**Strategy 2025 --- Implementation --- Overarching Program --- Priority Workstreams.**

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| **Priority**  **Workstreams** | **Teaching and Learning Strategy**  (Catherine Althaus) | **Education Programs (Foundation)**  (Janine O’Flynn) | **Education Programs (EMPA Refresh)**  (Christopher Walker) | **Adaptive Offering**  (Monica Pfeffer) | **Research**  (Subho Banerjee) |
| **Aim** | Develop and implement the first ever T&L Strategy to guide the approach to teaching and learning across all ANZSOG’s education and related activities (accredited and non-accredited) current and future. | Renew ANZSOG’s foundation principles, develop a portfolio of programs that respond to government needs and a faculty network of leading academics and practitioners. | Refresh/reinvigorate the Executive Master of Public Administration (EMPA) | Bring together some or all of ANZSOG’s government owners into an evidence-based, program-solving program to tackle challenges of immediate and shared concern. | Reshape ANZSOG’s research strategy to a demand-driven model that: better meets the needs of government; significantly increases annual funding for the research program from $250,000 to $750,000 and seeks matched cash contributions from government and university partners. |
| **Commitments** | The Strategy addresses: what ANZSOG expects in and of its instructors; the learning experiences desired and expected by ANZSOG participants and owner governments as well as impact and evaluation issues including peer review processes, richer participant feedback, and measuring impact in the workplace.  The Strategy will: establish an annual planning and review process for education and related activities (accredited and non-accredited) and incorporate all ANZSOG teaching and learning activities with appropriate Aboriginal, Torres Strait Islander and Māori content, pedagogy and approaches to learning and research. | To extend the ‘public value’ model to more fully embrace different perspectives and major developments in theory and practice.  Ensure programs are more interactive and integrated, and present cutting-edge knowledge to participants.  Identify new opportunities and markets.  Implement an ongoing review process (programs, content and delivery) to update as well as phase out programs where required.  Develop new modules/content areas including open/digital government, authentic/moral leadership, 21st century public management, ethics and integrity.  Recruit leading academics and practitioners to reflect the diversity of our region and embrace contemporary thinking and issues. | Progressively review all subject areas in the EMPA (content, delivery and leadership) to ensure that they are aligned to the ANZSOG mission, fit-for-purpose and forward looking.  Introduce participants to the world’s leading thinkers in the subject domain; as well as the best classic and recent academic contributions and ensure that the completion of each subject will immediately add significant value to participants in their public sector role. | Pilot two facilitated two-day workshops, supported by the latest research. One workshop will focus on outward-facing issues (making progress on a public policy or program issue) and one on an inward-facing issue (making progress on a public management issue).  To be considered/selected, an issue must be of immediate and high importance to more than one jurisdiction; be one where ANZSOG can add value beyond existing mechanisms (e.g. COAG, standing committees of officials), and where there is capacity to quickly leverage a useful evidence base and an appropriate facilitator. | Address key contemporary issues in public administration, policy development and management.  Encourage and support collaborative and comparative research that can be of practical assistance to governments and the communities they serve.  Draw on ANZSOG’s network of academics, practitioners and member governments in Australia and New Zealand to contribute to, support and invest in the research program. |
| **Immediate Focus Areas** | To finalise a detailed implementation plan with a focus on four priority areas: 1. Invest in contemporary programs, resources and technology; 2. Attract, develop, retain, and provide succession planning for exceptional faculty (academics/practitioners); 3. Deliver a quality learner-centred experience across all programs, and 4. Incorporate modularised and blended learning. | The renewal of Foundation Principles, new Module/Content Development, the  the Review of Programs in public administration, management and policy and delivery models and talent engagement through a new Faculty Appointment Panel (FAP). | The progressive review of subject areas, including: Delivering Public Value (DPV), Managing Public Sector Organisations (MPSO), and Decision-Making Under Uncertainty (DMMU) and the development of teaching materials.  Roll out of Learning Management System. | To gauge support, identify and gain agreement on the issue(s) for each workshop, design, deliver and review before the end of 2019. | Design and seek government/university support for the new operational model.  Establish new governance, including oversight through the reconstituted Research Committee, and advisory committees for individual projects. |
| **Descriptions of Success** | Innovative, contemporary, leading-edge and inclusive programs that fulfil the ANZSOG vision by meeting the teaching and learning needs of government and public sector leaders, including First Peoples and their perspectives and contributions. | Innovative, contemporary and leading-edge programs that fulfil the ANZSOG vision by meeting the needs of government and public sector leaders. | An EMPA that is aligned to the ANZSOG mission, fit-for-purpose and forward looking, and recognised as such by governments, public sector commissions and participants. The completion of each subject immediately adds significant value to participants in their public sector role. | Genuine, actionable outcomes, creation of cross-jurisdictional learning communities;  the development of new materials on well-chosen contemporary issues that can be used by ANZSOG teaching programs and potential issues for further research;  Identification of potential members of the ANZSOG Faculty. | A high-impact and focussed research agenda that strengthens ANZSOG’s unique value proposition of operating at the intersection of public administration academia and practice and leverages significant levels of co-funding from partners. |
| **Measures of Success** | Impact, Quality/Excellence, Organisational Stewardship (governance, financial sustainable and brand/reputation) | Impact, Quality/Excellence, Organisational Stewardship (governance, financial sustainable and brand/reputation) | Impact, Quality/Excellence, Organisational Stewardship (governance, financial sustainable and brand/reputation) | Impact, Quality/Excellence, Organisational Stewardship (governance, financial sustainable and brand/reputation) | Impact, Quality/Excellence, Organisational Stewardship (governance, financial sustainable and brand/reputation) |