

# Strategic Plan 2026 – 2028



Burgmann  
College



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## Foundations

Burgmann's founders envisioned a community where young people of all faiths could live and study together in a spirit of diversity, individual growth, and mutual respect – not merely a local initiative, but a national enterprise built for a national university.

Ecumenical and community leaders from across Australia helped bring that vision to life when the College opened its doors in 1971. From those foundations, Burgmann has grown into one of ANU's most respected residential communities, having been home to more than 10,000 students across every academic discipline. Its enduring reputation rests on something more than accommodation: a combination of genuine pastoral care, academic support, and a rich community culture that has shaped generations of alumni.

## Vision

Burgmann College develops leaders and changemakers within a supportive, inspirational, and transformative residential community.

## Mission

We build our students' capacity, confidence and capability to lead in a constantly changing modern landscape. We are intentional in empowering students to discover their strengths and gifts, develop and grow, and foster diverse skill sets so that they can make their most valuable contribution to the world. A Burgmann College education is fun, champions diversity, celebrates achievements and fosters lifelong belonging.



# Our Values



## Respect

We believe that true leadership begins with respect—for self, for others, and for the diverse community we share.



## Inclusivity

We celebrate and support each resident to express their unique selves within an inclusive and collegiate environment.



## Egalitarianism

We maintain a non-hierarchical ethos valued by our founders, where every voice has influence and every person has access to succeed.





Burgmann College has been viewed as the premier college at ANU and has a strong reputation in the market. However, a new strategy needs to position Burgmann to hold the premier position for the next 50 years.

**THERE ARE GREAT  
STRENGTHS TO  
BURGMANN'S  
POSITION:**

- A proud and enduring legacy that connects current students and alumni alike.
- An established, historically rich culture that is student-led, co-designed and continuously reviewed - with students at the heart of everything we do.
- A lush footprint with expansive outdoor spaces that foster connection and community life.
- Four dedicated on-site staff and a trained student Residential Advisor team, supported by clear, structured pastoral care frameworks.
- Students are central to governance and decision-making, with genuine involvement in how the College is run,
- An excellent, trust-based relationship between staff and students, characterised by mutual respect and genuine care.
- Students look to Burgmann staff to augment ANU's services that are not being provided or not being provided well such as academic advising, careers, inspirational speakers, counselling, etc.
- A community of outstanding students who bring ambition, talent and character to college life.
- A strong residents' association with high student involvement in events and shaping the lived college experience.
- A positive, transparent student culture built out of joint respect and shared responsibility for the college.
- Dedicated volunteers who generously contribute their professional expertise and time to governance positions.

# This strategy will position Burgmann College as a leading residential college in Australia

This strategy will position Burgmann College as a leading residential college in Australia where innovation, development of students as leaders and shared governance is an exemplar in the sector. Starting with our 'why'—that is establishing our brand position for the future, is encapsulated in the following goals, key initiatives and success indicators.





# Our Goals

## Gold Standard Facilities

Environmental sustainability  
and carbon neutral

Leading College external presence

Gold Standard experience;  
Burgmann education is distinct  
and unparalleled in the sector

Establish an Endowment Fund for  
the College's future scholarships,  
upkeep and excellence

Build efficiencies across expenditure





## OUR STRATEGIC THEMES FOR GOLD STANDARD EXPERIENCE

The Strategic plan is built around four themes **(Transforming, Belonging, Developing, and Engaging)** that will ensure that Burgmann is **best in class**, offering a **distinctive** residential education that augments the ANU's student experience for our students and connects our wider community to ensure a long and successful future:

# Transforming

Provide an exceptional experience at Burgmann with gold standard programs, student-facing staff, and wrap-around support for our students

# Belonging

Foster a diverse and inclusive community experience from applicant to alumni, to create a Burgmann identity and connection for life

# Developing

Develop the staffing structure, infrastructure, income, and efficiencies in order to ensure the College's longevity into the future

# Engaging

Engage alumni and friends to provide value to current residents, raise money for scholarships, and to ensure a lifelong reciprocal relationship with our community

# Transforming

Provide an exceptional experience at Burgmann with gold standard programs, student-facing staff, and wrap-around support for our students

- a. Maintain and build upon a **culture** that develops values-led, adaptive and employable leaders.
- b. Provide outstanding academic support and **inspiration** to students to take full advantage of the privilege of being a student at ANU through an outstanding academic program that includes hosting academic dinners connecting learning with real-world problems, connecting them to alumni mentors and supporting career development.
- c. Establish and embed an **employability** program that is designed to develop enterprise skills demanded by employers. Critical thinking, creativity, problem-solving, communication and teamwork skills embedded in program offerings.
- d. Design a targeted **personal development** curriculum using the **Burgmann Wellbeing Framework and Whole of Organisation Plan to Prevent Gender-Based Violence** for first years, second years, and third years that is distinctive to Burgmann College's values.
- e. Ensure **holistic support** to all, nurturing a culture of preventative wellbeing practices through floor communities, specific wellbeing initiatives, first year meetings with staff, and special dinner events throughout the calendar year. This supportive atmosphere allows students to explore opportunities, take informed risks, and develop resilience and essential life skills.

# Belonging

Foster a diverse and inclusive community experience from applicant to alumni, to create a Burgmann identity and connection for life

- a. Foster a strong sense of **belonging** for its students from N Week-alumni status, where they will make lifelong connections in Australia's best university, producing well-rounded, capable, and community-minded graduates.
- b. Map the student journey from application to alumni, ensuring that each touchpoint and administration is best in class.
- c. Ensure that Burgmann's values of **respect, inclusivity, and egalitarianism** is embedded in the Burgmann culture, in staff PDs and student contracts and lived every day.
- d. Build **diversity** across the College, with an increase of indigenous, regional, remote and low SES students, by creating scholarships for at least 10% of the student body.
- e. Revitalise the RAP, ensuring Burgmann's commitment to **reconciliation and truth-telling**, and incorporate at least one on-country opportunity per year for residents.
- f. Actively **address drivers of exclusion**—gender inequality, power imbalances, harmful social norms.
- g. Develop **Leadership pathways** for students to experiment and learn leadership in practice by creating a Leadership Passport for second year student.
- h. Ensure that the College has **clear markers of inclusion**: meaningful acknowledgement of Country, queer-friendly symbols, appropriate Welcome to Country ceremonies, Ally training, education and training opportunities for students to deepen knowledge and experience of diversity and inclusion.
- i. Embed an **organisational framework** that integrates policy, training and management systems. All staff and residents will participate in education on respectful relationships, consent and safety, bystander intervention, and trauma-informed responses.
- j. Engage whole community to reflect voices and needs of all members of the College community through regular town halls, surveys, and event engagement.

# Developing

Develop the staffing structure, infrastructure, income, and efficiencies to ensure the College's longevity into the future

- a. Refine a building and maintenance 10-year master plan, and a 10-year grounds plan that prioritises modern facilities; establishing priorities for any capital works year by year and key drivers for these priorities.
- b. Augment key operations with assistance, resources, and knowledge sharing by reviewing all position descriptions, mapping all operations of the College and distributing workload across multiple resources and across teams
- c. Embed sustainability practices across all operations, buildings, and practices, including composting wastes in catering and adopting a carbon-conscious menu, to using power from renewable and sustainable sources, to ensure renovations and building developments are exemplars of sustainability practices.
- d. Building efficiencies across our administration
- e. Maintain a strong financial position through responsible operations and governance
- f. Ensure a strong relationship with the ANU and other colleges and halls
- g. Create an endowment fund and attract donations
- h. Build the St Beryl Society to have at least 20 bequestors join each year to have 80 by 2031
- i. Develop a Philanthropic Master Plan providing transparency of our vision, with a suite of fundraising operational plans

# Engaging

Engage alumni and friends to provide value to current residents, raise money for scholarships, and to ensure a lifelong reciprocal relationship with our community

- a. **Alumni Engagement Framework** – Develop tiered, accessible pathways for alumni to connect and contribute through mentoring, careers programming, advisory roles, events, and giving at any level; underpin all outreach with a clear Alumni Value Proposition that makes the relationship reciprocal, not transactional.
- b. **Gold Leaf Annual Dinner** – A signature annual dinner inviting back leaders from each year level on record; designed as a cultivation and stewardship event – not a fundraising occasion – that deepens affinity, honours service and opens the door to future philanthropic conversations.
- c. **60th Anniversary Interview Project** – Interview 60 alumni about their Burgmann experience to re-engage lost alumni, build an oral history archive, and generate compelling content for the anniversary campaign and ongoing fundraising communications.
- d. **60 Leaders Exhibition** – Curate and launch a flagship exhibition of 60 distinguished alumni leaders at the 60th anniversary; designed as a source of pride for current students and a stewardship touchpoint for alumni visitors.