



Independent MBA Business School

UBSS – STRATEGIC PLAN 2020-2022

UBSS is the Higher Education Division of GCA

Endorsed by the GCA Board of Directors, December 4, 2019.



FOREWORD



At UBSS we are committed to the five pillars of –

Growth – our intention is to maintain our Sydney capacity, grow to reach our Melbourne capacity, extend our Executive reach and provide a virtual option for students in Australia and overseas.

Diversity – our intention is to maintain diversity of students – both international and domestic – with a focus on domestic opportunities.

Quality – our intention is to continuously improve our offerings and support of students measuring these outcomes on a regular basis.

Entrepreneurship – our intention is to maintain our focus on entrepreneurship 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, reflection on performance and comparing ourselves with other like institutions.

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 organisation 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. I look forward to reporting the outcomes against the projections.

Emeritus Professor Greg Whateley

Executive Dean

The UBSS Strategic Context

UBSS is an independent Higher Education Provider (iHEP) that offers undergraduate degrees in business and accounting as well as a *Master of Business Administration* (with streams in accounting and entrepreneurship).

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

Further, our intention is to explore and expand our domestic offerings particularly at the post graduate level.

We also have an aspiration to provide educational opportunity from four locations/campuses from 2020+ – Sydney, Melbourne, Executive and Virtual.



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;

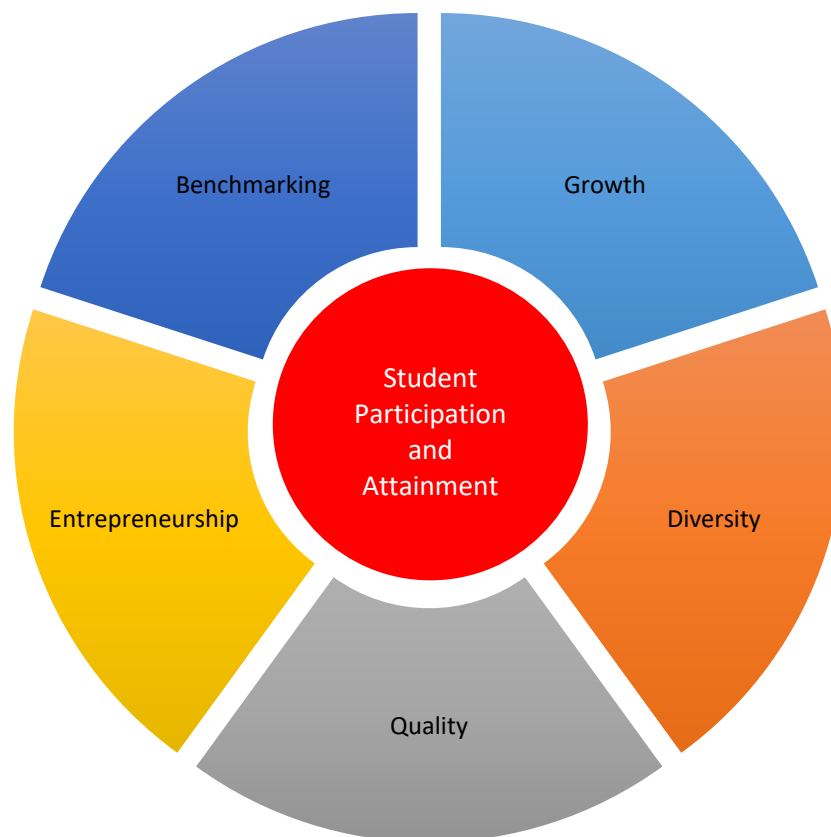
Continuous Quality Improvement;

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 performance (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 (undergraduate and postgraduate) 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. Graduates are surveyed on an ongoing basis to measure their perception of the UBSS experience. UBSS participates in the national QILT surveys. The data collected from all three sources (two internal and one external) provides the opportunity for UBSS to continuously improve the learning and teaching elements of our operation.

GROWTH

Growth has been fundamental to the success of UBSS and our plan is to manage further 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 to 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 2020-2022 reflecting on the outcomes of recent history (2017-2019).

Strategies

- Improve our widening participation profile, while maintaining entry standards
- Enhance our postgraduate offerings and increase uptake – both internationally and domestically
- 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 as well as 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

	2019	2020	2021	2022
Programs	3	3	3	3
Locations	2	4	4	5
Students	1608	2022	2675	2825
Sydney	1600	1600	1600	1600
Melbourne	0	200	350	500
Executive	8	138	333	433
Virtual	0	84	392	492

Income (\$)	17,418,755	20,559,736	26,767,230	29,967,230
Sydney (\$)	17,400,000	17,400,000	17,400,000	17,400,000
Melbourne (\$)	0	2,300,000	4,600,000	7,800,000
Executive (\$)	18,755	584,431	2,793,702	2,793,702
Virtual (\$)	0	275,305	1,973,528	1,973,528
Profit (\$m) at BU*	3,894,791	2,321,281	5,935,011	7,485,011
Sydney (\$)	4,000,000	4,000,000	4,000,000	4,000,000
Melbourne (\$)	0	-70,000	950,000	2,500,000
Executive (\$)	-105,209	-665,873	976,455	976,455
Virtual (\$)	0	-942,846	8,556	8,556

*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

	2019	2020	2021	2022
Domestic	8	178	433	433
Executive	8	138	333	333
Virtual	0	40	100	100
International	1600	1844	2242	2393
Sydney	1600	1600	1600	1600
Melbourne	0	200	350	500
Virtual	0	44	292	292
Nationalities	30	30	30	30

Countries with 10 +	10	10	10	10
Undergraduate (%)	50	47	43	40
Postgraduate (%)	50	53	57	60

Outcomes

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

QUALITY

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 are 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

	2019	2020	2021	2022
Full time staff (%)	25	25	25	25
AQF+1% or equivalent	100	100	100	100
Progression Rate (%)	70	70	70	70
Adjusted Attrition Rate (%)	15	15	15	15
Total Completions	320	400	540	570
Student Satisfaction	4	4	4	4
Staff Satisfaction	4	4	4	4
Student Staff Ratio	32.47	35	35	35
SES (QILT) Aggregate	National Average	National Average	National Average	National Average

Outcomes

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

ENTREPRENEURSHIP

Entrepreneurship 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. The Measures provide essential KPIs for monitoring and reporting purposes.

Strategies

- Focus on agreed major entrepreneurship 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

	2019	2020	2021	2022
Fellows	16	16	17	18
Industry Presentations	6	7	8	9
Industry Partnerships	12	13	14	15
Focus Subjects	10	10	10	10
Case Studies	24	6	6	6

Outcomes

Good schools consider entrepreneurship. 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

	2019	2020	2021	2022
Partners	10	11	12	13
Internal Surveys/year	3	3	3	3
Staff Surveys/year	3	3	3	3
Graduate Surveys/year	1	1	1	1
Grade Distributions Comparisons	10	10	10	10
Peak Body Surveys	3	3	3	3
QILT Surveys	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 December 4, 2019

GCA BOARD SIGNATURE AND ENDORSEMENT LOG

Alan Manly	Chair	04.12.2019	
Sir Gregory Whitby	Independent Director	04.12.2017	
Paul Nicolou	Independent Director	04.12.2019	
Emeritus Professor Greg Whateley	Executive Director	04.12.2019	

The GCA Board of Directors would like to thank the following contributors for their input and critique of this plan – **Associate Professor Andrew West** (Director, Centre for Entrepreneurship and Provost, Executive Campus); **Graham Lock** (Chief Financial Officer); **Dr Cyril Jankoff** (Member, Academic Senate); **Adjunct Professor Art Phillips** (Member, Academic Senate); **Carlos Munoz** (Director, GCA Admissions); **Sir Gerard Newcombe** (Director, GCA Marketing and Human Resources); **Jason Whitfield** (Manager, IT Resources); **Associate Professor Wayne Smithson** (Program Director, Bachelor of Accounting); **Associate Professor Ashok Chanda** (Provost, Virtual Campus); **Sumera Qasim** (Manager, Student Services); **Madilina Tresca** (Learning Support Coordinator); **Adjunct Professor Rob Wendon** (Member, Academic Senate and Independent Threshold Standards Audit Committee Member); **Assistant Professor Kim Sharma** (Lead eLearning Developer); **Bernadette Or** (Course Advisory Committee Member).