changes
TRUSU	Increased explicit student focus is needed	Changes made to goal word so that students are explicitly named: e.g. 'graduate outcomes' to 'student outcomes'. Student experience will feature in the 4-6 change goals once developed (Dec-Feb 2026).
TRUSU	Applied, responsible AI	Concerns noted about environmental impact of AI.
TRUSU	Wider engagement	Schedule second round of discussions with TRUSU representatives, and discuss with Senate Student Success Committee, Qelmucw Committee, and APPC; recommend to the Board (February) that advice be sought from Senate. If agreed, notice will be provided to Senate (February) and advice sought (March), prior to the Board deliberating on the full planning goals package (March, 2025).
APPC	Clarify future of Mission Fulfilment executive sub-committee of APPC.	Mission Fulfilment Executive Committee's terms of reference were established in January 2024 when TRU was participating in the Northwest Council of Colleges and Universities accreditation. TRU exited the NCCU accreditation process in June 2024. APPC may wish to consider the future of this sub-committee. There may be an advising role for education-specific goals (2025-30).
APPC	Adjust Strategic Enrolment Management focus to include student success.	Adjusted wording from 'SEM' to 'New-era enrolment growth and student success'
Student Success Committee Co-chairs	New-era student enrolment and success	Add table showing planning goal and relevant senate committee; include success factors (in addition to enrolment) in the preliminary target.
Open meetings: *TRU Talks with President Airini*	Applied, responsible AI	Advocacy for consideration of environmental impact of AI noted and included in planning.
Open meetings: *TRU Talks with President Airini*	Increase focus on student support services, e.g. supplemental learning	Carry this suggestion forward to the next phase of identifying first 4-6 actions.
Correspondence	Impactful student outcomes	Ensured consideration of outcomes beyond employment.
Discussion	Top 40-50 universities in Canada for research	Adjust wording to 'top 50 universities', or 'maintain top 50 positioning in Canada research universities.'
Senior Leadership Team	'Sustainability': This word is used in two different ways for different goals.	Adjusted wording: 'Sustainability' is now referring to socio-environmental sustainability. 'Financial strength' is now used for financial sustainability.
Senior Leadership Team	Include actions associated with bold ambitions for student athletes in TRU Wolfpack teams.	This is now included in a TRU definition of excellence, and associated KPI.

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Senate	'KPI 'language and potential reliance on KPIs.	Altered language; noted in paper that there will be a rolling review of measures.
Senate	Strategic change goals (2020-2025) were taken seriously and TRU worked on these, to align with template. Yet the TRU focus dropped. Unclear what the outcomes were of the effort.	Noted feedback and importance of demonstrating value and impact of setting and tracking goals, and appreciation for effort. Incorporated sharing of reporting regularly through Senate and Board, as well as online.

A key outcome of the discussions is the importance of retaining the Strategic Change Goals as-stated, while also enabling focused, outcomes-based actions that contribute to TRU's future viability and thriving. In other words, there is no change to the already approved *Envision TRU:* TRU Vision, Mission, Values, mission, and *Strategic Change Goals*.

Further, it was suggested that it would be helpful to show alignment between the Strategic Change Goals and planning goals (2025-2030). This is now provided in Appendix 2. The table highlights alignment for 8/10 of the planning goals (2025-2030), as well as two planning goals that are institutionally focused and might be described as enablers: long-term financial strength and thriving workplace wellness.

Further advice has been to amend the name 'goals (2025-2030)' to distinguish this planning from the Strategic Change Goals. Possibilities include: 'objectives (2025-2030)', 'planning goals (2025-2030)'.

A record of discussions informing the development of goals (2025-2030) is provided in Appendix 3. This shows that to-date there have been meetings involving about 400 committee members and attendees, with some of the count including individuals engaging more than once in the process.

PLANNING GOALS (2025-2030)

Ten interdependent planning goals (2025-2030) have been identified to maximise our chances of our future described in *Envision TRU*. These

Further development of planning goals (2025-2030) is underway between December 2026-February 2027. Final Board approval is planned for March 2026 following advice being sought from Senate (notice in February, for advice in March). This period coincides with wider planning including Budget 2026/27 and annual performance plans.

In December 2025, the Board received a report on the development of planning goals (2025-2030) and noted that there will be a rolling review of each planning goal, and the planning goals collectively, over the 2025-2030 period. This rolling review began in December 2025 and will continue to March 2030, with formative assessment of progress and an evaluation phase to follow.

The tables below show planning goals (2025-2030) (table 1), along with performance indicators and preliminary targets and alignment with internal or external reference materials (table 2).

Table 1: Planning goals (2025-2030)

- Excellence for Interior BC, the province and Canada
- Impactful student outcomes
- Dynamic internationalisation
- Leading sustainability
- New-era student enrolment and success
- Use-inspired research
- Long-term financial strength
- Transformative applied AI

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- Meaningful reconciliation and partnerships
- Thriving workplace wellness

Table 2: Planning goals (2025-2030) + performance indicators + key reference document(s)

Planning goal (2025-2030)	Performance Indicator	Alignment
Excellence for Interior BC, the province and Canada	By 2028 TRU leads as Canada's ranked dual sector research university.	TRU Bold TRUly Flex
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31.	TRU Budget Planning Handbook
New-era student enrolment growth and success.	By 2030 TRU's enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.	TRU Bold TRUly Flex TRU SEM
Impactful student outcomes	By 2028 TRU is in the top three BC universities for students in the labour force or further education in a field related to their studies two years after graduation.	BC Student Outcomes BC Labour Market Outlook Forecast 2025
Use-inspired research	By 2030 TRU is in the top 40-50 research universities in Canada, elevating use-inspired research.	TRU Bold TRU Strategic Research Plan
Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	TRU Strategic Internationalisation Plan
Leading sustainability	By 2027 Thompson Rivers University is a world class university in sustainability.	Campus sustainability plan
Transformative applied AI	TRU is a national leader by 2030 in applied and responsible AI.	TRUly Flex
Meaningful reconciliation and partnerships	By 2030 TRU closes education achievement gaps experienced by Indigenous students	Partnership and affiliation agreements (local, national, international) TRC – Calls to Action
Thriving workplace wellness	Thompson Rivers University is recognised amongst the best places to work in BC and Canada by 2030	BC's Top Employers Canada's Top Employers

Preliminary targets have been identified for each planning goal (see Appendix 1), with the exception that further planning is underway on enrolment targets.

Each of the planning goals (2025-2030) will be assigned to a relevant vice-president who will liaise with the university community, academic governance committee(s), Senate, senior leaders, student groups, professional staff, etc. to develop a shared understanding of a goal, outcomes, and success conditions. From December 2025-February 2026 there will be co-development of 4-6 'first actions' in support of achieving the goal.

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The planning goals (2025-2030) will be integrated into annual planning with senior leadership, and thereby with teams across TRU. Regular reporting to Senate and the Board will feature, with the opportunity for Senate sub-committees to form in ways that are seen to be meaningful to those committees.

Examples of good practice will be shared with the university community and successes in attaining goals will be recognised and celebrated.

An example of one goal with performance indicator, preliminary target, and draft target delivery actions is provided below (see Figure 1). This includes draft actions that reflect the Strategic Internationalisation Plan (2025-2035).

Figure 1: Example of Goal (2025-2030), performance indicator and draft target delivery actions:

DYNAMIC INTERNATIONALISATION

Performance Indicator: By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.

Leader: Vice President International Offices: VPI, PVPA

Values:

Inclusion and diversity	Community-mindedness	Curiosity	Sustainability

Preliminary Target: TRU achieves 5-star QS rating for global engagement by 2030.

Draft 4-6 Target delivery actions:

- Deliver on Strategic Internationalisation Plan (2025-2035), identifying relevant SIP goals for this KPI and preliminary target.
- Guided by TRU's value of community mindedness with global conscience, and subject to Federal immigration policy, strategically grow international learners across all TRU delivery and learning modes to surpass the current projection by at least 15% by 2030. This will stabilize international student headcount at 18%-20% of total TRU student headcount.
- Every TRU student has the opportunity to engage with international perspectives as part of their educational experience, by 2028.
- Expand active international & transnational agreements, including with at least two Indigenous post-secondary institutions.

To support shared understanding, each goal will be reported on, consistently and regularly. An example of a dashboard reporting format for a fictional goal is provided, below.

Ten dashboards are currently being developed, to provide quantitative (i.e. graphing progress towards a target) and qualitative (e.g. good practices) information on progress towards the planning goals (2025-2030). These dashboards will be used for regular reporting to Senate and the Board and included on our TRU website for access at any time.

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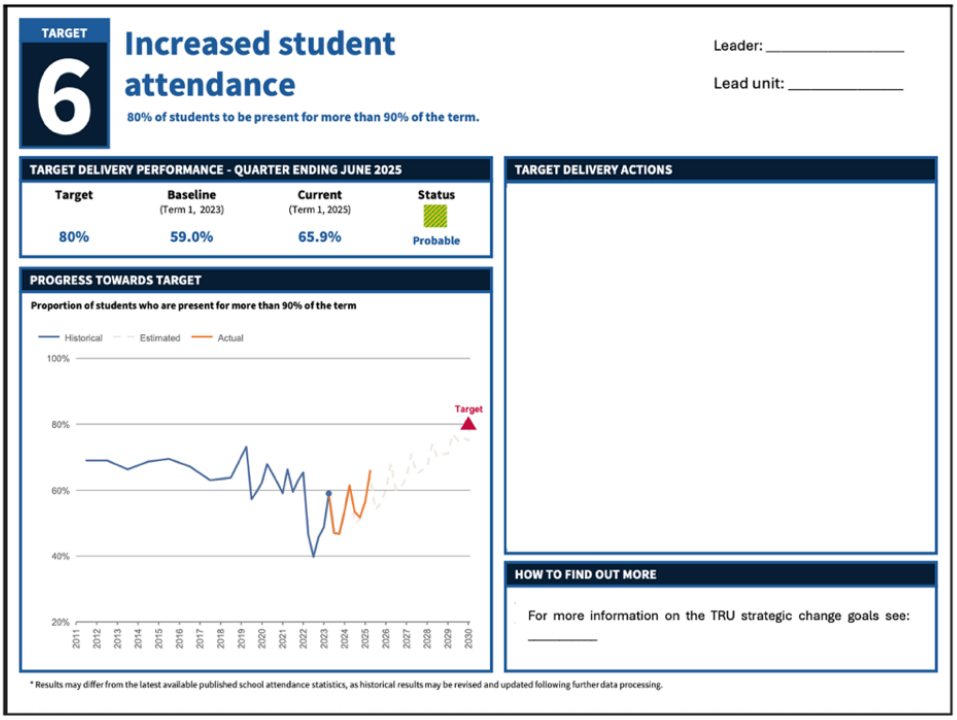
Figure 1: Example of a dashboard with a fictional goal



DEVELOPMENT AND APPROVAL

From December 2025-February 2026 discussions with TRU community members are taking place to identify 4-6 'first actions' for each goal. These actions are to reflect already-approved institutional plans such as *TRU Bold*, *TRUly Flex*, *Strategic Internationalisation Plan,* and the *Campus Sustainability Plan*. Table 2 highlights alignment with institutional plans. Advice from Senate will be sought through Senate committees and Senate, and there will be wider discussions including through Senior Leadership Team, *TRU Talks*, and with TRUSU. This will inform the report and recommendations to the Board.

Planning and outcomes to-date from the development process will be reported to the February 20, 2026 Board meeting, along with updates to the planning goals, (2025-2026) and the dashboards. It is envisaged that the Board will seek advice from Senate on the full planning at this stage (Senate meeting of February 23 and March 23), with a view to approval at the March 27 2026, Board meeting.

Publicly facing materials on the planning, goals, and progress will be available through the TRU website. Initially this information will be posted on the President's website.

A development timeline is provided in Appendix 4.

IMPLEMENTATION

Implementation is where our shared hopes for the 2025–2030 period become coordinated, values-guided action and results. Delivering on the planning goals requires a collective commitment to learning, collaboration, and transparent reporting. As TRU moves through a period of transformation, implementation ensures that our intentions translate into measurable and qualitative progress for students, colleagues, and the communities we serve. It also enables us to respond with integrity to the evolving environment facing post-secondary education.

Our approach to implementation is grounded in the *Envision TRU* values that guide our university: community-mindedness with a global conscience, curiosity and lifelong learning, equity and inclusion, and a respect for place and people. These values shape how we design actions, how we work alongside one another, and how we remain accountable for results. A values-aligned implementation culture encourages openness to new ideas, reflection on what is working, and a willingness to adapt as insights emerge.

Each planning goal is championed by a designated Executive Team member who leads development of shared understanding, first actions, and success conditions in partnership with colleagues, students, Senate committees, professional staff, and units across TRU (see Appendix 5 for planning goals and champions; and Appendix 6 for alignment between planning goals and Senate committees). This distributed leadership model supports clarity of responsibility while strengthening cross-university ownership. Champions guide the co-development of 4–6 first actions for each goal, building on already-approved institutional plans such as *TRU Bold*, *TRUly Flex*, the *Strategic Internationalisation Plan*, and the *Campus Sustainability Plan*. The planning goals (2025-2030) are interdependent and a whole-of-university initiative. With this in mind, the champions work as a team, and TRU's success will be as One University.

Monitoring progress is central to our approach. Performance indicators, preliminary targets, regular reporting to Senate and the Board, and publicly accessible dashboards will provide quantitative and qualitative insights into both outcomes and learnings. This commitment to transparency reinforces accountability and ensures that efforts remain responsive, coordinated, and aligned with TRU's long-term direction.

Implementation is an ongoing practice—rooted in our values, shaped by shared leadership, and strengthened through learning. By working together in this way, TRU continues to make purposeful progress on our future envisioned in *Envision TRU*.

SUMMARY

Thompson Rivers University is moving forward to a future TRU envisioned as a 2020-2030 journey through *Envision TRU* and the associated Strategic Change Goals.

In this second five-year period, and given our unprecedented challenges, there is a need for planning that makes it possible to track progress, sustain focus, and what success looks like.

Discussions towards planning goals (2025-2030) began in summer-fall 2025; with further development from December 2025-February 2026. The use of the word 'planning goals' may be changed to show alignment with the Strategic Change Goals rather than duplication or replacement of these.

Ten interdependent goals (2025-2030), with performance indicators and preliminary targets were reported to the Board on December 5, 2026.

Planning includes the development of reporting dashboards.

In February 2026 the Board will receive a report including first actions for achieving the planning goals and updates/amendments to this initiative. It is envisaged the Board will then seek advice from Senate, prior to final deliberations in March 2026.

Regular reporting on the goals (2025-2030) will be provided to the Board and Senate.

There will be a rolling review of each goal, and the goals collectively, over the 2025-2030 period, beginning in December 2025.

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APPENDIX 1: Goals (2025-2030), performance indicators and preliminary targets

Planning goal (2025-2030)	**Performance Indicator**	**Preliminary Target**
Excellence for Interior BC, the province, and Canada	By 2028 TRU is Canada's leading dual sector research university.[2]	Ranked top 10 in Macleans primarily undergraduate university rankings by 2028, at 900-1000 in QS world ranking (initially as a contributor) by 2030/31; and we are champions in all TRU Wolfpack sports by 2030/31.
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31.	$20M-$25M projected deficit removed from operating by 2027/28 FY; surplus growth by at least 4% annually from 2027/28-2030/31.[3]
New-era student enrolment growth and success among domestic and international learners, enables more skilled people to stay in Interior BC and contribute to building the province.	By 2030 TRU's enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province. [see 'Dynamic Internationalisation' for International enrolment action; and Meaningful reconciliation and partnerships for Indigenous enrolment and success target]	Undergraduate enrolment to XXXX by 2028 and XXXX by 2031, graduate enrolments to XXXX by 2028 and XXXX by 2031, and continuing education enrolments to XXXX by 2028 and XXXX by 2031; with attention to participation, retention and successful completion, and traditional and under-served students of Interior BC and the province.
Impactful student outcomes	By 2028 TRU is in the top three BC universities for undergraduate and graduate students in the labour force or further education in a field related to their studies two years after graduation	>90% by 2028, with performance benchmarked against other BC post-secondary institutions.
Use-inspired research	By 2030 TRU is maintaining position in the top 40-50 research universities in Canada, elevating use-inspired research.	Increase total annual sponsored research revenue from all sources to $10M-$15M by 2030.
Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	TRU achieves 5-star QS rating for global engagement by 2030
Leading sustainability	By 2027 Thompson Rivers University is a world class university in sustainability.	Top 600 globally in THE Sustainability Impact Ranking/Rating, retain Platinum STARs rating by 2030

[2] 'Excellence' for TRU includes awards for academics, students, student experience, professional staff and leaders; institutional performance relative to national and international standards (ratings) and comparator institutions (rankings). Awards include sports success by TRU's student athletes and teams.

[3] A consolidated budget view will be adopted therefore including restricted and unrestricted, designated and undesignated funds.

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Transformative applied AI	TRU is a national leader by 2030 in applied and responsible AI.	AI 'comfort' +20% to baseline (see measurement: survey) by end of 25/26 academic year.[4]
Meaningful reconciliation and partnership	By 2030 TRU closes education achievement gaps experienced by Indigenous students	Indigenous students achieve on par, at least, with non-Indigenous students / close education gaps [TRC #10], by 2030; and Indigenous student enrolment will be on par, at least, with regional demographics.
Thriving workplace wellness	Thompson Rivers University is recognised amongst the best places to work in BC and Canada by 2030.	Winner in the *BC's Top 100 Employers* competition (2027, 2028) Winner in *Canada's Top 100 Employers* competition (2029)

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[4] Note: Given the highly dynamic AI environment, the duration of this performance indicator is planned as an initial step, anticipating future performance indicators will be developed to reflect learnings and the wider context for applied AI.

APPENDIX 2: Alignment of Goals (2025-2030) with *Envision TRU* strategic change goals ('TRU SCG')

Notes:

1. While each goal may contribute to all four TRU SGCs, primary impact areas have been identified below.
2. Two goals have emerged, particular to 2025-2030: financial strength and workplace wellness. These are recognised as enablers.

Goal (2025-2030)	TRU SGC: Eliminate achievement gaps	TRU SCG: Honour truth, reconciliation and rights	TRU SCG: Lead in community research and scholarship	TRU SCG: Design lifelong learning
Excellence for Interior BC, the province, and Canada	X	X	X	X
Long-term financial strength				
New-era student enrolment growth and success among domestic and international learners, enables more skilled people to stay in Interior BC and contribute to building the province.	X	X		*X*
Impactful student outcomes	X	X		X
Use-inspired research		X	X	
Dynamic internationalisation	X	X	X	X
Leading sustainability		X	X	X
Transformative applied AI		X	X	X
Meaningful reconciliation and partnership	X	X	X	X
Thriving workplace wellness				

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APPENDIX 3: Record of advisory discussions to inform Goals (2025-2030) development:

- **July 2025-February 5 2026**

Group (approx. numbers at each meeting)	**Advisory discussions**
Executive Team (6)	2025: July – December
Senior Leadership Team (45)	2025: August, September, October, November
Board (15)	2025: October, December
TRU Talks with President Airini - open sessions to the TRU community – in-person and online (30-40 to each meeting)	2025: September, October
Academic Planning and Priorities Committee (19)	2025: November, December
International Advisory Committee (15)	2025: November
TRUSU representatives (30)	2025: November
Senate (44)	2025: November
Gaglardi School of Business and Economics (invitation to share about future of TRU – planning, goals)	2025: December 18
APPC committee member (1)	2025: December 18
APPC (19)	2025: January 8
Executive Team (6)	2026: February 2
Student Success Committee co-chairs (2)	2026: February 3

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APPENDIX 4:

Towards Planning Goals (2025-2030)
August 2025-March 2026 project timeline
5 January 2025

Months	Focus	Notes
August-October 2025	Scoping discussions	Initial drafting of goals, performance indicators, preliminary targets; and dashboards for reporting.
November-Dec2025	Governance discussions, including APPC, SIAC, Senate.	Feedback: provide clarity about purpose, process, timeline; further expand communications; and advice-seeking from Senate.
	Report to Board	Advised that further development is underway.
	Briefing created dated 11.12.25	Integrates advice from APPC
	Web-based sharing of information and materials	Per advice from APPC
December-Feb 2026	Discussions to inform drafting of 'first actions' for planning goals (2025-26)	Actions will lead to quantitative and qualitative information to track progress, per advice from APPC.
February 12, 2026	APPC: Briefing on draft paper: *Towards planning goals (2025-2030)*.	Seeking advice from APPC to refine briefing for the Board.
February 20, 2026	Board meeting: Briefing: *Towards planning goals (2025-2030)*. Recommendation for the Board to seek Senate advice.	Board paper available through the public agenda
February 23	Senate meeting: Advice on *Towards planning goals (2025-2030)*.	Notice of Board seeking Senate advice. Paper available through the public agenda.
March 23, 2026	Senate meeting: Advice on *Towards planning goals (2025-2030)*.	Paper available through the public agenda.
March 27, 2026	Board: Report: *Towards planning goals (2025-2030)*. Recommendations will include final approval, including planning goals, performance indicators, preliminary targets, first actions	Board paper available through the public agenda
April 2026-onwards	Communications with TRU following the Board meeting and roll out of planning goals 2025-2030, including regular review of planning goals (2025-2030).	Public-facing website Reports available through public agendas of Senate and the Board.

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APPENDIX 5: Planning goals (2025-2030) champions

Planning goal (2025-2030)	**Performance Indicator**	**Champion**
Excellence for Interior BC, the province, and Canada	By 2028 TRU is Canada's leading dual sector research university.[5]	Provost and Vice-President Academic
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31.	Vice President Administration and Finance/ Provost and Vice-President Academic
New-era student enrolment growth and success among domestic and international learners, enables more skilled people to stay in Interior BC and contribute to building the province.	By 2030 TRU's enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province. [see 'Dynamic Internationalisation' for International enrolment action; and Meaningful reconciliation and partnerships for Indigenous enrolment and success target]	Provost and Vice-President Academic
Impactful student outcomes	By 2028 TRU is in the top three BC universities for undergraduate and graduate students in the labour force or further education in a field related to their studies two years after graduation	Provost and Vice-President Academic
Use-inspired research	By 2030 TRU is maintaining position in the top 40-50 research universities in Canada, elevating use-inspired research.	Vice President Research
Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	Vice President International
Leading sustainability	By 2027 Thompson Rivers University is a world class university in sustainability.	Vice President Administration and Finance
Transformative applied AI	TRU is a national leader by 2030 in applied and responsible AI.	AI Special Advisor to the President
Meaningful reconciliation and partnership	By 2030 TRU closes education achievement gaps experienced by Indigenous students	Secwépemc Special Advisor to the President/ PVPA
Thriving workplace wellness	Thompson Rivers University is recognised amongst the best places to work in BC and Canada by 2030.	Vice President Administration and Finance

[5] 'Excellence' for TRU includes awards for academics, students, student experience, professional staff and leaders; institutional performance relative to national and international standards (ratings) and comparator institutions (rankings). Awards include sports success by TRU's student athletes and teams.

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APPENDIX 6: Planning goals (2025-2030) and Senate committees

Planning goal (2025-2030)	**Performance Indicator**	**Champion**	**Senate Committee**
Excellence for Interior BC, the province, and Canada	By 2028 TRU is Canada's leading dual sector research university.[6]	PVPA	APPC, Research Committee
Long-term financial strength	TRU has a balanced budget by 2027/2028, and growing surplus to FY 2030/31.	VPFA/ PVPA	BCOS
New-era student enrolment growth and success among domestic and international learners, enables more skilled people to stay in Interior BC and contribute to building the province.	By 2030 TRU's enrolment growth ensures access and success by traditional and under-served students of Interior BC and the province.[see 'Dynamic Internationalisation' for International enrolment action; and Meaningful reconciliation and partnerships for Indigenous enrolment and success target]	PVPA	Student Success Committee
Impactful student outcomes	By 2028 TRU is in the top three BC universities for undergraduate and graduate students in the labour force or further education in a field related to their studies two years after graduation	PVPA	Student Success Committee
Use-inspired research	By 2030 TRU is maintaining position in the top 40-50 research universities in Canada, elevating use-inspired research.	VP Research	Research Committee
Dynamic internationalisation	By 2030 TRU is recognized as a top university in Canada in global engagement and internationalization.	VP International	International Affairs Committee
Leading sustainability	By 2027 Thompson Rivers University is a world class university in sustainability.	VP AF	Sustainability Committee
Transformative applied AI	TRU is a national leader by 2030 in applied and responsible AI.	AI Special Advisor to the President	APPC
Meaningful reconciliation and partnership	By 2030 TRU closes education achievement gaps experienced by Indigenous students	Secwépemc Special Advisor to the President/ PVPA	Qelmúcw Affairs Committee
Thriving workplace wellness	Thompson Rivers University is recognised amongst the best places to work in BC and Canada by 2030.	VPAF	[7]

[6] 'Excellence' for TRU includes awards for academics, students, student experience, professional staff and leaders; institutional performance relative to national and international standards (ratings) and comparator institutions (rankings). Awards include sports success by TRU's student athletes and teams.

[7] The Senior Leadership Team will be engaged for the planning goal of 'Thriving workplace wellness'.

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