



Reconnected 2025-2027

Defining a modern University of Canberra to deliver lifelong learning and research with impact.

“ We don't just prepare you to graduate. We prepare you to go somewhere in life. At UC, we support you, the person first, who you are, where you come from, and where you are going. ”

BILL SHORTEN AND LISA PAUL



From the Chancellor and Vice-Chancellor

Standing still in the higher education sector is not an option, so revisiting the University of Canberra's Connected Decadal Strategy has been a timely and rewarding exercise. Since the Connected Strategy was developed in 2023, the environment has changed. As the new Vice-Chancellor and Chancellor, we have taken a fresh perspective in order for us to be a modern Australian university.

Australia's higher education market is saturated with prestige-driven narratives that can overlook the needs of regional, first-in-family, neurodiverse, mature-age and other prospective students from non-traditional backgrounds. The traditional "big name, big city" pitch fails to speak to those seeking supportive, flexible, community based and quality education.

Our Reconnected plan provides a framework for rejuvenation in a constantly changing environment – positioning our students, our academics, our professional staff, and our Canberra community to thrive.

A students-first approach focuses us on our core mission to see our graduates of any age ready to achieve their personal and professional ambitions. At UC, we provide education that works in the real world, and support that's human and always there. At UC, we support you, the person first, who you are, where you come from. From health and wellbeing to flexible learning, we meet you where you are. We understand our students have a life, responsibilities, and experiences – and we will ensure we deliver flexible education to fit around all three.

We will provide research-led teaching across all levels of study and work integrated learning to give students that firsthand experience of a workplace in their field.

The University of Canberra acknowledges the Ngunnawal people, traditional custodians of the lands where Bruce campus is situated.

Ultimately, we won't just prepare you to graduate – you'll leave with a qualification and the tools to use it.

Our educators will be empowered with the resources they need to fulfil the demands of our diverse student cohorts, meeting their emotional and functional needs.

Our researchers will be supported to cultivate more of the industry partnerships – private sector and government – that are helping solve some of Australia's most pressing problems. We want the whole UC community to have the opportunity to reach their potential and be empowered by their UC experience.

And at all times Reconnected remains firmly anchored in the purpose and values of Galambany – to empower, connect, and share knowledge with our people, cultures, and places.

Reconnected is about creating pathways to learning for all people – school leavers, adults taking up or returning to study and international students.

Reconnected is about harmonisation with vocational education, recognition of prior learning, industry partnerships, microcredentials and expanding flexible online learning.

Reconnected will make the University of Canberra an institution built around the individual, not institutional ego, where the student is at the front of the line.

Together, we shape the future of UC.

Bill Shorten and Lisa Paul

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of Canberra and the region. We also acknowledge all other First Nations Peoples on whose lands we gather.

Our Ambition



**We are the university for Australia's capital region.
We will be the most accessible university in Australia
and a global leader in driving equality of opportunity.**

Our ambition to be the most accessible university in Australia is strongly connected to our values and reason for being. We have enabled a diverse range of students to overcome their first hurdle of entering university, and we will continue to prioritise this ambition. With two in five of our undergraduate

students being first in their family to attend university, we are not only raising ambitions, we are transforming lives. We have a strong track record in graduate employability and our leadership in work integrated learning demonstrates our ongoing commitment to building career pathways.

Our Objectives



Connected to Canberra

Emphasises place-based impact and reinforces UC's identity as the university for Australia's capital region and Southern NSW. Our renewed focus will be to deepen UC's role in the socio-economic and cultural development of Canberra and the region.

Connected for Life

Promotes lifelong learning and career adaptability; enhances student success and graduate employability; and builds a sustained relationship with students beyond graduation. Our renewed focus will be to support learners – returning and new – throughout their entire life journey – from education to career and beyond.

Connected UC

Enhances internal connectivity and user experience; supports staff and student wellbeing; and drives innovation and adaptability through digital infrastructure. Our renewed focus will be to create a digitally connected, inclusive and collaborative university environment.

Our Values

GALAMBANY

Together we work to empower, connect, and share knowledge with our people, cultures, and places.



Everyone's invited

Celebrate differences and embrace similarities. Value unique contributions and promote accessibility and equity for all.



Narragunnawali

Embrace Indigenous ways of knowing, being and doing in our work and our culture. Get amongst the conversation. Listen authentically and be a driver of meaningful reconciliation.



Change the world

Don't be afraid to have an impact. Do things differently. Inspire each other to be innovative.



Dare to be curious

Find purpose in learning. Step out of your comfort zone. Be brave, stir curiosity and share ideas and discoveries that shape our future.



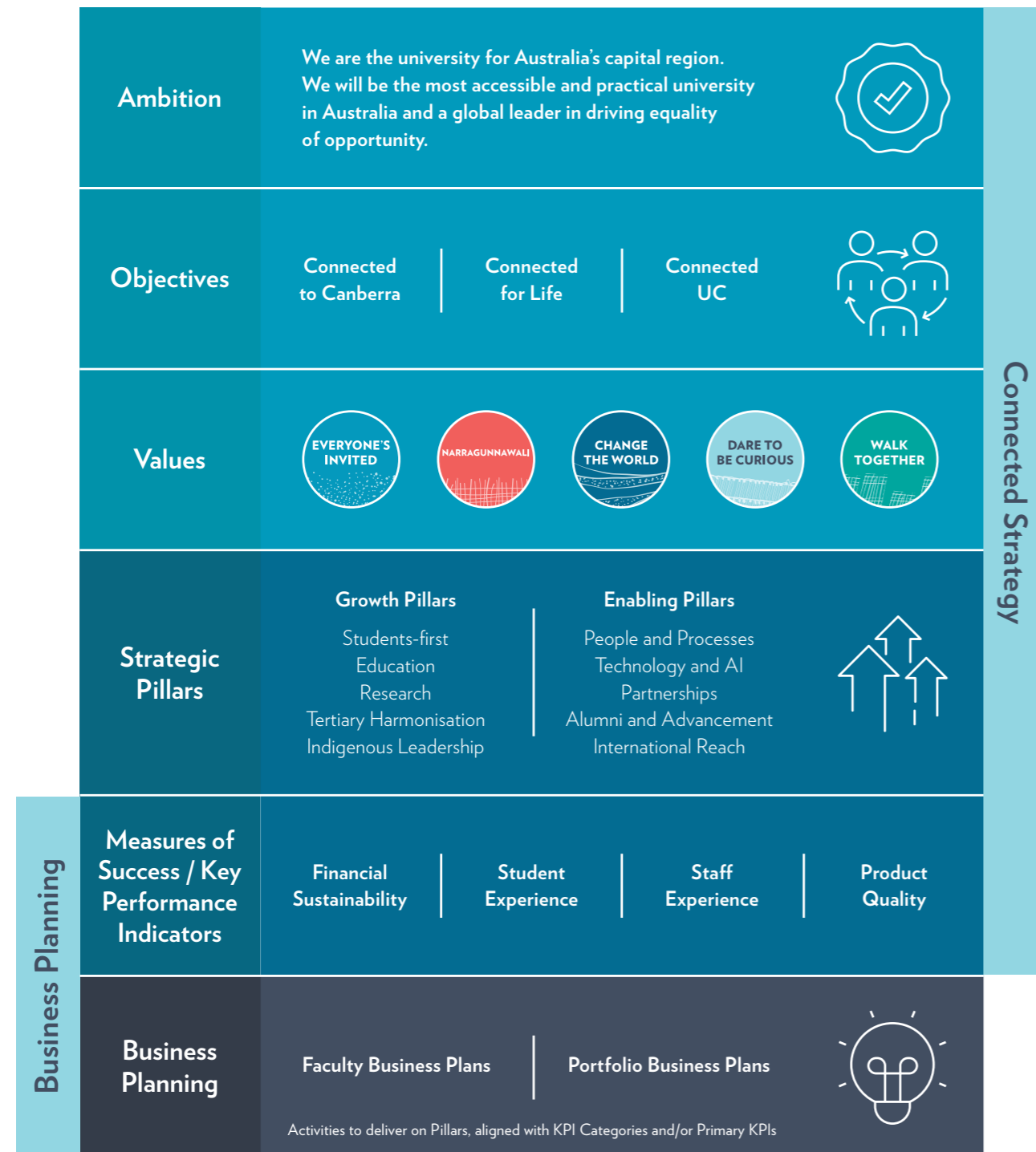
Walk together

Connect and collaborate with our community, both near and far. Embody the spirit of Canberra as a meeting place of ideas and creativity. Show what we have to offer.

Our Approach

We have rejuvenated our approach to defining and realising the bold ambitions of UC. With renewed energy and clarity, we are embracing agility and responsiveness – adapting to evolving stakeholder needs and a dynamic external landscape – while remaining steadfast in our commitment to equality of opportunity.

From 2025 to 2027, our collective focus will be on growth and enablement. Guided by our purpose and values, every part of our university will contribute to this journey – driving innovation, fostering collaboration, and unlocking new possibilities for our community and beyond.



Students-first

Students are our reason for being. UC commits to creating a cohesive, inclusive, and empowering student experience that supports every learner's success. At its core, we want our students to find a sense of empathy from our university, confident that UC understands their pressures, challenges and anxieties (we get you), and has supports and options in place that are relevant for our different groups. We will unapologetically put students at the centre of what we do.

Objective alignment:

- Connected UC
- Connected for Life

Our focus for 2025–2027 will be on:

- **Advancing equity:** We are committed to promoting equity for under-represented groups, including students from low socioeconomic backgrounds, students with disabilities, and those from rural and regional communities. We will redefine our institutional approach to equity by embedding inclusive practices, strengthening the inclusion of student voices and establishing robust support systems that empower all students to succeed.
- **Enhancing student wellbeing support:** We will reimagine student wellbeing through a holistic, innovative approach that combines personalised care, seamless experiences, and practical assistance. We are committed to ensuring the wellbeing of our students at every stage of their journey.
 - » To complement our staff-led offerings, we will explore opportunities to leverage AI-driven tools to deliver innovative and bespoke guidance throughout the student journey.
 - » We will better integrate programs and services to ensure a harmonised experience from enrolment to graduation and beyond, making it easier for students to access information, enrol, and engage in an educational experience that emphasises (but is not necessarily entirely) online, asynchronous learning – so students can study when and how it suits them.
 - » We are committed to supporting students by expanding cost-of-living support, through increased access to scholarships, stipends, and initiatives like the UC Food Pantry, to reduce financial stress and foster a more inclusive and sustainable university experience.

Growth Pillars



Growth Pillars

Education

In an era of rapid technological advancement, evolving workforce demands and more rapid career shifts, it is imperative for modern universities to adopt forward-thinking education plans that prepare students for the challenges of tomorrow.

Our students want a connection with their university and peers while at the same time, the flexibility to balance study, work, caring and wellbeing. UC will develop an Education Plan that articulates our teaching models for undergraduate and postgraduate offerings, that will respond to the evolving student needs and sector-wide challenges.

Objective alignment:

- Connected UC
- Connected for Life

We commit to:

- **Increasing flexibility:** We will meet students where they are, by broadening access to education through online, blended, and intensive models that accommodate the realities of study, work, and life commitments. This will be informed by feasibility assessments of different modes of delivery. Our approach will balance flexibility and quality of experience, offering multiple opportunities – digital and in person – for students to engage meaningfully with peers and learning communities.
- **Valuing life experience:** We will explore ways to enhance RPL and credit transfer processes to better acknowledge the diverse experiences students bring to their education. We will do this by streamlining and improving transparency to support accelerated progression and reduce unnecessary duplication of learning, aligning with the expectations of institutions and regulatory bodies such as TEQSA. The approach we take will ensure that these efficiencies do not compromise learner outcomes or place undue burden on educators, maintaining academic integrity while fostering equitable and inclusive pathways for all learners.
- **Delivering career-ready education:** We will prepare our students for success by embedding relevant industry experience into our programs and offering stackable microcredentials that enhance employability and life-long learning. We will explore microcredentialed postgraduate study options as a way of responding to student demand that is aligned to their immediate employment. At the same time, we are deeply committed to supporting our educators, equipping them with the tools and resources needed to deliver transformative education, grounded in real-world application.

Research

The UC Research Plan 2024–2028 commits UC to becoming a leader in mission-driven research that delivers tangible impact locally, nationally, and globally.

Our commitment to the capital region is at the heart of our research initiatives. We engage local communities, industry and government to collaboratively build knowledge and develop research-backed solutions.

Objective alignment:

- Connected for Life
- Connected to Canberra

We will continue to deliver on this aspiration by:

- **Embedding impact:** We will support researchers to define, integrate and communicate impact throughout the research lifecycle, from design to dissemination. By prioritising relevance and real-world outcomes we will ensure UC delivers meaningful contributions to society, the economy and the environment.
- **Promoting performance:** Our Institutes and Centres will be funded based on research performance to drive excellence and consolidate research efforts around established strength, impact and critical mass. We will ensure research is aligned with education and multidisciplinary strengths to enhance academic quality and student engagement. We will embed research-led teaching across all levels of study, cultivating a culture of inquiry, creativity, and innovation in the classroom.
- **Expanding engagement:** We will expand interdisciplinary and cross-sector partnerships to address complex societal challenges. UC will foster stronger ties with industry, government, non-profits, and international institutions to co-create solutions that are innovative, scalable, and sustainable. At the same time, we will increase the visibility and accessibility of our research through innovative and inclusive engagement strategies that maximise research translation and impact. Our approach will build on the success of previous programs, like the UC Research Festival, and explore new formats and channels to connect with diverse audiences, including interactive public lectures, immersive exhibitions, and social media storytelling.

Growth Pillars



Tertiary Harmonisation

As the landscape of higher education continues to evolve, the need for a harmonised approach to tertiary education has never been more critical. The Australian Universities Accord outlines 47 recommendations for reforming the higher education sector to ensure it meets Australia's future skills needs. One of its key goals is to break down barriers between VET and higher education, facilitating smoother transitions and greater integration for students and creating a more integrated and responsive tertiary education system.

Objective alignment:

- Connected for Life

In alignment with the Australian Universities Accord, we commit to:

- **Strengthening pathways:** In the pursuit of Tertiary Harmonisation, we will continue to foster and expand our trusted collaborations with CIT, TAFE Queensland, and TAFE NSW, ensuring greater access to higher education opportunities. We will work collaboratively to design seamless pathways between secondary education, VET and higher education to support student mobility and career progression. This will include enhancement of our local pathway providers like UC College, and UC Senior Secondary College.
- **Enhancing RPL:** We will explore ways to enhance RPL and credit transfer processes to better acknowledge the diverse experiences students bring to their education. We will do this by streamlining and improving transparency to support accelerated progression and reduce unnecessary duplication of learning, aligning with the expectations of institutions and regulatory bodies such as TEQSA.
- **Maximising outcomes:** UC will explore ways to enhance student employability and practical experience through the provision of concurrent qualifications. Building upon our existing frameworks for joint and dual award courses, expansion of these flexible and integrated pathways will allow students to gain complementary skill sets tailored to industry needs.

Indigenous Leadership

UC reaffirms its commitment to Indigenous empowerment and inclusive excellence. We will take a university-wide approach to recognise, respect and include Indigenous peoples, their knowledges, and cultures. We recognise that meaningful change requires more than strategy – it demands action.

Objective alignment:

- Connected UC
- Connected to Canberra

Our focus for 2025–2027 will be on:

- **Harnessing Indigenous perspectives:** UC commits to embedding Indigenous knowledges, cultures, and leadership at the heart of education, research, and operations. We will do this by intentionally seeking out and genuinely listening to our Indigenous staff and students, promoting community, connection and support.
- **Centring Indigenous support:** We are committed to elevating the Ngunnawal Centre as the cornerstone of student success and a vital source of support for our Indigenous staff. We will explore opportunities to embed collaboration across faculties into the Centre's ways of working to ensure all students and staff who need support can access culturally safe and responsive resources.
- **Promoting Indigenous knowledges:** UC will explore the establishment of a hub to promote Indigenous-led research, education, and knowledge exchange across our community.
- **Community-led initiatives:** We will co-design programs shaped by community priorities – we will embed a culture of inclusion and excellence that sets us apart and ensures we thrive together. Through the co-design of programs that reflect the needs and aspirations of Indigenous communities, UC commits to addressing the persistent barriers experienced by our community.



People and Processes

The University's ability to innovate, educate, and conduct impactful research hinges on the strength, wellbeing and engagement of our people. We will foster a culture of collaboration, inclusivity, and continuous improvement to ensure we remain agile and resilient in a rapidly changing higher education landscape. At the heart of this is our commitment to being the university for the people – a place where people are truly valued, working in an environment that is supportive, inclusive, and empowering.

Objective alignment:

- Connected UC

We will foster a culture of trust, build employee engagement, and nurture the growth of capability across our organisation by:

- **Streamlining processes:** We will reform outdated and inefficient administrative processes to remove unnecessary bureaucracy and enable staff to focus on high-value activities. Staff-led reviews and feedback channels will drive this transformation, democratising innovation and embedding continuous improvement into our operations.
- **Empowering staff-led innovation:** We will harness our staff-led networks and trust their expertise by creating clear mechanisms for staff at all levels to propose, test, and implement new ideas. This will foster a culture of ownership, creativity and shared success.
- **Demonstrating transparency and accountability:** UC Leadership will embed open and inclusive communication practices across all levels of decision-making. This includes regular updates, clear channels for staff input at key stages, and greater visibility into strategic and operational processes. A revised delegations of authority policy and schedule will reinforce accountability, fairness and clarity, ensuring decisions are made with integrity and shared understanding.

Technology and AI

In an era defined by rapid technological advancement, AI and emerging digital tools are transforming how we learn, work and connect. As these technologies become embedded in everyday life, our students are increasingly expecting their universities to keep up with what is happening in other parts of their lives.

Objective alignment:

- Connected UC
- Connected for Life

To maximise the potential of AI and advanced technologies, we commit to:

- **Ensuring digital equity:** We will provide all members of the UC community with access to the digital tools and training needed to succeed, including AI literacy. Our commitment to inclusive digital transformation will ensure equitable participation.
- **Promoting ethical use:** We will develop and adopt an institution-wide approach to AI, founded on principles that promote ethical use, empowered engagement and critical thinking. This includes embedding responsible innovation, transparency, and fairness into the design and deployment of AI technologies, supported by clear governance frameworks and a culture of ethical awareness.
- **Driving operational efficiency:** We will explore intelligent systems and automation to streamline administrative tasks, improve decision-making through predictive analytics, and enhance cybersecurity and data governance – freeing up time and resources for high-impact work.
- **Transforming learning and teaching:** We will explore the integration of AI-powered tools to personalise learning, enable adaptive assessments, and provide real-time feedback. The potential of these innovations will enrich the student journey and prepare learners for a digitally connected world.



Partnerships

Strategic partnerships will be a cornerstone for a modern UC, enhancing the delivery of skills, knowledge, and opportunities that empower students and staff to thrive. In today's rapidly evolving economy, collaboration with industry, government and community is not optional – it is essential. These partnerships ensure that our programs remain relevant, our research delivers real-world impact, and our graduates are equipped to meet the challenges of tomorrow.

Objective alignment:

- Connected UC
- Connected to Canberra

We will focus our efforts on:

- **Industry and government collaboration:** We will strengthen strategic partnerships to align curriculum with workforce needs, support applied research, and create pathways to employment. These industry collaborations will ensure our graduates are career-ready, and that our industry partners can access the learning they need from a trusted partner.
- **Community engagement:** We will deepen local partnerships to enhance UC's social impact, support regional development, and foster a sense of shared purpose. We will work closely with our communities to co-create initiatives that are meaningful and sustainable.
- **Co-creation of knowledge:** We will actively engage partners in the co-design of programs and research initiatives to ensure relevance, innovation, and mutual benefit.

Alumni and Advancement

Harnessing the power of our community's stories and fostering deeper connections with our alumni, donors, and adjuncts is central to advancing our mission. With a strong foundation and a global alumni network of over 104,000, we are well-positioned to build even more meaningful engagement. There is significant potential to further enrich these relationships and create greater mutual value as we continue to grow and evolve.

Objective alignment:

- Connected for Life

We will focus on deepening engagement and creating mutual value through:

- **Alumni as ambassadors:** We will actively engage alumni as mentors, guest lecturers, and advocates, enriching the student experience, strengthening industry connections and enhancing UC's reputation locally and globally.
- **Philanthropic support:** We will cultivate meaningful relationships with donors and alumni to unlock new funding streams for scholarships, research, and infrastructure – expanding opportunities for staff and students.
- **Storytelling and legacy:** We will celebrate alumni achievements and institutional milestones through compelling storytelling that builds pride and reinforces UC's identity and impact.
- **Empowering adjuncts:** We will strengthen the integration of adjunct staff into our academic community by recognising and leveraging their industry expertise. This includes providing clearer pathways for contribution and celebrating their role in delivering industry-relevant education.



International Reach

In an increasingly interconnected world, international engagement is essential to UC's growth, relevance and success. By fostering global connections, we aim to enrich our academic community, broaden perspectives and position UC as a truly international, capital city university.

Objective alignment:

- Connected to Canberra

We commit to enhancing our:

- **Global partnerships:** We will strengthen collaborations with leading international universities and research institutions to enhance academic quality, diversify perspectives, and open new funding and mobility opportunities.
- **International student experience:** A vibrant and diverse international student community enriches the UC experience for all. We will continue to attract students from countries of emerging regional economies, to enhance cultural exchange.
- **Brand and reputation:** A strong international presence enhances UC's global brand, attracts top talent, and reinforces our identity as a globally engaged institution. Through strategic outreach and international collaboration, we will elevate UC's profile on the world stage.

