



BGLS Strategic Plan (1 page summary)

The Brisbane German Language School (BGLS) is a not-for-profit community organisation. Its mission is to **promote the language and culture of German-speaking countries** within the Brisbane and broader Southeast Queensland region. We must seek to better engage and share resources with our fellow local German organisations and leverage off each other.

In order to continue to execute on its mission, the BGLS needs to grow to a critical mass of size and scale over the short to medium term (3 years) that enables us to **engage the services of paid professionals and/or employ a part time administrator** to perform many of the operational functions currently performed by committee members and other volunteers. Over the longer term (10+ years), the BGLS will aspire to be in a position to be able **co-locate with other like-minded organisation/s where it is of mutual benefit**, should the opportunity arise. This location should offer greater flexibility and reach from which we can continue to conduct classes, host functions and conduct other activities. In order to achieve this:

We will seek to enhance the **learning and student experience** by providing an **experiential curriculum**, moving toward **greater digital capability**, and **fostering a sense of belonging**. Key measures of success may include: maintaining a high Google ranking, the establishment of German tours or camps, increased student retention, establishment of feedback programs, fostering community identity programs, Goethe examiner accreditation, and greater engagement of alumni at community functions.

We will seek to **enhance our profile** by **raising awareness** of our offering, **engaging more closely with the broader Southeast Queensland German community**, and devising and put in place the **strategy to realise the full potential of Laternenfest** for the BGLS. Key measures of success may include: better cross promotion of events with our stakeholders, turning Laternenfest into an icon of the Southeast Queensland cultural calendar, put in place the organisational structure to run successful Laternenfest events, improvement in volunteer recruitment, raising at least \$10,000 annually from Laternenfest and attracting sponsorship/s for Laternenfest and/or the BGLS in general.

We will seek to attract and retain highly talented and committed **people** (teachers and committee members) by **nurturing a supportive and inclusive culture**, developing the capabilities of our staff to **empower their decision-making and support innovation**, **attract and retain the best teaching staff** and reimbursing them appropriately, supporting **professional development** opportunities, **encouraging staff to engage** with the broader Southeast Queensland German/Swiss/Austrian communities and **deliver alumni engagement programs that build connection**. Key measures of success may include: routinely running staff social functions/activities, being recommended as a great place to work by staff, being recognised for our commitment to diversity and inclusion, and more alumni actively engaging with the BGLS.

We will seek to **secure our future** by **increasing our revenue base, diversify our revenue base**, enhancing and **investing into our digital capabilities**, and **streamlining our operations**. Key measures of success may include: achieving an annual profit margin of at least 15% on our revenue base, routinely investing profits, establishing and maintaining effective marketing strategies, and establishing better linkages with alumni.