



BGL Research strategy 2026 – 2028:

Patient and purposeful research

Foreword from Associate Dean, Research – Faculty of Business, Government and Law

The Faculty of Business, Government and Law (BGL) continues to play a pivotal role in advancing the University of Canberra's research performance, contributing strongly to both the quality and impact of our scholarly outputs. Aligned with the University's commitment to delivering practical, meaningful research with real-world impact, BGL's vibrant and interdisciplinary research community significantly enhances the University's standing through high quality publications and globally benchmarked citation performance. The faculty's outcomes demonstrate not only intellectual rigour but also relevance, helping to drive improvements in field weighted citation impact and reinforcing UC's reputation for research excellence that informs policy, practice and societal outcomes. In particular, the disciplines of business , government and law are ranked in the 301-400 band globally, a band increase on 2024 for business.

Equally, BGL's contribution extends to strengthening the University's research capacity and sustainability through and the development of our Higher Degree by Research (HDR) community and research revenue generation a both category 1 and category 2 levels. BGL is committed to nurturing the next generation of researchers, supporting HDR candidates through a dynamic and collaborative research environment that builds capability, fosters innovation, and enhances future research performance. Many pipeline initiatives are leading to these outcomes. Through strong engagement with government, industry and community partners, the faculty attracts externally funded research while ensuring that projects are impactful and aligned with national and regional priorities. Together, these contributions position BGL as a key driver of the University of Canberra's continued growth in research quality, impact and global reputational standing.



Professor Rebekah Russell-Bennett

¹ <https://www.timeshighereducation.com/student/best-universities/best-universities-business-degrees-australia>

² Politics <https://www.topuniversities.com/university-subject-rankings/politics?region=Oceania&countries=au>

³ <https://www.topuniversities.com/university-subject-rankings/law-legal-studies?countries=au>

Valuing every step to government and societal change

This research strategy, which focuses on quality and meaningful progress over time. The BGL research strategy values the journey to both academic impact and social impact and has KPIs that recognise and reward not only the destination but the stages along the pathway in a supportive and encouraging way. The faculty research strategy aligns with the Faculty of Business Government and Law (BGL) Strategy 2025–2028 mission of "working with governments and for society", the UC Reconnected strategy, the faculty strategic priorities and the principle of slow-academia

Our core research ambitions



Solve big problems:

We will move away from incremental research that simply adds to existing knowledge. Instead, we will use creative originality to tackle the toughest challenges in business, government and law.



Influence global leaders through research:

Our research-led non-traditional outputs (i.e. open access textbooks, white paper, case studies, toolkits) will be used by universities and practitioners around the world. We will train a global workforce to lead with integrity and evidence.



Strengthen our local community:

We will leverage our location in the nation's capital to become the top university partner for the ACT and Federal governments.



Achieve together:

We will ensure every staff member and student has moved forward on their meaningful journey. No one is left behind as we scale our impact.

Driving principles

1. Achieve research depth through focussed differentiation

We will concentrate our research efforts in specific areas of business, government and law that align with the faculty mission, strengths, our size and the needs of our external communities. Our research will closely integrate with our education and engagement activities and will focus on creating depth within our specific research strengths.

2. Create genuine impact with slow-academia

We will focus on quality over quantity to foster creativity, curiosity and meaningful research.

3. Value boldness and creativity

We want to spark the big ideas that lead to real change in law, business, and government by being bold. We will support our researchers to address challenges with creative solutions.

4. Acknowledge variety in research pathways

Our goals and KPIs will account for differences in research approaches that result in multiple pathways – no one size fits all.

5. Pursue research goals as an ongoing journey

BGL research strategies

We have four research strategies to achieve our ambitions that reflect our driving principles:

Academic impact strategy:
Quality over quantity.



Circular research-education strategy:
Integrating the evidence and the classroom



Our Four Research Strategies

Higher Degree Research (HDR) student strategy:
Training practical thought-leaders – HDR students that CAN make a difference.



Social and community impact strategy:
The Canberra advantage.



1. Academic impact strategy: Quality over quantity



This strategy focuses on deep intellectual curiosity and long-term academic influence. We recognise that high-quality research takes time to mature and gain recognition. We will not try to research everything. Instead, we use a focussed differentiation strategy to stand out – we organise our research around the faculty strategy of ‘working with governments and for society’. This means we concentrate our efforts on areas where we have a unique advantage while maintaining a pipeline of output.

- **Diverse research pathways:**

We recognise that researchers contribute in different ways. Some staff focus on high-theory discovery, while others provide the evidence needed for policy or professional practice. Both are essential to a vibrant faculty.

- **Slow-academia principle:**

Success is not a numbers game. We do not measure academic impact by the quantity of publications. Instead, we value the proportion of work in high-quality outlets and the rate at which our peers cite our findings.

- **Leading the national conversation:**

Our strategy reflects our legislative focus on Australia and the ACT. In many BGL disciplines, national journals are the primary sites for high-impact debate. We recognise these top-tier national outlets as benchmarks of quality and regional leadership.

- **Practicing the craft through collaborative pipelines:**

Research is a craft that is best learned through doing. We prioritise a pipeline approach where staff and students work within research teams. This allows junior researchers and students to practice their craft alongside experienced mentors and within the constraints of workload. This team-based environment ensures that skills are passed down, that our research momentum is never tied to a single individual, and workload pressure is managed.

- **Mission-led selection:**

We are selective about our projects. We prioritise research that directly aligns with the BGL mission of working with government and for society.



2. Circular research-education strategy: integrating the evidence and the classroom



Our strategy creates a connected journey between the researcher's desk and the student's chair. This is a two-way street. We do not simply teach from static textbooks, instead, we bring the latest advancements in law, business, and government directly to our students. By introducing original, bold ideas into the curriculum, we help students move from passive learners to active research participants and disseminate these insights through the scholarship of teaching. This approach ensures that as our research grows, we also grow the skills of the leaders who will shape our future and inform the body of knowledge for others to access.

- **Integrating bold discoveries:**

We bring our newest research into the classroom immediately. This moves us beyond incremental learning and encourages students to tackle complex societal problems with fresh, original solutions.

- **Co-designing practical solutions:**

We treat students as fellow researchers. By using live policy challenges and working with research partners on classroom projects, students learn how to apply evidence to the real needs of government and business.

- **Scaling global impact:**

We turn our best research findings into textbooks and digital case studies. This allows our specialised expertise to train leaders across the globe, extending our reach far beyond Canberra.

- **Valuing the learning journey:**

We reject fast-teaching methods. Our focus is on deep, critical thinking that mirrors slow-academia values. This allows every student the time to make a meaningful intellectual leap.

- **The Scholarship of Teaching and Learning (SoTL):**

We apply the same research rigour to our teaching as we do to our disciplines. By researching our own classroom methods, we constantly refine how we educate. This ensures our teaching remains evidence-based and high-impact.



3. HDR student strategy: Training practical thought-leaders

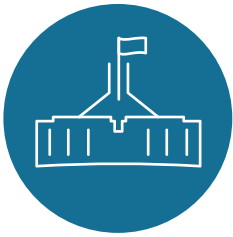


Our strategy ensures that HDR students are active participants integrated into the faculty ecosystem of innovation. By integrating students into research teams, we move away from the lonely scholar model toward a collaborative environment where they can master their craft.

- **Curiosity-led culture:**
We foster a safe, caring environment where students are encouraged to experiment. We view failure as a necessary step in the learning process and a catalyst for original discovery.
- **Practical readiness:**
Our training goes beyond theory. We equip students with the tools to navigate and solve the complex problems currently facing business, government, and law.
- **Publish as you go:**
We encourage students to share their findings early and often. This publish-as-you-go approach builds an academic profile during the degree, creating stronger and more diverse career pathways upon graduation.
- **Tertiary harmonisation:**
We create seamless transitions from undergraduate study into research degrees. By introducing research skills early in the student journey, we ensure a steady pipeline of talent ready for advanced inquiry.
- **Practicing the craft through the team pipeline:**
Research is a hands-on trade. We integrate HDR students into active research teams where they can work alongside senior academics and industry partners. This team-based approach allows students to practice their craft in a supportive environment, ensuring they contribute to high-impact projects while developing their own expertise.



4. Social and community impact strategy: The Canberra advantage



Our strategy leverages the faculty's proximity to two governments and drives practical change by reconnecting with local community.

- **Place-based advantage**

We use our proximity to both the ACT and Federal governments to co-design research. This ensures our work solves actual problems facing our community and the nation. By being on the ground, we turn Canberra into a living laboratory for social and legal innovation.

- **Engagement as a journey:**

We value the process of collaboration. We recognise and reward the time spent building trust with community leaders and policymakers. This strategy focuses on long-term relationships rather than just the final report, ensuring our faculty is a permanent partner in progress.

- **Practicing the craft through partner-led pipelines:**

Meaningful impact is a skill honed through direct engagement. We prioritise research teams that include both academics and external partners. This allows researchers at all levels to practice their craft in high-stakes environments, such as government briefings or community consultations. These pipelines ensure our staff and students learn how to translate complex evidence into actionable advice.

- **Working with government and for society:**

Every project we undertake is filtered through our core mission. We focus on research that makes the invisible rules of systems visible, helping to create a level playing field for all citizens.



BGL Research priority themes

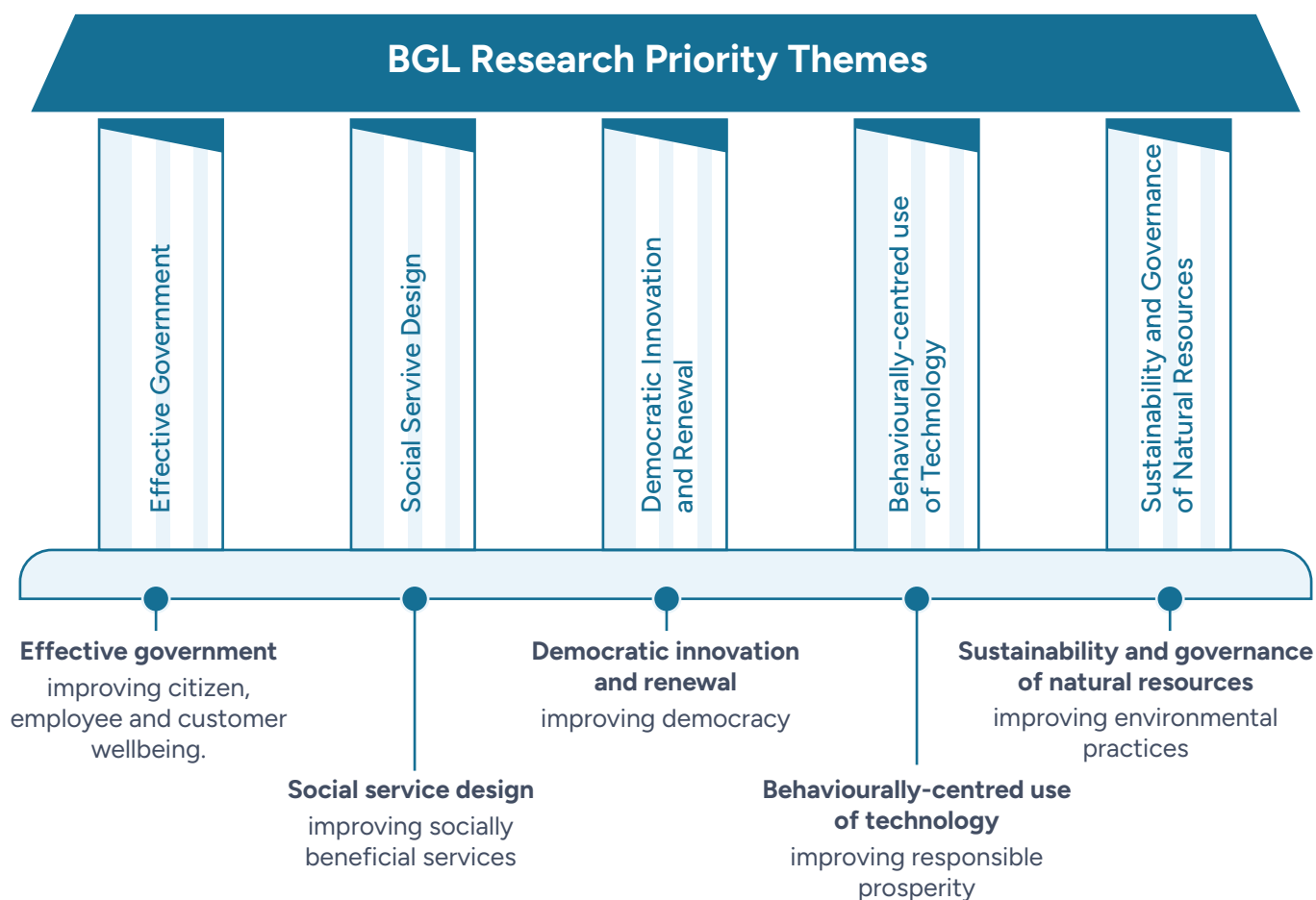
To achieve our focussed-differentiation approach to research, we have identified five BGL research priority themes. These leverage our existing research strengths but are also future-oriented by identifying emerging areas of societal importance where we could develop capability.

Research priorities and research strengths are related but distinct concepts. A research priority is a future-oriented topic that is of high importance and requires focussed attention and resources. A research strength is a retrospective topic that reflects existing capabilities and expertise.

A research priority is determined by considering four factors

1. **Scientific merit** – potential to contribute new knowledge
2. **Strategic fit** – alignment with the faculty mission and strategy
3. **Societal impact** – ability to address a significant social need
4. **Practicality** – the ability to conduct the research

The BGL mission of Working with government and for society aims to create sustainable societies. Creating sustainable societies will be achieved through five research priorities. Each priority has an a BGL-specific mechanism and outcome. Some priorities will overlap are not mutually exclusive and include public, private, non-profit and social enterprise sectors.



BGL priority fields of research (FOR)

Focusing on a select number of Field of Research (FoR) codes is critical to delivering BGL's strategy of focussed differentiation and quality over quantity. By concentrating effort in a small number of priority FoR areas, the Faculty can build depth of expertise, critical mass, and sustained research pipelines, rather than dispersing resources across too many fields.

This depth enables stronger collaboration within teams, more coherent research narratives, and higher-quality outputs that achieve greater citation impact and external recognition. A 'depth' strategy aligns with the emphasis on mission-led selection and slow academia, ensuring that research effort is directed toward areas of genuine strength and societal relevance, where BGL can lead national and international conversations.

Ultimately, prioritising depth over breadth strengthens the Faculty's ability to deliver meaningful academic and social impact and reinforces its distinct positioning as a leader in research that works with government and for society. The fields of research (FoR) that are current strengths in both funding and publications align closely with the faculty mission of Working with governments and for society, and the research strategy of patient and purposeful. The priority FoRs at a faculty level are those with sustained strength; political science, marketing, and policy and administration.

Faculty				
Political Science		Marketing		Policy and Administration
Canberra Business School	Canberra Business School	Canberra School of Government	Centre for Deliberative Democracy	Centre for Environmental Governance
Marketing	International and comparative law	Applied Economics	Political science	Policy and administration (Environment policy)
Strategy, management and organisational behaviour	Law in context	Political science		Climate change impacts and adaption

BGL roadmap 2025 – 2028

2025

Benchmarking and process management:

Mapping our research processes

- Designed BGL research performance evaluation process
- Developed research impact showcase processes
- Established ECR network
- Initiated SoTL small grants
- Developed research support scheme processes

2026

Designing pathways to research achievement:

Moving to the next step in your research

- Identify common pathways to research achievement
- Develop KPIs for steps on the path to academic and social impact
- Review BGL HDR coursework and experience
- Initiate tier 3 research centre hubs
- Research-led open access textbooks
- CBC/BGL applied research scheme

2027

Unleashing creativity in research:

Being bold in your research

- Establish mission-based research alliances with partner institutions
- Creative and bold research training
- ‘Outrageous ideas’ scheme and lottery
- Grow tier 3 centres
- Create uptake of research-led textbooks

2028

Scaling-up research journeys:

Leveraging our strengths

- Canberra policy hub: one-stop-shop for Canberra-based policymakers and business
- Plan for tier 3 centres to become tier 2

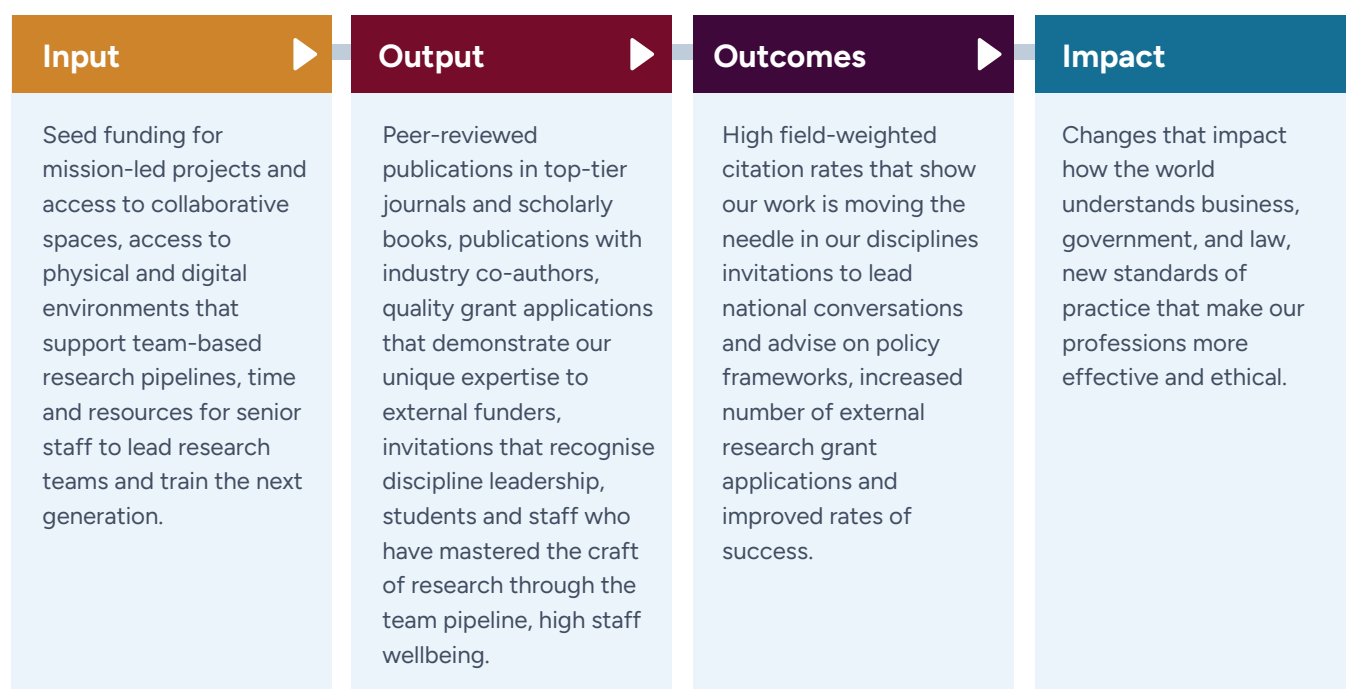
BGL KPIs and targets

BGL has developed four sets of KPI indicators for each of the four BGL research strategies that reflect the channels where research can make create impact; scholarly advancement (academics), scholarly advancement (HDR students) teaching and learning, and external engagement and uptake (AACSB 2025).

We use the Theory of Change to show how research metrics are enabled (inputs), achieved (outputs/outcomes), and translated into impact. Our KPI framework makes clear that **BGL exceeds compliance**, particularly in teaching led and societal impact pathways.

1. Academic impact strategy: Quality over quantity

Theory of Change indicators for Scholarly Impact:



2. Circular research-education strategy: integrating the evidence and the classroom

Theory of Change for circular research-education strategy



3. HDR student strategy: Training practical thought-leaders

Theory of Change indicators for HDR Success:

Input	Output	Outcomes	Impact
Pairing students with research teams and experienced mentors, workshops focused on research methodology, communication, and professional leadership, formal structures that allow students to move from undergraduate projects into HDR roles.	High-quality, original contributions to the field of study, a collection of peer-reviewed publications and conference presentations developed during candidacy. Mastery of the research craft through team-based participation and co-design.	High rates of graduates entering influential roles in government, law, and business, student-led research that is cited and recognised by both academics and practitioners, graduates who are equally prepared for tenure-track positions or senior policy and industry roles.	A generation of leaders who use rigorous evidence to build fairer and more sustainable societies. Research-backed solutions that directly address the most pressing societal challenges of our time.

4. Social and community impact strategy: The Canberra advantage

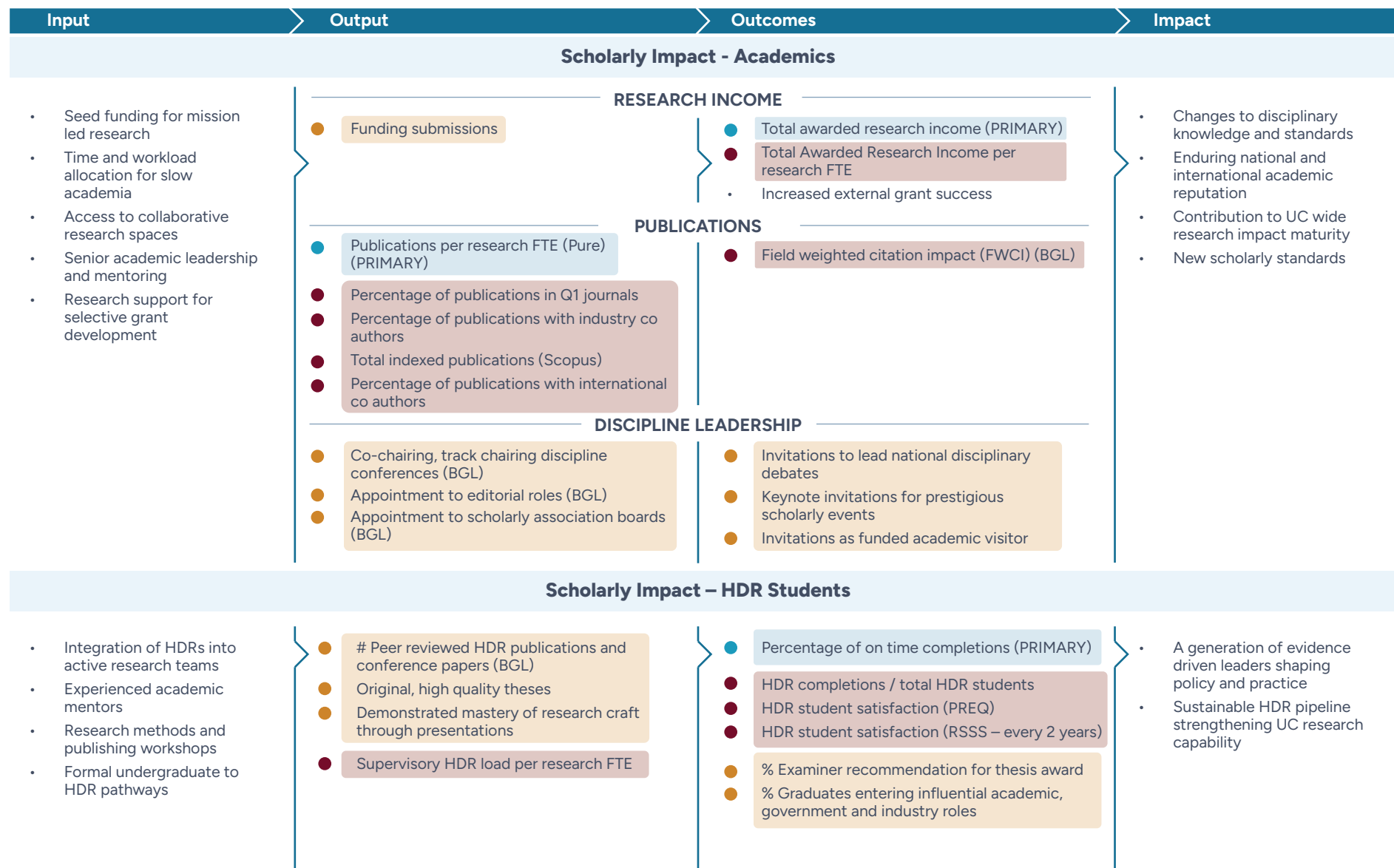
Theory of Change indicators for Social Impact:

Input	Output	Outcomes	Impact
Research projects (all types, whether involving direct work with partners – government, industry, not-for-profit – or not), formal and informal partnerships and activities with government and industry (e.g. regular discussions, workshops), appointments onto committees/panels (e.g. advisory committees to government, boards advising not for profits), collaborative spaces for researchers and external partners to work together Signed agreements and co-design workshops with government and industry leaders, physical and digital hubs where researchers and external partners work side-by-side, funding and time allocated specifically for trust-building and community consultation.	Reports designed for non-academic audiences, presentations and workshops with funders involving translation of results, parliamentary submissions, evidence given to inquiries (by submission or as a witness) policy briefs, toolkits, guides, sets of principles, standards, training materials, books, advocacy for change on platforms like LinkedIn and the Conversation. New service models, legal frameworks, or business strategies developed with end-users, expert testimony and media contributions that simplify complex issues for the community.	Research drawn on to inform policy, procedures, regulations, laws, program design and training. This can include both new actions, and revision of existing government and non-government policies, laws, regulations, procedures, frameworks, standards, guidance, programs, or training. These changes in turn affect on-ground outcomes (impact). Evidence of outcome can include our work being directly mentioned in the various documents/reports accompanying the outcomes above, or in the form of statements provided by policy makers or private/NFP organisations regarding the use of BGL work to inform their actions (e.g. the new policy/framework/toolkit/training/guidance).	Tangible improvements in the quality of life for citizens in Canberra and across Australia, transparent and ethical landscape for business and government operations, a resilient workforce and community built on evidence-based, fair, and sustainable practices. This can include improvements that flow directly from work conducted in Australia, and indirectly from work conducted in other countries. Specific types of impact that contribute to these can be documented to flow from the outcomes achieved. For example, if BGL work contributes to new procedures for assessing environmental sustainability of a proposed project, this will contribute to impact in the form of improving health of the environment, and through this long-term health of both humans and non-humans who live in that environment.

BGL Research priority themes

The indicators include the University of Canberra's primary and secondary research KPIs as well as the BGL KPIs that reflect our patient and purposeful strategy.

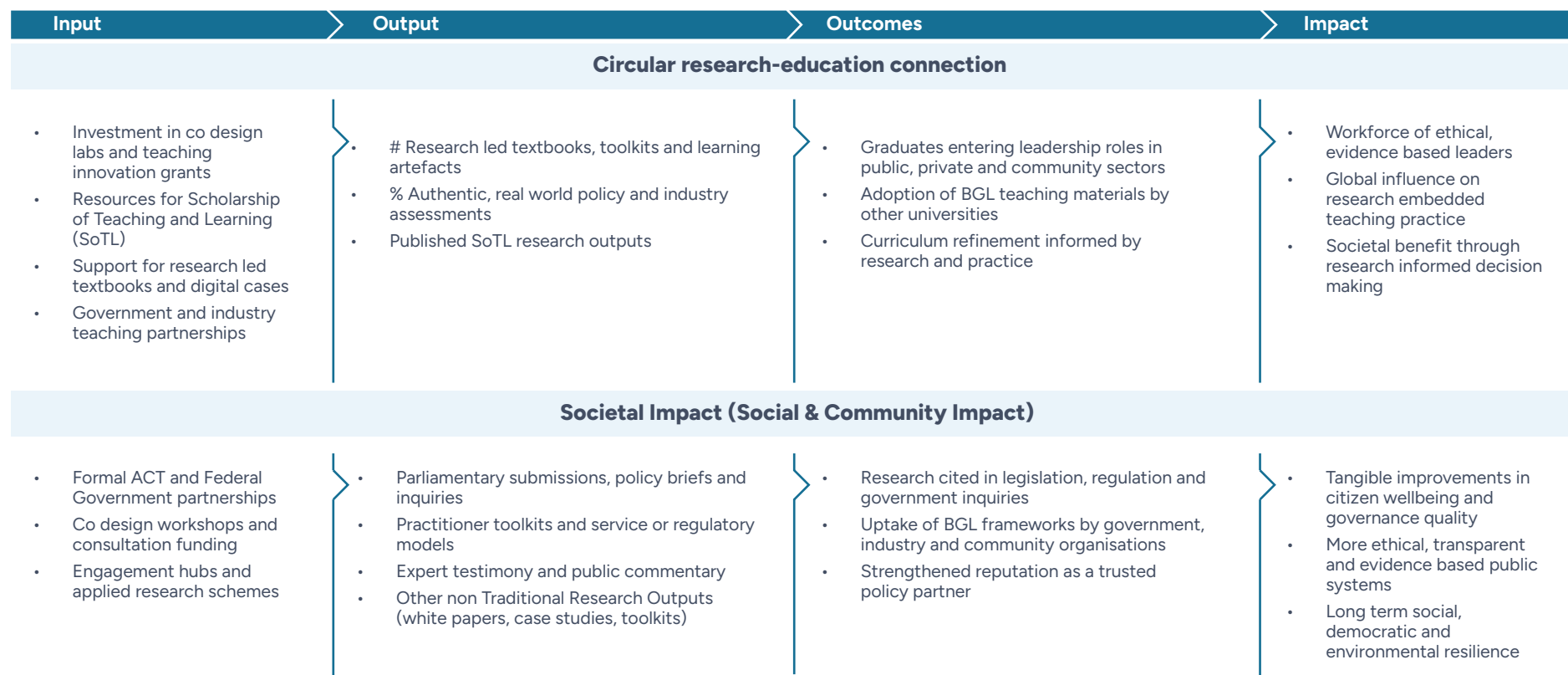
- UC primary KPI specific
- UC secondary KPI
- BGL-specific



BGL Research priority themes continued

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- UC primary KPI specific
- UC secondary KPI
- BGL-specific



Patient and Purposeful Research

Valuing every step to government and societal change

Driving principles



Achieve research depth through focussed differentiation



Create genuine impact with slow-academia



Value boldness and creativity



Acknowledge variety in research pathways



Pursue research goals as an ongoing journey

Our core research ambitions for 2028

Solve big problems

Influence global leaders through research

Strengthen our local community

Achieve together

BGL Research Strategies

☆ 1. Academic discipline impact strategy: Quality over quantity

This strategy focuses on deep intellectual curiosity and long-term academic influence.

- Diverse research pathways
- Slow-academia principle
- Leading the national conversation
- Practicing the craft through collaborative pipelines
- Mission-Led selection

🔍 2. Circular research-education strategy: integrating the desk and the classroom

Our strategy creates a connected journey between the researcher's desk and the student's chair. This is a two-way street.

- Integrating bold discoveries
- Co-designing practical solutions.
- Scaling global impact
- Valuing the learning journey
- The Scholarship of Teaching and Learning (SoTL)

🎓 3. HDR student strategy: Training practical thought-leaders

Our strategy ensures that Higher Degree Research (HDR) students are active participants integrated into the faculty ecosystem of innovation.

- Curiosity-Led culture
- Practical readiness
- Publish as You Go
- Tertiary harmonisation
- Practicing the craft through the team pipeline

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- Place-based Advantage
- Engagement as a journey
- Practicing the craft through partner-led pipelines
- Working with government and for society