

Faculty of Business, Government and Law

2025 – 2028
Strategy

Working with governments and for society



Our strategy focuses on cultivating and strengthening connections across Canberra and the ACT by partnering with government, communities and business to build capacity and foster sustainable societies



**UNIVERSITY OF
CANBERRA**



Honours Studies
The Canberra Behavioural Lab

Canberra Behavioural Lab

is grounded in behavioural economics and psychology to understand the citizen and workplace behaviours that shape our society. We identify ways to encourage positive behaviours and use new technologies to see how we can create real-world impact. We aim to uncover the patterns behind decision-making to help us build a better (or hurt) society!

UNIVERSITY OF
 CANBERRA
 BUSINESS,
 GOVERNMENT
 AND LAW

Introducing our four-year strategy

The environment in which universities operate has changed dramatically in recent years. The global pandemic – and the policies and measures that were triggered – have hastened this process. This strategy addresses the challenges but also identifies the opportunities for University of Canberra (UC) Faculty of Business, Government and Law (BGL). This strategy draws on analysis of the faculty's current environment, our competitive advantage and our strengths. Importantly, this strategy stays true to the university's function, values and principles as established in the University of Canberra Act 1989 (ACT) which states the university must provide "service to scholarship and the education of the Australian people.... [and].... [have] responsiveness to the needs of Australia"¹.

What has changed for the Faculty of Business, Government and Law that requires a new strategy? In the past, most universities and faculties primarily served their geographic regions as education providers and key partners in fostering sustainable societies through research collaboration. The growing preference for non-geographic based service through online platforms, accelerated by the global pandemic has intensified remote engagement and competition. While previously our competition was geographically defined, in the current environment of fully flexible delivery, and online relationships, we must compete for students and partners with a much larger set of competitors. To thrive in this evolving environment, it is important to identify the unique value proposition BGL can offer to potential students and partners in research and education both within and beyond the ACT.

This broader view does not replace being the civic university of and for Canberra, but it requires us to think and innovate beyond our territory borders. Our new strategy articulates a clear vision and mission as well as goals, priorities and principles to guide future initiatives and drive our progress along this path.

Our strategy builds on our location as a place-based strength – in the nation's capital – with a naturally close engagement with the ACT and the Commonwealth governments as well as ACT businesses and community. We also leverage our expertise in public administration, environmental governance and democratic innovations while embracing emerging strengths in socially impactful research in business, government and law. The role of inclusion and equity is central to the university's strategy and growth will come from tertiary harmonisation, first-in-family students and purpose-driven research and education.

This strategy is our faculty's answer to the pressing challenges facing the university and the sector. Our strategy makes us optimistic about the future, because we have distinguished ourselves from our direct competitors with novel initiatives and approaches that are unique to our location, expertise and environment. The new strategy not only serves our community, it also provides a clear value proposition to our current and prospective students and partners within and beyond the ACT. We invite you to join our journey. This is 'who we are and what we stand for'.



Professor Uwe Dulleck
Executive Dean



¹ https://www.legislation.act.gov.au/a/alt_a1989-179co/default.asp part 2 division 2.1 clause 6.1



Our ambition

In our four-year strategy for the faculty, we have set our ambition to thrive and deepen connections to train and partner with the practical thought leaders in Canberra and the ACT government and business to create sustainable societies. This strategy focuses on cultivating and strengthening connections across Canberra and the ACT by partnering with government, communities and business to build capacity and foster sustainable societies. We aspire to be in the Australian top ten schools in our field.

We will work collaboratively with government, industry, and the community to educate and empower Australians from diverse backgrounds to foster their curiosity and equip them to thrive in an increasingly complex world.

The higher education sector in Australia is facing increasing financial pressures, impacting the ability to conduct cutting-edge research and provide high-quality education. Declining government funding, rising costs, and increasing competition for research grants are creating significant challenges for universities. Australia's future prosperity depends on a highly skilled and educated workforce. However, significant gaps exist in the current system, leaving many young Australians without the necessary skills and qualifications to succeed in the rapidly evolving job market. This not only affects individual livelihoods but also hinders Australia's economic competitiveness and ability to address complex societal challenges. By addressing these gaps in business, government and law, we can ensure that Australia has the talent and innovation and evidence-based knowledge to thrive in the 21st century.

We also know this because we have engaged and listened to our community and key stakeholders. We have co-designed this strategy with over 140 stakeholders including current students, alumni, local business leaders, policymakers and staff who generated ideas and initiatives. We have heard firsthand the key challenges facing employers, societal leaders, students, parents and academics.

Today, students and parents seek a higher education experience that extends beyond traditional academics. They want practical and safe learning environments that are personalised and provide meaningful career pathways with opportunities to get up close and personal with the people who make change happen. Employers today seek more than just academic credentials from university graduates. They prioritise a blend of hard and soft skills, along with a demonstration of key attributes. Employers in the public sector and employers who work with or supply the public sector are looking for graduates with a strong commitment to public service, ethics and integrity and ability to navigate complex problems. We seek to anticipate their needs and deliver job-ready graduates.

Public sector, not-for-profit and commercial organisations seek research partners who can provide high-quality, relevant, and impactful research that addresses their critical policy and operational challenges. We are committed to combining scientific rigour with actionable practical solutions to enable government and societally focussed businesses make evidence-based decisions, improve service delivery, and achieve better outcomes for society.

Our strategic priorities and principles framework

With the challenges facing the higher education sector for research and education, our four-year strategy has eight strategic priorities:

Strategic priorities

- 1 Grow student enrolments**
Design marketing and learning experience that focus on Australian students who are motivated to work with government or for societal benefit
- 2 Develop clearly differentiated education and research**
Ensure education and research activities are mission-led where 'working with government and for society' is central with strong pathways to degrees (tertiary harmonisation)
- 3 Reshape learning experiences to be up close and personal**
Leverage the practical nature of UC BGL to provide more active classroom learning with smaller class formats
- 4 Live connected**
Communicate teaching and research with clear visibility of how they make a difference to our communities and society and enhance connections with local leaders and alumni
- 5 Focus our international footprint**
Leverage international partnerships to develop a global perspective on working with and for government internationally
- 6 Strengthen our research capabilities**
Ensure that all activities in the faculty are research led in alignment with the BGL mission and with a strong research culture shared by all staff
- 7 Streamline faculty education and research processes**
Reduce number of approvals and increase of technology-enabled support
- 8 Honour our purpose-led culture**
Leverage the existing BGL culture of curiosity and caring for each other, our students and our community

Strategic principles

To guide implementation, and to ensure focus on core aspects and financial and organisational sustainability, we apply a balanced scorecard² framework with four principles that represent four key perspectives³ :

- **Financial principle:** How do our initiatives and process help us to achieve financial viability.
- **Student/partner/customer principle:** How do we live the vision and mission for our students and external partners – our customers; how do we keep and grow their support and offer exceptional research and education opportunities and experience for them?
- **Internal organisation principle:** What do we change of how we do what we do? What is needed with respect to culture, environment, formal and informal processes? How do we make it enjoyable to be part of team BGL?
- **Growth & development principle:** Where do we grow and innovate? How do we ensure that that we make progress in all dimensions?

¹ This document is based on Balanced Scorecard approach (Kaplan and Norton, HBR, 2005) The Balanced Scorecard: Measures That Drive Performance (hbr.org)

² We will self-rate and monitor each of the four principles using a traffic light system (green amber and red), develop initiatives improve and maintain our performance in these principles.

Our strategic context

We have co-designed this strategy using a year-long stakeholder engagement process involving staff, students, alumni, parents, employers, business experts, lawyers and public servants. Five themes emerged:



Canberra needs BGL

The higher education sector turmoil undermines an evidence-based public sector and the ability for Australia to be a thriving innovative nation. Our faculty can be a catalyst for positive change, driving innovation, informing policy, and preparing future generations to build a more sustainable and equitable world.



Our educational value propositions are focussed on the benefits of being small

The location and size of our faculty offers significant place-based practical and safety benefits to students, parents and employers. The ability to get up close and personal with the people who lead the national conversations is highly valued.



The nature of learning is changing

Students no longer accept large class passive learning involving traditional methods. If learning experiences are not personalised, relevant and timely, disengagement occurs.



The trust crisis for science and institutions affects our relevance

The increase in misinformation and self-proclaimed experts presents an opportunity for us to become a beacon of trust with locally relevant research and engaged scholarship.



The Faculty of BGL is uniquely positioned to train and partner with the leaders who shape our society

The physical proximity of the campus to two governments provides a local advantage that is unmatched. Our track record of graduate employability and research funding success means we are uniquely positioned to influence the creation of sustainable societies.

To further develop our strategy, we identified trends in the higher education sector and research sector to better understand the needs of our stakeholders.

- Despite overall decreases in university student enrolments Australia-wide⁴, there are increases in enrolments and job advertisements for the disciplines offered in our faculty⁵
- There is increasing demand from students for small class learning with many turning away from traditional universities⁶
- Australia's governments and industries are underutilising university research capability and capacity⁷
- Practitioners want to access research evidence quickly⁸ and easily in a time-sensitive way
- Generative AI offers opportunities for research and education as well as operational processes⁴
- 2023 employer satisfaction with graduate skills is high at 83.7% however satisfaction with students who study online is lower (80.3%) than those who study on-campus (85.5%)⁹

4 Commonwealth Department of Education (2023)

5 NOUS group dashboard 2023

6 Foster, A. (2024)

7 University Accord (2024)

8 Pittz, T. (2022) <https://doi.org/10.1080/23311975.2024.2412733>

Our new four-year strategy

The BGL strategy reflects the University of Canberra connected strategy and five values and aligns with the place-based advantage of being located in physical proximity to two governments and the centre of national conversations.

Vision

Vision Statement: *To be a vibrant hub of intellectual curiosity engaging in national conversations with governments and business to create sustainable societies.*

Embracing UC's location and history, BGL's students, faculty, professionals and stakeholders are recognised as key voices on the critical issues and decisions of government, businesses that shape the ACT and Australia.

Mission

Mission statement: *Working with governments and for society*

We are the Canberra-based university that trains and partner with the practical thought leaders in the ACT. We have the research and education programs that make progress in business, policy, and society happen.

Brand positioning

Positioning statement (slogan): *Driven by care, designed for impact*

We have a culture of care – about our people, our students, our social, business and natural environment. We seek impact in creating better.

Competitive strategy

Focussed differentiation

A focussed differentiation competitive strategy is appropriate when an organisation is small compared to competitors, can identify a specific niche market with unique needs (working with government and for society), has the resources and capabilities to effectively serve that niche (physical location of Canberra and academic expertise), and can establish a strong brand identity and customer loyalty within that segment.

Central to this strategy is ensuring that we have strategic goals that enable BGL to provide research-led education and practical research solutions for governments and society. Our strategic goals are:



1. Financial: improve the financial performance of the faculty, through ensuring teaching and research revenue cover operating costs with surplus to enable investment in growth.



2. Academic effectiveness: increase the impact of BGL research, teaching and graduate placements for federal organisations and the ACT business and government community.



3. Operational efficiency: reduce the number of approvals for any process and increase engagement with AI tools in operations, research and teaching.



4. Purpose-driven people and culture cultivate a growth mindset of all staff and students with our mission at the forefront to continuously improve what we do and excel at how we do it.



5. Positive reputation and brand building: increase preference for BGL as a trusted research partner and graduate provider of choice in business, government and law fields amongst the federal government, ACT government and ACT businesses.

Financial Sustainability

Goal	Focus	Metrics
Improve the financial performance of the faculty, through ensuring teaching and research revenue cover operating costs with surplus to enable investment in growth.	Securing stable and diverse funding sources to support long-term operations.	Financial surplus, enrolments: academic FTE ratio, professional: academic staff ratio, operating deficit/surplus.

Academic Effectiveness

Goal	Focus	Metrics
Increase the impact of BGL research and graduate placements for federal organisations and ACT business and government community.	Maximising the translation of BGL research and teaching into actionable activities and research-led graduates for federal organisations and ACT business and government community.	Impact case studies, parliamentary/inquiry submissions, policy change, alumni destinations.

Operational Efficiency

Goal	Focus	Metrics
Reduce the number of approvals for any process and increase engagement with AI tools in operations and teaching.	Streamlining operations, improving efficiency, reducing processing time and maximizing the use of resources.	Staff surveys, amount of time spent in meetings, pricing of administration, number of processes with 2 or less required approvals, % of processes where we engaged with AI tools.

Purpose-driven People & Culture

Goal	Focus	Metrics
Cultivate a growth mindset of all staff (and students) with our mission at the forefront to continuously improve what we do and excel at how we do it.	Creating a caring, trusting and transparent work environment that attracts, retains, and motivates talented purpose-driven academic and professional staff to enable working with government and for society.	Staff surveys, number of new initiatives and successes (in research, teaching and education).

Positive Reputation and Brand Building

Goal	Focus	Metrics
Increase preference for BGL as a trusted research partner and graduate provider of choice in business, government and law fields amongst the federal government, ACT government and ACT businesses.	Building awareness, trust and visibility of BGL as the leading voice in practical business, government and law research and education amongst federal organisations and ACT business and government community.	External market survey, increased number of RFQ/RFPs, increased research funding, % of faculty activities that are research-led, # engagements with social media.

4 Principles



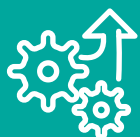
**Financial
Viability**



**Customer/external
stakeholder focus**



**Internal
organisation –
process and culture**



**Growth and
development
mindset**

8 Strategic Priorities

1

**Grow student
enrolments**

2

**Develop clearly
differentiated
education and
research**

3

**Reshape
learning
experiences to
be up close and
personal**

4

**Live
connected**

5

**Focus our
international
footprint**

6

**Strengthen our
research
capabilities**

7

**Streamline
faculty
education and
research
processes**

8

**Honour our
purpose-led
culture**

BGL Strategy on a page 2025 - 2028

Working with governments and for society

Ambition by 2028

Over the four years to 2028, we will thrive and deepen connections to train and partner with the practical thought leaders in Canberra and ACT government and business to create sustainable societies. This will be enabled by growing student enrolments, developing clearly differentiated education and research, reshaping learning experiences as close and personal, living connected, focussing our international footprint, strengthening our research culture, streamlining processes and honouring our purpose-led culture.

Our strategic principles



Financial principle:

How do our initiatives and process help us to achieve financial viability.



Student/partner/customer principle:

How do we live the mission and vision for our students and external partners – our customers; how do we keep and grow their support and offer an exceptional research and education opportunities and experience for them?



Internal organisational principle:

What do we change of how we do what we do? What is needed with respect to culture, environment, formal and informal processes? How do we make it enjoyable to be part of team BGL?



Growth & development principle:

Where do we grow and innovate? How do we ensure that that we make progress in all dimensions?

Our goals

Use business, government and law to create sustainable societies measured by:



Financial sustainability

- Enrolment revenue
- Research revenue surplus



Academic effectiveness

- Graduate placement rates
- Policy influence
- Citizen, economic & environmental wellbeing



Operational efficiency

- Productivity
- Cost efficiency
- Time
- Staff satisfaction



Purpose-driven people & culture

- Attitudes
- Behaviour
- Staff participation
- Staff wellbeing
- Staff satisfaction



Positive reputation and brand building

- Brand preference
- Social media engagement

Our strategic priorities

Thrive through education and research that anticipates government and society needs



Thrive through education and research that anticipates government and society needs

- **Grow student enrolments**
Design marketing and learning experience that focus on Australian students who are motivated to work with or for government or for societal benefit.
- **Develop clearly differentiated education and research**
Ensure education and research activities are mission -led where 'working with government and for society' is central.
- **Reshape learning experiences to be up close and personal**
Leverage the practical nature of UC BGL to provide more active classroom learning with smaller class formats.



Deeper connections with our communities and society through a distinct brand and reputation

- **Live connected**
Communicate teaching and research with clear visibility of how they make a difference to our communities and society and enhance connections with local leaders and alumni.
- **Focus our international footprint**
Leverage international partnerships to develop a global perspective on working with and for government internationally.



Strategic foundations to enable thriving and deepening connections

- **Strengthen our research capabilities**
Ensure that all activities in the faculty are research led in alignment with the BGL mission and with a strong research culture shared by all staff.
- **Streamline faculty education and research processes**
Reduce number of approvals and increase of technology-enabled support.
- **Honour our purpose-led culture**
Leverage the existing BGL culture of curiosity and caring for each other, our students and our community.



Strategic principle 1: Financial viability

With the faculty and university having undergone a dramatic change process in recognition of a university-wide focus on financial viability, we will operate in a way that recognises the importance of assuring financial viability. For BGL, this requires increasing revenue and reducing operating costs.

We commit to:

Spend on marketing that generates high ROI

(strategic priority #1)

We will focus on attracting purpose-driven students that generates student enrolment

Deliver effective and financially viable courses

(strategic priority #1, #3)

We will maintain minimum enrolment levels for each degree and unit, a reduced number of degrees to be offered (10 – 13). Choice is offered at the major level

Diversify our revenue streams

(strategic priority #1)

We will identify opportunities for high yield market-driven courses and research

Increase philanthropic donations

(strategic priority #1, #4)

We will actively engage adjuncts, board members and alumni to generate scholarships, awards and funded research chairs/projects

Utilise research surplus as growth funds

(strategic priority #6)

We will cover operating costs with teaching revenue to quarantine research surplus for growth and development

Seek efficiencies in faculty processes

(strategic priority #1, #7)

We will reduce the number of compliance processes with a maximum of two approvals for any faculty process. The default position is to trust staff and push approval down to the lowest possible level that has capability for approval

Identify high-yield offshore educational opportunities

(strategic priority #1, #5)

We will partner with international universities to deliver offshore courses that align with our mission

Examples of how we will do this:

- Develop digital marketing materials that focus on the mission of ‘working with government and for society’
- Develop and deliver high-yield micro-credentials
- Leverage our high-reputation international partnerships, particularly in China and Bhutan, for offshore enrolments through transnational education (TNE) partnerships and other countries through articulation arrangements
- Grow student load from East Coast of Australia with a clear value proposition
- Review curriculum to live “with and for government and for society” in each unit
- Identify minimum viability standards for undergraduate (UG) and postgraduate (PG) courses
- Develop research training to grow (competitive) research funding income that generates surplus funding
- Develop a cross-faculty seed funding scheme for mission-led projects that generate external funding
- Grow student numbers in partner programs in China and Bhutan with focus on government and public policy
- Develop micro-credentials and new modes of teaching delivery
- Develop co-designed professional development programs with international partners, leveraging existing partnerships and our expertise



Strategic principle 2:

Customer/external stakeholder focus

An external focus is the key to financial viability, competitiveness and student experience. This external focus is led by opportunities and knowing what our key stakeholders (federal government, ACT government and businesses, international partners) need. This means ensuring our research and education offers a clear value proposition for these stakeholders.

We commit to:

Provide 'bounded' flexibility and choice in education offerings

(strategic priority #2, #7)

We will offer bounded choice that consists of full flexibility of study mode in response to changing student needs i.e. online, on-campus or third parties with a structured pathway for each unit selected. The opportunity to change choices occurs at the start of each semester

Leverage place-based advantage of physical proximity to two governments

(strategic priority #1, #2, #5)

We will embed place-based advantages in all curriculum and assessment, and research project applications

Establish formal opportunities for Canberra-based alumni and leaders to grow BGL

(strategic priority #4)

We will establish formal mechanisms to connect with alumni and leaders in Canberra to mobilise external knowledge and financial resources

Co-design key initiatives and activities

(strategic priority #3, #7, #8)

We will engage external stakeholders in the design process of BGL activities to ensure relevance and alignment with value propositions. We will update the currency of our educational content and assessment

Ensure education and research are integrated - research-led

(strategic priority #2, #8)

Ensure that our research is embedded in the design and delivery of education and engagement activities

Examples of how we will do this:

- Conduct local market research to benchmark awareness and preference for research and education
- Strategic marketing of BGL via websites, social media and research branding
- Strategic marketing of BGL for partnership branding
- Writing workshops for value-focused submissions to parliament and government
- Co-design of teaching programs with external partners, in particular government
- Alumni management and relationship development
- Develop digestible packs of research expertise that can be presented to potential research partners
- Review adjunct and emeritus appointments and consider how to integrate them more with the work of the faculty
- Engage more with adjuncts and alumni, involve them to be our ambassadors and connect them to our students and BGL events
- Engage with industry and community to collaborate in teaching/education program and research
- Closer relationship with current and future students through embedded outreach activities
- Masterclasses in areas of international reputation i.e. Deliberative Engagement
- Leverage internship opportunities to high school/college students through the Work Experience (WEX) program at BGL



Strategic principle 3:

Internal organisation – process and culture

When it is attractive and easy to do what needs to be done, all staff will excel at doing what they do. This will provide better results for students, stakeholders, staff and society. Operational efficiencies are a key mechanism for improvement, and this includes the use of AI.

We commit to:

Audit faculty processes for transparency, duplication, number of approvals and simplicity

(strategic priority #7)

We will identify BGL and central processes delegations and activities that are unnecessarily burdensome, complex and/or time-consuming and recommend alternatives including AI tools that could be used to free up time and reduce workload burdens

Develop an operational culture of trust and transparency

(strategic priority #3, #7)

We will have a culture of trust and thus BGL processes should assume that staff know what they are doing while allowing for quick and collegial feedback and support

Innovate faculty processes

(strategic priority #1, #2, #6, #7)

We will trial and test alternative operational approaches including AI tools to major BGL education and research processes and activities

Develop formal internal improvement communication channels

(strategic priority # 2, #7, #8)

We will provide formal communication channels between BGL staff and executive for suggesting initiatives and monitoring progress

Examples of how we will do this:

- Develop a new faculty improvement page on share point webpage which includes a suggestions form
- Streamline faculty approval process to reduce number of approvers and increase ease (electronic forms as default)
- All faculty leadership roles (including directors) to implement and report on improvement processes
- Construct a list of recommended AI tools for education, research and operations
- Develop internal process for embedding faculty strategy in each unit
- Develop checklists and self-audits for unit curriculum and assessment design
- Identify ways of reducing approvals and processes for modifications to course and unit curriculum and assessment
- Create a BGL research performance dashboard to track and monitor
- Better integration of domestic teaching and research with partner programs
- Allow employees to accumulate funding for research activities from teaching short courses outside of standard workload
- Develop one page guidelines for a visiting international delegation request and approval to host them
- Develop a international delegations SharePoint page for standard PowerPoint slides/useful materials/for presentation to the visiting delegations and a standard souvenir gift pack



Strategic principle 4: Growth and development mindset

The world and environment we are operating in is constantly changing. UC/BGL embraces change and sees it as an opportunity to grow, learn and develop.

We commit to:

Actively pursue strategies to improve design and delivery of education

(strategic priority #1, #2, #3, #8)

We will offer innovation funding support to trial new educational initiatives for innovative processes and outcomes

Foster and recognise research innovation

(strategic priority #1, #2, #8)

We will create research training programs that values curiosity, experimentation, and a willingness to learn from both successes and failure

Adopt and innovate research tools and practices

(strategic priority #1, #2, #5, #6)

We will foster a culture of curiosity and early adoption and innovation of emerging research tools and practices

Support inter- and intra-faculty research collaboration

(strategic priority #1, #2, #5)

We will create opportunities for research within the faculty and between faculties

Create collaborative spaces

(strategic priority #2, #3, 6, #7, #8)

We will design physical and virtual spaces that facilitate research and education collaboration and share knowledge among academics

Actively develop new educational opportunities for students and through new channels

(strategic priority #1, #2, #3, #8)

We will have a mindset that actively considers changing the channels through which we deliver our teaching and prioritise tertiary harmonisation

Leverage international partnerships for growth

(strategic priority #1, #5, #8)

We will identify key international partners that align with our mission of 'working with government and for society'

Examples of how we will do this:

- Develop recognition systems that shift praise to place emphasis on effort and the learning process rather than achievement
- Create opportunities for risk-taking in education and research and make it safe to experiment, make mistakes and learn
- Share stories of mistakes and learnings – particularly by senior leaders
- Create a formal visiting academics program and planned research training series
- Fund new research hubs and labs that align with faculty research priorities
- Change teaching delivery to allow more time to innovate
- Explore and pilot-test using AI in research and teaching
- Initiate an innovation in teaching seminar series
- Offer regular workshops to develop a culture of continuous improvement of “practical assessment” and building current foundational skills
- Continue early visiting academic programs in collaboration with our international partners
- Share stories on maintaining a positive mindset and well-being in such an uncertain academic environment
- Offer mentoring to develop a culture of establishing networks and engagement
- Offer research funding support to foster collaborations on our research priority topics with other BGL faculties

Alignment of strategic goals, priorities and principles



Thrive through education and research that anticipates government and society needs
Strategic goals: #1 Financial, #2. Academic effectiveness #5 Positive reputation and brand building

Strategic priority	Strategic Goal	Principle and activity ¹⁰
1 Grow student enrolments	Financial	Spend on marketing that generates high ROI
		Diversify our revenue streams
		Identify high-yield offshore educational opportunities
		Leverage place-based advantage of physical proximity to two governments
		Innovate faculty processes
		Actively pursue strategies to improve design and delivery of our education activities
		Actively develop new educational opportunities for current and new students and through new channels
2 Develop clearly differentiated education and research	Financial	Provide 'bounded' flexibility and choice in education offerings
	Academic effectiveness	Leverage place-based advantage of physical proximity to two governments
		Ensure education and research are integrated -research-led
	Positive reputation and brand building	Innovate faculty processes
		Develop formal internal improvement communication channels
		Actively pursue strategies to improve design and delivery of our education activities
		Support inter- and intra-faculty research collaboration
		Foster and recognise research innovation
		Adopt and innovate research tools and practices
		Create collaborative spaces
		Actively develop new educational opportunities for current and new students and through new channels
3 Reshape learning experiences to be up close and personal		Financial
	Academic effectiveness	Establish formal opportunities for Canberra-based alumni and leaders to grow BGL
		Co-design key initiatives and activities
		Develop an operational culture of trust and transparency
		Actively pursue strategies to improve design and delivery of our education activities
		Create collaborative spaces
		Actively develop new educational opportunities for current and new students and through new channels



Deeper connections with our communities and society through a distinct brand and reputation

Strategic goals: #1 financial, #4 Purpose-driven people and culture, #5 Positive reputation and brand building

Strategic priority	Strategic Goal	Principle and activity
4 Live connected	Financial	Increase philanthropic donations
	Purpose-driven people and culture	Leverage place-based advantage of physical proximity to two governments Establish formal opportunities for Canberra-based alumni and leaders to grow BGL Support inter-faculty research collaboration
5 Focus our international footprint	Financial	Identify offshore educational opportunities
	Purpose-driven people and culture	Adopt and innovate research tools and practices Leverage international partnerships for growth



Strategic foundations to enable thriving and deepening connections

Strategic goals: #1 financial viability, #3 operational efficiency, #4 purpose-driven people and culture

Strategic priority	Strategic Goal	Principle and activity		
6 Strengthen our research capabilities	Financial	Utilise research surplus as growth funds		
	Academic effectiveness	Ensure education and research are integrated -research-led Innovate faculty processes		
	Purpose-driven people and culture	Support inter- and intra-faculty research collaboration Adopt and innovate research tools and practices Create collaborative spaces		
	7 Streamline faculty education and research processes	Financial	Seek efficiencies in faculty processes	
Operational efficiency		Provide 'bounded' flexibility and choice in education offerings Co-design key initiatives and activities Audit faculty processes for transparency, duplication, number of approvals and simplicity Develop an operational culture of trust and transparency Innovate faculty processes Develop formal internal improvement communication channels Create collaborative spaces		
		8 Honour our purpose-led culture	Purpose-driven people and culture Co-design key initiatives and activities Ensure education and research are integrated -research-led	
			Positive reputation and brand building	Develop formal internal improvement communication channels Actively pursue strategies to improve design and delivery of our education activities Foster and recognise research innovation Create collaborative spaces Actively develop new educational opportunities for current and new students and through new channels Leverage international partnerships for growth