



Private MBA Business School

UBSS – A STRATEGIC PLAN 2017-2020

UBSS is the Higher Education Division of GCA

Endorsed by the GCA Board of Directors, September 15, 2017.



FOREWORD



At UBSS we are committed to the five pillars of –

Growth – our intention is to reach our allocated capacity by 2020.

Diversity – our intention is to maintain diversity of students – both international and domestic

Quality and Excellence – our intention is to continuously improve our offerings in support of students

Entrepreneurship and Innovation – our intention is to maximise our focus on entrepreneurship and innovation as a means of both attracting and transforming students

Performance (Benchmarking) – our intention is to use benchmarking (both internal and external) as a means of self-exploration, continuous improvement and reflection on performance

These five pillars provide the framework for moving forward and at the same time provide the anchor needed to ensure a stable and structured environment. The structure provides a focus on the priorities of the business that can be measured and reported against in an effective and efficient way.

UBSS is in the business of *transforming lives*. Students from all over the world come to UBSS filled with hope and ambition – we assist in transforming them into informed, focused and optimistic professionals who will facilitate change themselves.

I would like to take this opportunity of thanking the staff and stakeholders at UBSS for their time and effort in reviewing this plan to ensure it is realistic and appropriate.

Professor Greg Whateley

Executive Dean and Provost

The UBSS Strategic Context

UBSS is a Non-University Higher Education Provider (NUHEP) that offers undergraduates degrees in business and accounting as well as a Master of Business Administration.

Our students are predominantly international and we work with students from all over the planet – the last count was 33 countries represented and expanding. Our intention is to growth both the source countries and the number of students from same.

We have an aspiration to develop our domestic student population particularly at the graduate level.

We also have an aspiration to provide educational opportunity from four locations by 2020.



The UBSS Strategic Intent

WE WILL -

Deliver our awards with an Australian Experience

Provide an entrepreneurial environment and focus

Provide a high level of student support and learner engagement

Offer up to date technology and systems to both students and staff

Foster a professional support and development environment for both staff and students



The UBSS Value Statement

WE VALUE -

Academic Excellence & Free Intellectual Inquiry

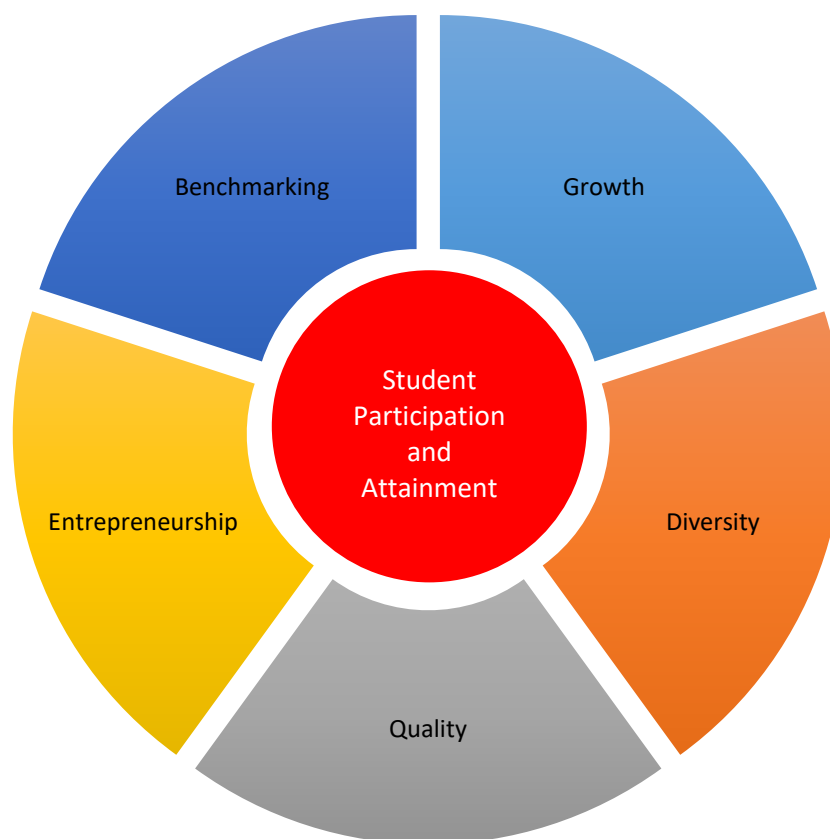
Continuous Quality Improvement

Contribution to Professional Practice

Access & Equity

OUR FOCUS

Central to our five pillars is the notion of student participation and attainment. We believe the five pillars of growth, diversity, quality, entrepreneurship and benchmarking are essential developments to make UBSS a dynamic learning environment that will ensure this participation and attainment. We also believe that these pillars buttress our overarching UBSS graduate attributes that are commensurate for a globally ready business studies graduate for the 21st century.



Students at UBSS are surveyed on an ongoing basis to ensure the key elements of teaching and learning are being achieved. Staff are also surveyed on an ongoing basis to measure their levels of comfort and support. This data collected provides the opportunity for UBSS to continuously improve the learning and teaching elements of our operation.

GROWTH

Growth is fundamental to the success of UBSS and our plan is to manage this growth in a responsible and sustainable way that allows us to respond to any future challenges that may arise. Growth is important because it provides us with a level of confidence and resource that can be used for ensure success. The measures provided, then, are thoughtful and appropriate. Growth has its challenges and we are capable and confident that we can manage this. The measures also serve as KPIs against which we are able to measure our progress from 2017-2020 reflecting on the outcomes of recent history (2015 and 2016).

Strategies

- Improve our widening participation profile, while maintaining entry standards
- Enhance our postgraduate offerings and increase uptake
- Capitalise on our investments in information systems and tools
- Develop our learning and teaching infrastructure, technology systems and processes
- Develop graduates who are engaged, enterprising and enquiring. Who are and ethically, globally and culturally aware. Who have the skills, knowledge and entrepreneurial spirit to progress their careers and engage with societal challenges
- Maintain an operating surplus sufficient to meet our strategic aims in a financially sustainable manner

Measures

	2015	2016	2017	2018	2019	2020
Programs	3	3	4	4	4	5
Locations	1	1	2	2	3	4
Students	488	1075	1197	1300	1400	1500
Income (\$m)	5.6	9.9	11.1	11.7	12.5	14
Profit (\$m) at BU*	0.76	3.75	3.3	3.5	3.7	4.2

*Profit at Business Unit excludes corporate overheads

Outcomes

Good schools grow. Excellent schools manage this growth and ensure ongoing support for students and staff.

DIVERSITY

Diversity tells us about who we are. Diversity provides our students with a truly international community on which we overlay a quality Australian educational experience. UBSS has an international student focus but our intention is to grow our domestic opportunities appropriately. Source countries tell us about ourselves and energise our recruitment and marketing strategy. The balance of undergraduate and post graduate students is also an important part of our make-up. The Measures form the KPIs against which we are able to monitor and report our progress.

Strategies

- Enhance international marketing and communications
- Engage our network of alumni
- Improve diversity and promote equality
- Expand and increase opportunities for students to gain an international experience
- Expand and deepen international partnerships
- Increase the diversity of our international and domestic staff and student populations

Measures

	2015	2016	2017	2018	2019	2020
Domestic	0	12	12	25	50	75
International	488	1063	1185	1275	1350	1425
Nationalities	10	33	34	35	36	37
Countries with 10 +	5	8	9	10	11	12
Undergraduate	488	763	790	830	910	1000
Postgraduate	0	300	407	470	490	500

Outcomes

Good schools encourage diversity. Excellent schools energise diversity and develop a range of activities that maximise quality and opportunity.

QUALITY AND EXCELLENCE

Quality is an essential measure that will determine whether we achieve our overall goals. Quality is complex and therefore the various ingredients are monitored carefully and used for the purposes of continuous improvement. Total commitment to monitoring, measuring and reporting against the Quality KPIs is fundamental to our ongoing health and well-being. Students and staff keep us anchored and 'real'.

Strategies

- Maintain or improve current levels of student retention, progression and satisfaction
- Support staff development and leadership
- Act and make decisions guided by our organisational values

Measures

	2015	2016	2017	2018	2019	2020
Full time staff (%)	10	25	25	25	27	29
AQF+1% or equivalent	40	100	100	100	100	100
Progression Rate (%)	57.9	56.3	65	65	70	70
Attrition Rate (%)	24.4	19.5	25	25	25	25
Total Completions	160	91	150	273	411	416
Student Satisfaction	4.2	4.3	4.2	4.2	4.2	4.2
Staff Satisfaction	3.5	4.3	4.4	4.2	4.2	4.2
Student Staff Ratio	32.4	34	30	30	30	30
SES (QILT) Aggregate	NA	NA	76.9	77.0	78.0	80

Outcomes

Good schools monitor KPIs. Excellent schools use the data collected to continuously improve and reshape.

ENTREPRENEURSHIP AND INNOVATION

Entrepreneurship and innovation sets us apart. Our postgraduate focus on entrepreneurship makes UBSS an attractive study option. Our focus at both postgraduate (in particular) and at undergraduate levels is to encourage students to understand what entrepreneurship is all about and then embody it through a range of creative and innovative learning activities. The establishment of the Centre for Entrepreneurship provides the essential guiding light and infrastructure to assist us with this focus on innovation. The Measures provide essential KPIs for monitoring and reporting purposes.

Strategies

- Focus on agreed major entrepreneurship and innovation applied scholarship themes
- Maximise the impact and value of our applied scholarship across all areas
- Enhance entrepreneurship development training provision for staff and students
- Build our collaborations with leading academic, business and government sector partners

Measures

	2015	2016	2017	2018	2019	2020
Fellows	0	0	15	15	15	15
Industry Presentations	0	0	5	6	7	8
Industry Partnerships	4	7	12	15	17	19
Focus Subjects	3	5	10	10	10	10

Outcomes

Good schools consider entrepreneurship and innovation. Excellent schools embrace it.

PERFORMANCE (BENCHMARKING)

Benchmarking (both internal and external) helps us to understand ourselves better and map our performance accordingly. With the extensive range of activities that UBSS is currently involved in our opportunity to reflect, measure and learn from comparison is heightened. Our internal measures (consistent and focussed) also provide early notice of how we perform externally – and vice versa. The Measures listed provide valuable KPIs for monitoring and reporting purposes. UBSS has developed a significant number of projects with partners and associations that will help us with our reflection and continuous improvement.

Strategies

- Increase the number of national and international benchmarking partners
- Analyse and discuss this data at appropriate Board, Senate and Committee meetings
- Use the data collected as a basis for continuous improvement

Measures

	2015	2016	2017	2018	2019	2020
Partners	2	5	9	10	11	12
Internal Surveys/year	3	3	3	3	3	3
Staff Surveys/year	3	3	3	3	3	3
Graduate Surveys/year	2	2	1	1	1	1
Qualitative Surveys/year	1	1	2	2	2	2
Grade Distribution Comparisons	6	6	6	6	7	7
Peak Body Surveys	1	2	3	3	3	3
QILT Surveys	0	1	2	2	2	2

Outcomes

Good schools reflect. Excellent schools actively reflect and compare internally and externally and use the comparisons for continuous improvement.

APPROVAL

This Strategic Plan was approved by the GCA Board on September 15, 2017

GCA BOARD SIGNATURE AND ENDORSEMENT LOG

Alan Manly	Chair	15 September, 2017	
Sir Greg Whitby	Independent Director	15 September, 2017	
Professor Greg Whateley	Executive Director	15 September, 2017	

Paul Nicolaou	Independent Director	9 November, 2017	
---------------	----------------------	------------------	---

The GCA Board of Directors **would like to thank the following contributors** for their input and critique of this plan – Richard Xi (UBSS Postgraduate Coordinator); Madilina Tresca (Learning Support Coordinator); Assistant Professor Kim Sharma (eLearning Coordinator and Lecturer); Professor Ray Hayek (UBSS Master of Business Administration Program Director and Executive Dean, AIHW); Associate Professor Wayne Simpson (Bachelor of Business Program Director); Assistant Professor Lu, Jiao (Bachelor of Accounting Program Director); Associate Professor Andrew West (Director, Centre for Entrepreneurship); Sir Gerard Newcombe (Director, Marketing and Human Resources); Jason Whitfield (Manager, Technical Services and Training); James Manly (UBSS Campus Manager); Carlos Munoz (Business Development & Admissions Director); Graham Lock (Chief Financial Officer); Doris Leung (External Member, Academic Board); Sumera Qasim (Manager, Student Services); Professor Ian Bofinger (External Member, Academic Senate); Associate Professor Craig Ellis (Deputy Chair, Academic Senate); Art Phillips (External Member, Academic Senate); Dr Cyril Jankoff (External Member, Academic Senate); Usman Iqbal (Student Representative, Academic Senate); Adjunct Professor Rob Wendon (External Member, Academic Senate), Doris Leung (Member, Academic Senate).