



2020 REVIEW

Celebrating
20 years
IN 2020

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Group Colleges Australia

t/a Universal Business School Sydney (UBSS)
Level 10, 233 Castlereagh Street,
Sydney, NSW 2000
Australia



UBSS students celebrating their graduation on the forecourt of the Sydney Opera House.

Group Colleges Australia
CRICOS Provider: 02571D
TEQSA: PRV12021
ABN 11 085 429 732
Bank: Commonwealth
Auditors: Pitcher Partners
Lawyers: Balog and Associates

“*Launch
the entrepreneurs
of the*

We are committed to preparing world-ready graduates
for the 21st century global business marketplace.

ing
preneurs
future,



**A WORD FROM OUR
CHAIR AND CHIEF EXECUTIVE
OFFICER GCA, PRESIDENT UBSS
ALAN MANLY JP, FAICD, FIML**

As Founder of Group Colleges Australia (GCA), I am delighted to write this introduction to the GCA '20 years in 2020' Review. Established in 1999, GCA was always destined to be a disruptor in the education sector.

The enthusiastic embracing of technology resulted in GCA being early adopters of technology – from sophisticated Student Management Systems and fully online libraries – comparable to leading higher education institutions in the world. The outcome has been a high level of service to our students, staff, and stakeholders that sets GCA apart from other institutions in the sector. This, combined with an inherent entrepreneurial flair, further differentiated GCA from its peers.

The rewards have proven to be a higher level of satisfaction for all stakeholders along with business efficiencies.

Like all organisations, the first twenty years were an adventurous journey. During those years GCA has evolved from a conglomerate comprising a senior high school, an English language college and two vocational education institutes. In 2008, a major direction change involved the establishment of an Independent Higher Education Provider (iHEP) being, Universal Business School Sydney (UBSS).

Over the last four years the GCA Board was faced with the challenge of restructuring the institution with the goal of determining which sector would provide the best opportunities for GCA, its staff and stakeholders. The end result in 2019 was that GCA had morphed into one entity: UBSS was recently recognised as being amongst the leading MBA schools in Australia based on size and quality.

UBSS is well established with staff, technology-based administration systems and recruitment networks in place to facilitate capitalising on future opportunities as they present themselves.

These include additional campuses and developing alternative modes of delivery.

Campuses in other cities offering face-to-face education are in progress and the soon-to-be released UBSS online MBA will take UBSS into the market of an alternative delivery method with the UBSS MBA that can be marketed both in Australia and overseas.

In closing I acknowledge the UBSS management team, our staff, suppliers and stakeholders.

I look forward to the next stage of the GCA journey.

Cheers



Alan Manly

Chair and Chief Executive Officer GCA,
President UBSS.

“If you are to compare an institution run by a government department with one that might have the soul of an entrepreneur, there’s a pretty obvious differentiator there. That’s what we wish to promote at UBSS.”

CEO Magazine September 2016.

Alan Manly

Founder, Chair and Chief Executive Officer GCA,
President UBSS.



A WORD FROM THE DEPUTY VICE CHANCELLOR EMERITUS PROFESSOR GREG WHATELEY

UBSS is a quality school based in the Sydney CBD. It has to its credit a number of significant achievements including the best performing Sydney CBD-based school for learner engagement as evidenced in the 2018 QILT survey. The feedback we receive through various channels suggest our teaching is first class and students are well engaged.

Our current strategic plan is built on the five pillars of growth, diversity, quality, entrepreneurship and performance. We are proud to say that we deliver against all five domains. Students who join us at UBSS need to be committed to excellence and achievement. Our commitment, in turn, is quality and support. Together, we can impact on the future.

A handwritten signature in black ink that reads "G. Whateley". The signature is written in a cursive, flowing style.

Emeritus Professor Greg Whateley

SECTION 1

Company overview



Private M

Mast
Ad



UBSS students during a business presentation

ABOUT UBSS

Group Colleges Australia (GCA) is a registered independent Higher Education Provider (iHEP) trading as Universal Business School Sydney (UBSS). UBSS has as its flagship course a Master of Business Administration (MBA), along with degrees in business and accounting. We are committed to providing a world-class international education with a distinctive Australian experience. In 2019 we welcomed students from Australia plus 36 other countries, predominantly from the high growth Asia Pacific region.

UBSS is distinguished in the market by its entrepreneurial focus and customer/student support in a modern learning environment. Our academic team's qualifications, commercial experience and professional memberships combined with leading-edge technology and innovation provide a dynamic, engaging and supportive learning environment for students pursuing job-ready, globally-recognised qualifications.

**OUR MISSION:
UBSS LAUNCHES CAREERS FOR THE ENTREPRENEURS OF THE FUTURE.**



UBSS graduation photo on Sydney Opera House forecourt with Sydney Harbour bridge in background

OUR VISION AND VALUES

To deliver Business Courses including Bachelor of Business, Bachelor of Accounting and MBA with an Australian experience, we will:

- provide a learning environment with an entrepreneurial focus for the entrepreneurs of the future
- provide a high level of student support and care to deliver a quality learning experience
- offer access to cutting-edge online and classroom education technology for all students
- foster staff professional development and scholarship to provide high quality teaching
- select and appoint academic staff who are respected practitioners within their relevant fields of expertise and who are able to integrate academic theory with relevant professional practice so that curricula will equip graduates with the skills necessary to meet the demands of professional practice
- encourage and promote a culture of free intellectual inquiry and the open exchange of ideas in the pursuit of knowledge, innovation and best practice
- provide the highest level of service to all stakeholders.



2019 HIGHLIGHTS

Top 10

Education Provider in Australia for Teaching Quality.

2018 QILT Student Experience Survey. See page 26 for more.

Number 1

MBA Business School in Australia for Learner Engagement.

2018 QILT Student Experience Survey. See page 26 for more.

Number 1

Business School in Sydney CBD for Student Support.

2018 QILT Student Experience Survey. See page 26 for more.

Consistently ranked in Top 25

of all Independent Higher Education providers in Australia.

See page 28 for more.

UBSS students ranked in Top 100

performers in the Global Business Strategy Game.

See page 14 for more.

Educational partnership agreements signed in Thailand Dec 2019

– with Naresuan University International College and Rajamangala (Royal) University of Technology Krungthep International. See page 34 for more.

Committed to the next stage of our strategic plan built around the five pillars of: Quality, Entrepreneurship and innovation, Performance (Benchmarking), Growth and Diversity.

See page 14 for more.

FY19 FINANCIAL HIGHLIGHTS (Group Colleges Australia Pty Ltd)

Record revenues

\$26.1 million

Record earnings before interest & tax

\$8.2 million

Positioned for growth with strong consolidated financial position

Net assets

\$8.0 million

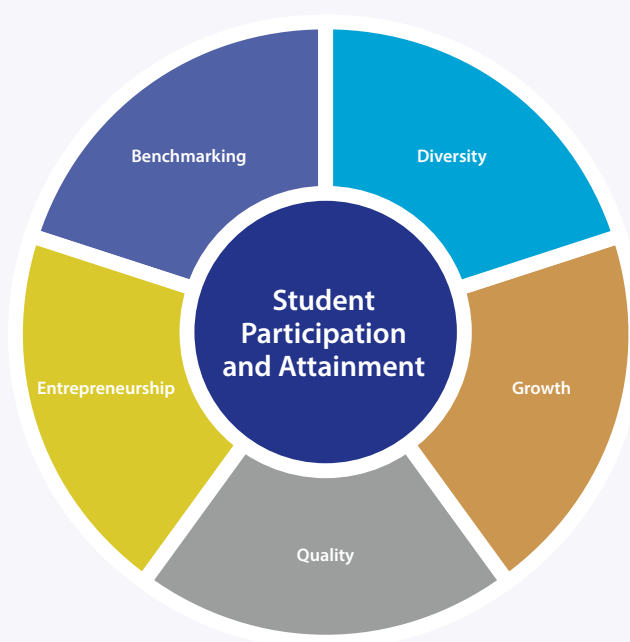
Cash at bank

\$16.8 million

See section 4 on page 62 for more financial reporting.

OUR STRATEGIC PRIORITIES

Since 2017 we have worked to a strategic framework that provides a focus on the priorities for our business that can be effectively measured and reported. With the aim of continuous improvement and development of a dynamic learning environment, our strategy puts student participation and attainment at its core. This student focus is supported by five pillars that help shape the experience for students and staff alike while supporting sustainable pathways for our business:



Growth	maintain our Sydney capacity, grow to reach our Melbourne capacity, extend our Blended Delivery reach and provide online options for students in Australia and overseas.
Diversity	maintain diversity of students – both international and domestic – with a focus on domestic opportunities.
Quality	continuously improve our offerings and support of students, measuring these outcomes on a regular basis.
Entrepreneurship	maintain our focus on entrepreneurship as a means of both attracting and transforming students.
Performance (Benchmarking)	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. 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.

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 last count was 36 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 postgraduate level. We also have an aspiration to provide educational opportunity from four locations from 2020 – Sydney, Melbourne, Blended Learning and Online.

THE UBSS VALUE STATEMENT

We value



Explore how our strategy is applied to our business and to enhancing the student experience in Section 3 – Our strategic plan in action.

SECTION 2

Our markets



UBSS students in class at the Sydney CBD Campus

Independent Higher Education Providers – the fastest growing sector in Australian higher education

UBSS is proud to be an independent Higher Education Provider (iHEP), a sector within the Australian education industry that includes large independent, non-government universities, colleges, business schools, niche providers and professional associations offering a range of educational programs from Bachelor degrees to Doctoral studies.

UBSS industry commitment

UBSS is an active iHEP member of IHEA (Independent Higher Education Australia), the industry body representing independent Higher Education Providers. IHEA members are high-quality independent providers who are committed to the best educational opportunities for students.

Our founder and CEO Alan Manly had the privilege of serving for four years on the Board of the IHEA under its former name, COPHE.

IHEA at a glance

- 120 higher education providers, accredited by TEQSA
- 130,000 students choose iHEPs
- in 2019 QILT student experience surveys, independents outrank public institutions as:
 - Top 23 for teaching quality (2 for public institutions)
 - Top 23 for skills development (2 for public institutions)
 - Top 25 for student support (0 for public institutions)
 - Top 24 for overall quality (just 1 for public institutions).

Why students choose independent Higher Education Providers

- **TEQSA accredited**
All IHEA members are registered and accredited by the Tertiary Education Quality Standards Agency (TEQSA) – the national regulator of all Australian higher education providers including public universities.
- **Australian Quality Standards Framework**
The Higher Education Standards Framework (HESF) and Australian Qualifications Framework (AQF) apply to all higher education courses provided by IHEA members.
- **Equity, diversity, choice**
IHEA members are committed to the best educational opportunities for students and best practice in Australian Higher Education.
- **Best practice education**
IHEA members are some of the oldest, and the newest, higher education providers in Australia, offering programs from undergraduate to masters and doctoral level studies.

Visit ihea.edu.au for more

Domestic growth

Around 10% of students in Australia choose to study with an independent Higher Education Provider (iHEP) and this number is growing faster than enrolments in public universities. Currently around 130,000 students are enrolled with independent providers, which is the equivalent to 4.45 public universities.

The Australian higher education sector at a glance:



Around

1.5 million students



29% are international students



2017 revenue was almost

\$38 billion

International demand - A leading Australian export sector

In recent decades, higher education has become Australia's third largest export sector, now estimated to be worth over \$38 billion to the national economy. In 2018, a record 542,054 international students were enrolled in Australian universities, independent Higher Education Providers (iHEPs), private colleges, English language schools and high schools. Of the 176 registered higher education institutions, 123 are independent Higher Education Providers (iHEPs) representing the fastest growing segment within the sector.

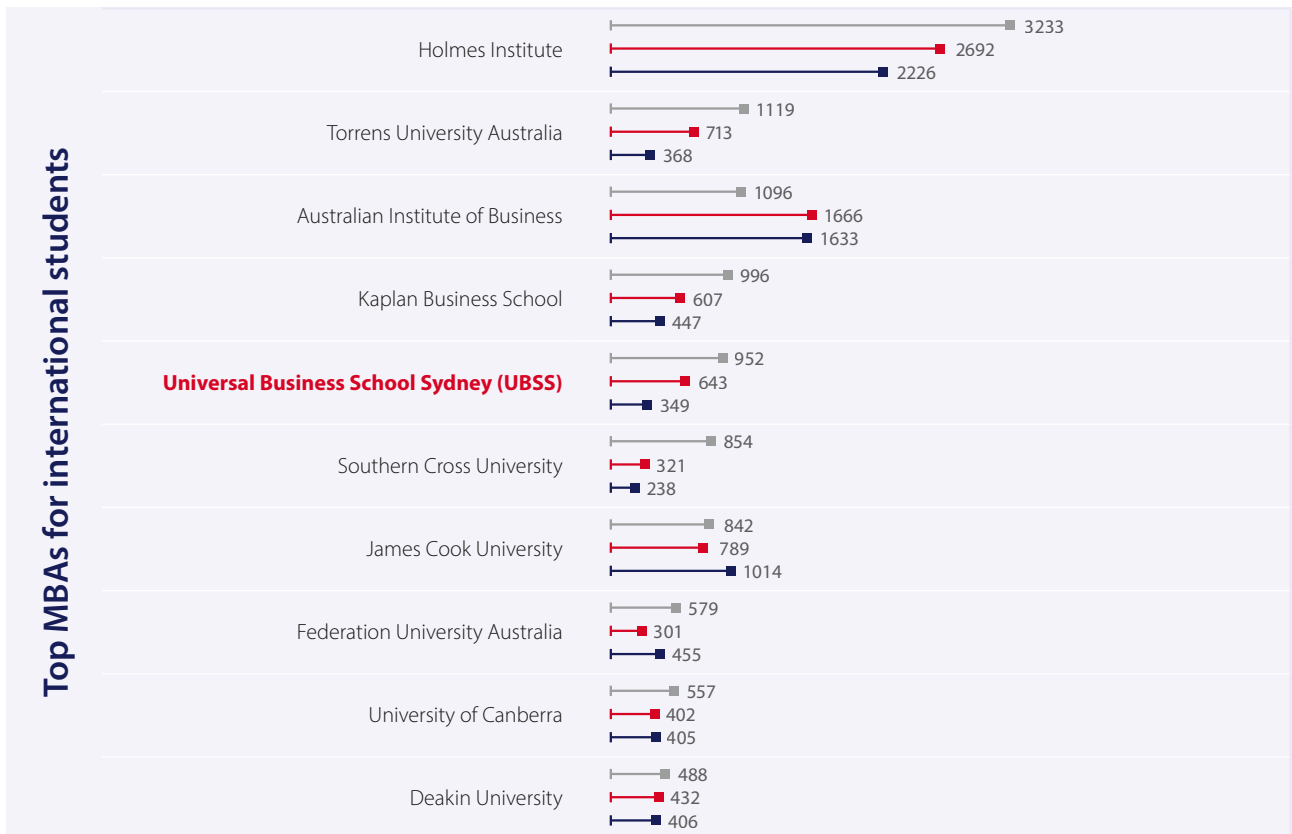
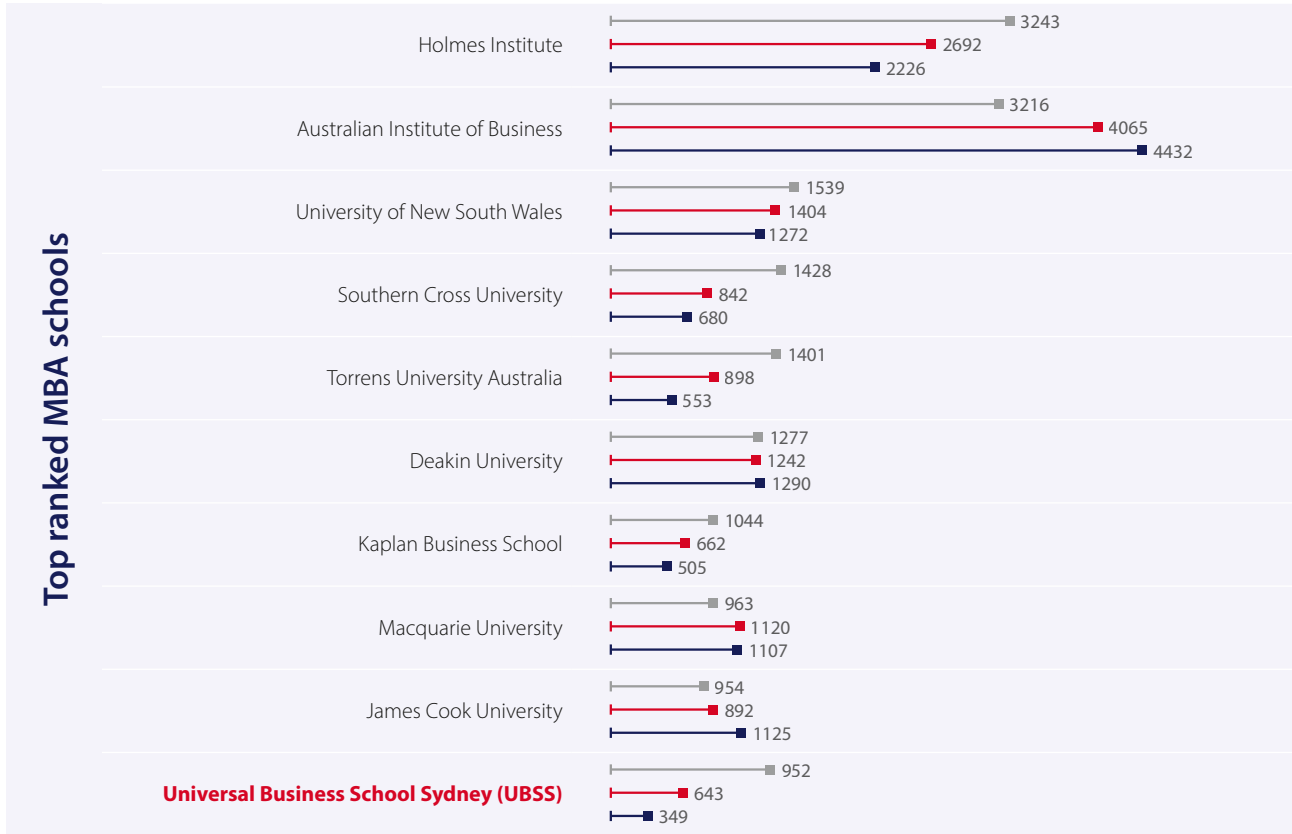
Growing demand from international MBA students

In figures compiled by the Commonwealth Department of Education and published on mbanews.com.au in November 2019, the total number of students enrolled in MBA programs in Australia surged past 30,000 for the first time in 2018. Growth is driven by demand from international students and UBSS is well positioned to continue to take advantage of this growing market. On student enrolment numbers alone, UBSS was ranked:

- No.10 top MBA school for all MBA students
- No.5 top MBA school for international students

In our own business benchmarking, in the 2018 financial year, ten countries were represented by more than ten students each at UBSS. This representation is in line with our goals of maintaining diversity and reducing risk associated with source countries.

THE MBA MARKET



■ 2018 ■ 2017 ■ 2016

UBSS AT A GLANCE

1650 students registered in 2018-2019

270+ on shore and international agents

36 countries of origin

MAIN AGENT MARKETS:

China:	70	Vietnam:	33
India:	53	Philippines:	11
Nepal:	37	Bangladesh:	7
Pakistan:	35	Thailand:	7

UBSS STUDENT NATIONALITIES:

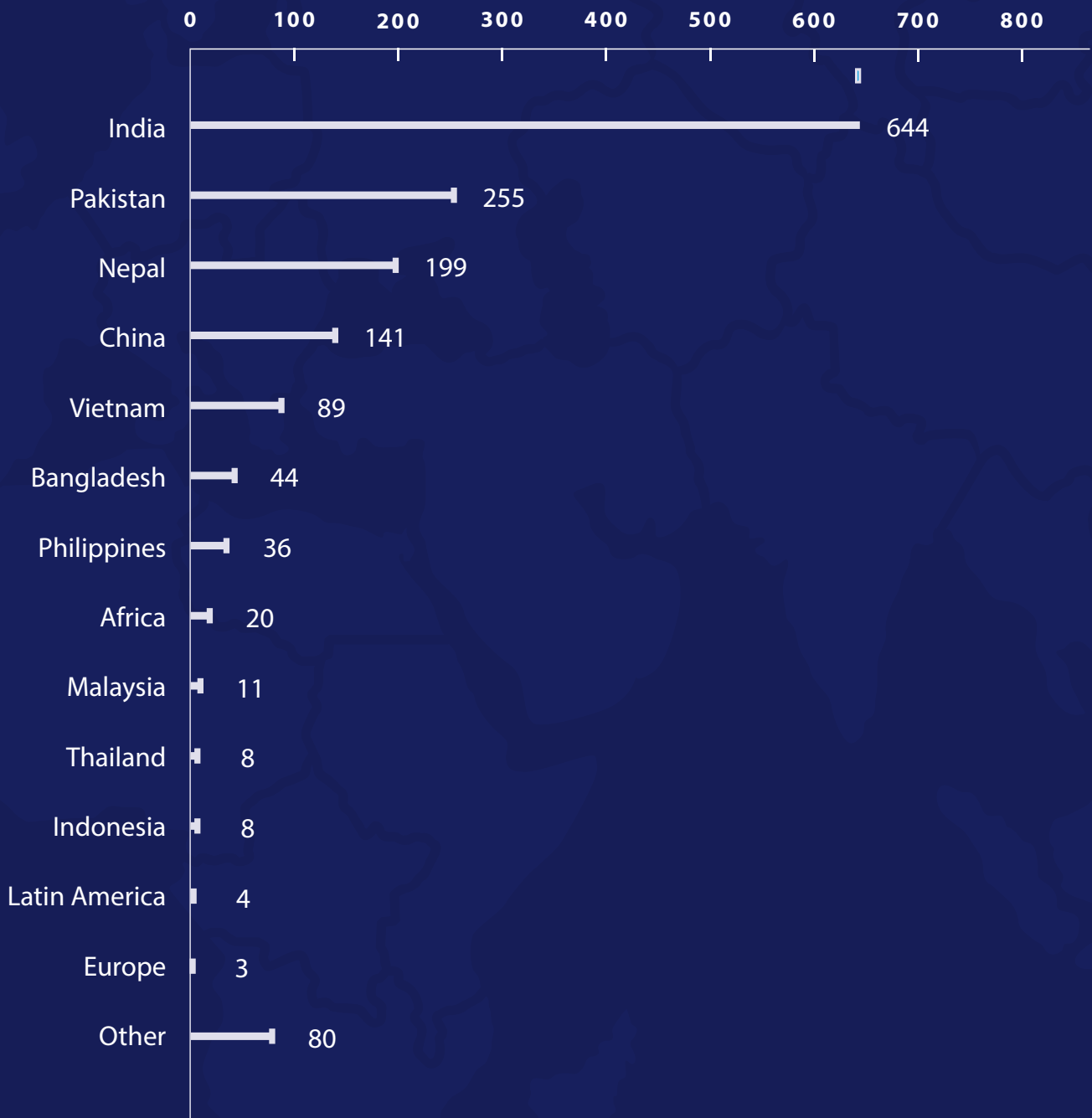
 Africa	 Latin America
 Australia	 Malaysia
 Bangladesh	 Nepal
 China	 Pakistan
 Europe	 Philippines
 India	 Thailand
 Indonesia	 Vietnam





UBSS Student Nationality Mix 2019

Our onshore and offshore agents facilitated admissions for students from 36 countries in 2019.



Global qualifications with an Australian experience

Australia is the world's third most popular destination for international students. In the QS Best Student Cities global rankings 2019, Sydney ranked in the top ten.

Visit www.qs.com for more information.

Degrees from Australian schools are recognised all over the world and the high quality of education, our cultural diversity and safe environment continue to attract students from around the globe.

The GCA Admissions Centre

The GCA Admissions Centre is responsible for a range of key business activities including:

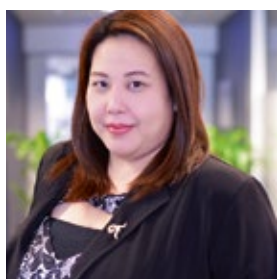
- **Student admissions:** student enquiries, student application processing and other admission related issues such as refunds and deferrals.
- **Agent management:** agent recruitment, agent management and monitoring, agent enquiries, agent support and training and marketing research.
- **Other administrative activities:** CoE management, course package creation, student payment reconciliation, student services support, reports, budgeting and forecasting among others.

GCA Admissions Centre Staff

The GCA Admissions Centre is managed by the Business Development & Admissions Director who reports directly to the Marketing Director.



CARLOS MUNOZ
Business Development &
Admissions Director
JP, BlintBus (Marketing), MBA (2021), QUEAC.
Languages: English, Spanish, Portuguese.



SUPATCHA JITSUWANTAYA
Marketing Manager
BBus (Economics), MintBus, QUEAC.
Languages: English, Thai.
(Southeast Asia, Nepal)



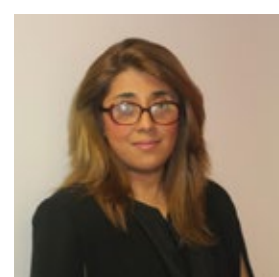
JENNIFER PHAN
Marketing Manager
BBus (Management), MAcc, QUEAC.
Languages: English, Vietnamese.
(Vietnam, Philippines,
Latin America, Europe)



KAREN YAO
Marketing Manager
BFin, MPA, MCom (Finance), QUEAC.
Languages: English, Mandarin, Cantonese.
(China, Korea, Malaysia, Mongolia)



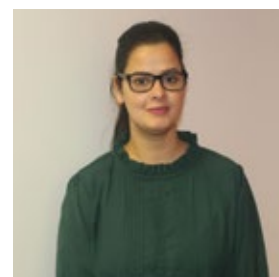
YASIR ABBAS
Marketing Manager (Subcontinent)
DipIT, BCompSci, MBA (2021), QUEAC.
Languages: English, Urdu, Punjabi, Hindi.
(Middle East, Africa)



SUMERA QASIM
Student Services Manager
B.Com, B.BAC, MBA (2021).
Languages: English, Urdu, Punjabi, Hindi.



NANDANI SHARMA
Student Services Officer
B.Com, M.Com (Accounting), Grad Dip.
Languages: English, Urdu, Punjabi, Hindi.



NAVPREET KAUR
Student Services Officer
B.Com, MBA.
Languages: English, Hindi, Punjabi, Urdu.



About QILT – the Quality Indicators for Learning and Teaching

The Quality Indicators for Learning and Teaching (QILT) are a suite of government-endorsed surveys for higher education students, which cover the student life cycle from commencement to employment. QILT makes available robust, nationally consistent performance data for Australian higher education, helping drive quality improvement. The surveys provide a wide range of data to help students make informed decisions about their study options.

UBSS has participated in the QILT student Experience Surveys for four years. We have been among other iHEPs and government universities that volunteered to participate. Recently, the Federal Education Minister announced that, from 2020, all Higher Education Institutions – government and independent – are to participate in the annual QILT Student Experience Surveys.

Visit www.qilt.edu.au

QILT is funded by the Australian Government Department of Education and Training. Their website is maintained by the Social Research Centre.

“UBSS’ focus on best practice and ongoing quality assurance is demonstrated through the School’s commitment to benchmarking. UBSS leads the way among our membership – the School participates in all IHEA benchmarking projects, hosts workshops on campus and their academic leaders directly engage with the benchmarking of quality across the independent higher education sector. The results of this leadership are reflected in the federal government’s QILT student surveys with UBSS students rating the school highly on a range of measures including Teaching Quality, Learner Engagement, Skills Development and Student Support.”

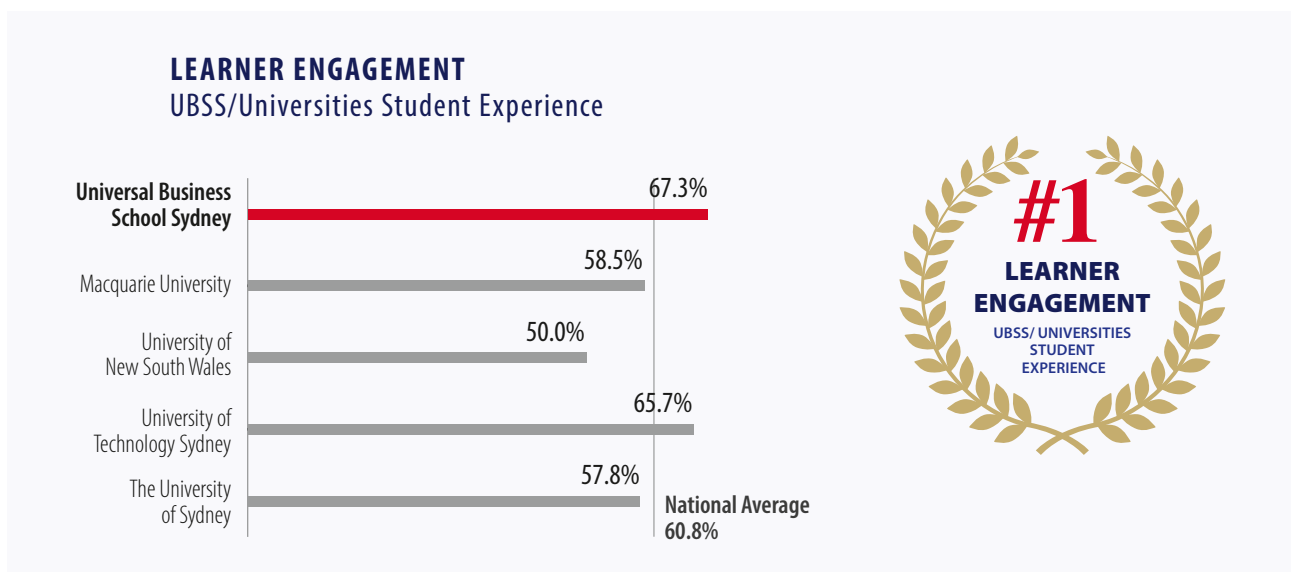
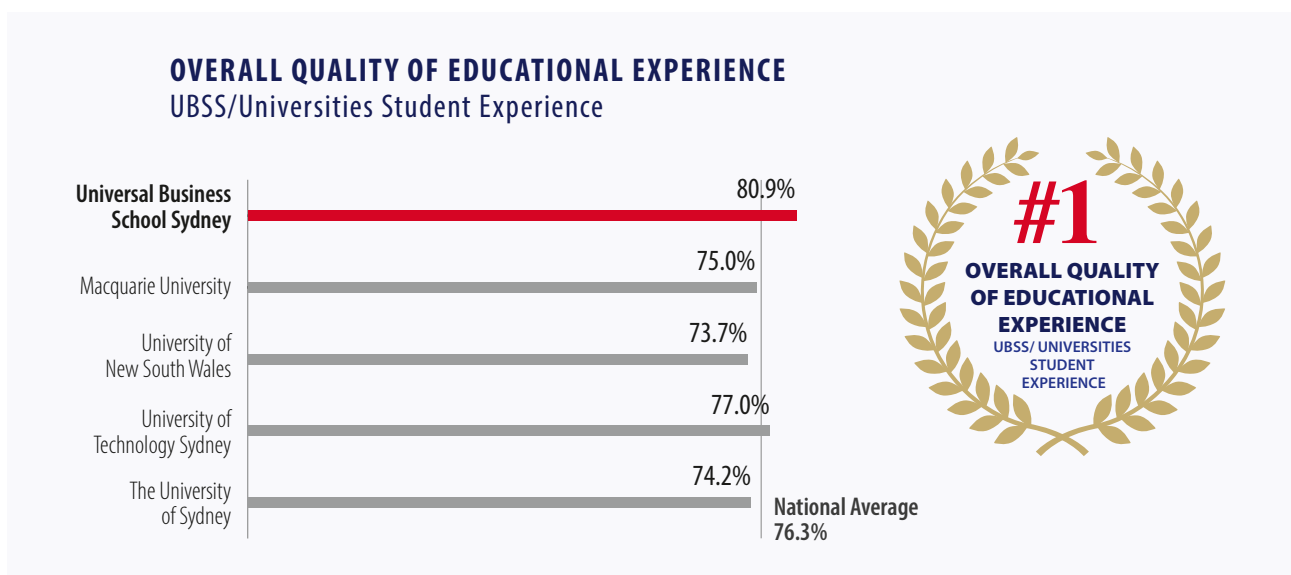
Simon Finn
CEO, Independent Higher Education Australia (IHEA)

QILT OUTCOMES 2018

Postgraduate QILT results

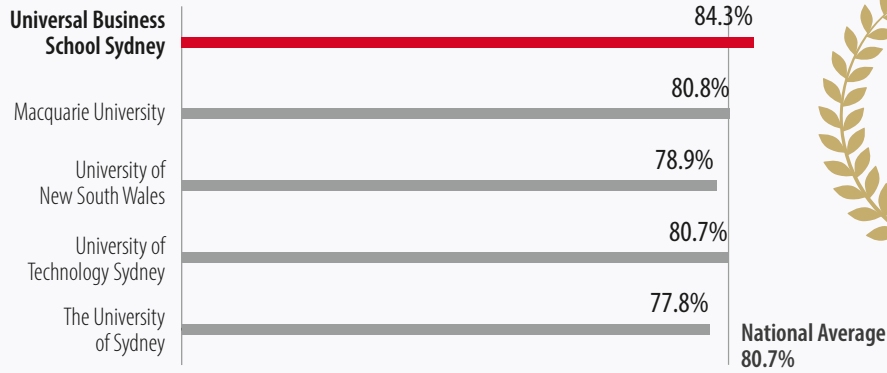
These graphs compare the QILT results of UBSS to universities in the area of student experience for postgraduate coursework.

In the 2018 QILT Student Experience Survey, 41 universities and 66 iHEPs participated; a total of 107 providers.



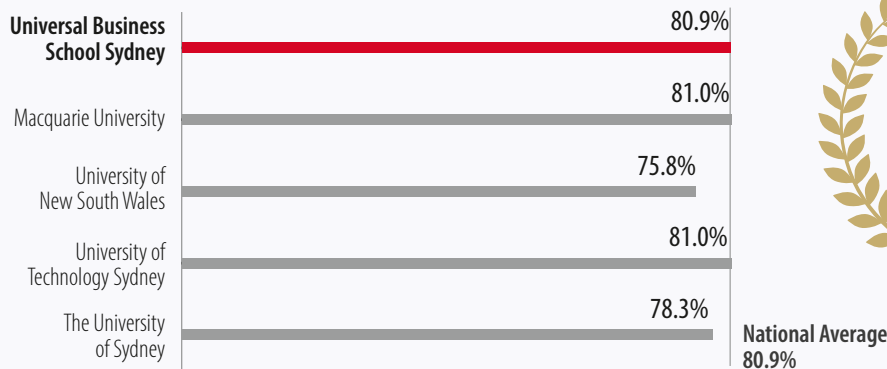
TEACHING QUALITY

UBSS/Universities Student Experience



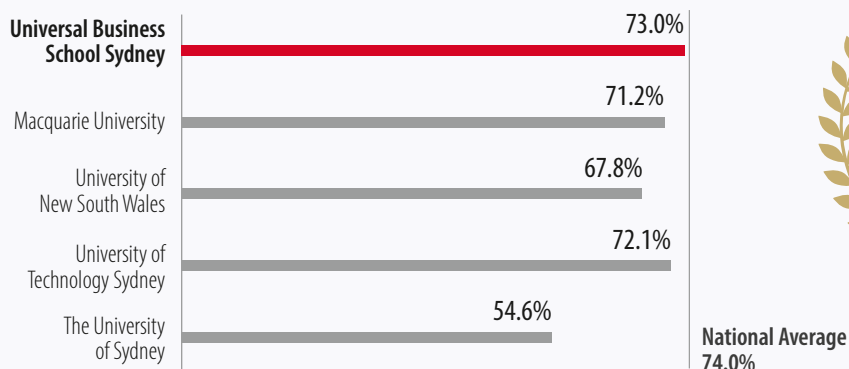
SKILLS DEVELOPMENT

UBSS/Universities Student Experience



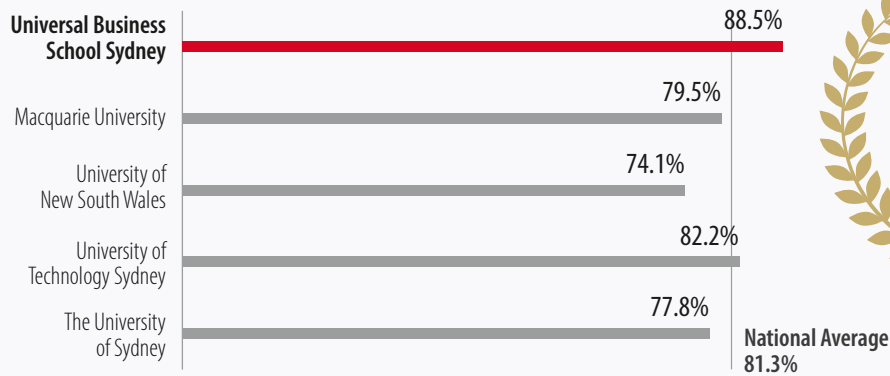
STUDENT SUPPORT

UBSS/Universities Student Experience

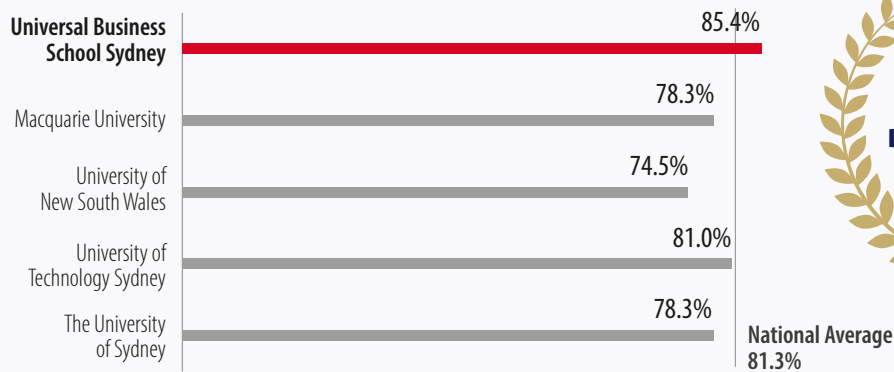


Undergraduate QILT Results

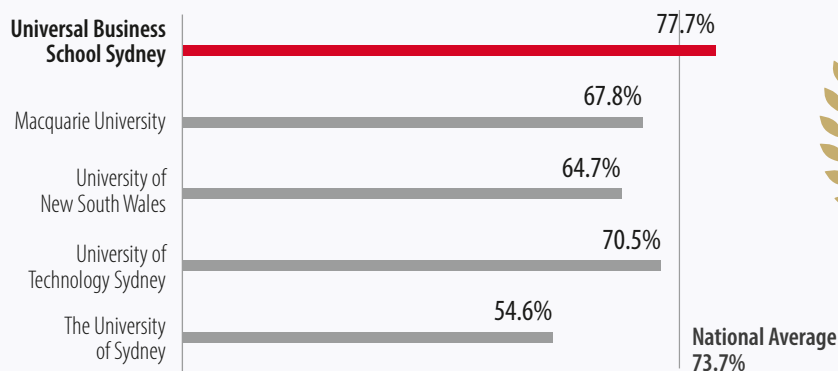
TEACHING QUALITY UBSS/Universities Experience



SKILLS DEVELOPMENT UBSS/Universities Experience



STUDENT SUPPORT UBSS/Universities Experience





Students in class at the UBSS
CBD Campus, Sydney

“UBSS boasts the very best in facilities including appropriate teacher to student ratios, advanced computer labs, and leading edge technology teaching and learning tools.”

INTERNATIONAL PARTNERSHIPS

“Partnership is not a posture but a process – a continuous process that grows stronger each year as we devote ourselves to common tasks.”

John F. Kennedy. 35th President of the United States

Our global standing has been recently enhanced by the signing of international joint venture agreements with:

- Naresuan University International College, Thailand
- International College, Rajamangala University of Technology, Krungthep Thailand



Alan Manly President UBSS, meets representatives at Naresuan University International College, Thailand

Left to Right: **Ms. Rachatawan Limkanchanapa** (Deputy Director for Academic and Student Affairs), **Mr. Pongsira Kongthaewtong** (Human Resource Management Program – Lecturer), **Mr. Alan Manly** (Chair and Chief Executive Officer GCA, President UBSS), **Dr. Supichaya Meesad** (Director of Naresuan University International College), **Dr. Eugenia A. Boa** (Deputy Director for Research and International Relations), **Assist. Dr. Om**, **Ms. Jaturaporn Juntarangsu** (Human Resource Management Program – Program Chair), **Ms. Chayanee Suechaicharoen** (Assistant Director), **Mr. Lorenzo E. Garin Jr.** (Human Resource Management Program – Lecturer)

www.ic.rmutk.ac.th



Alan Manly President UBSS, attending a meeting to build educational partnerships with the International College, Rajamangala University of Technology, Krungthep Thailand

Left to right: **Mr. Marlon Rae Astrillero** (Filipino teacher of IC UTK), **Mr. Pholapatr Pornkunanuphap** (vice-dean of ICUTK), **Ms. Kyawt Shinn Thant Zin** (Cambodian teacher of IC UTK), **Mrs. Rui Zhang** (Chinese teacher of ICUTK), **Mr. Nico Irawan** (Indonesian teacher of ICUTK), **Dr. Niti Choosawat** (Advisor of Master degree program), **Associate Prof. Dr. Chalong Tubsee** (Chairman of Ph.D. program), **Dr. Om Huvananda**, **Prof. Dr. Praipol Koomsup** (Scholarly Member of UTK Council), **Dr. Sakthip Krairiksh** (Chairman of UTK Council), **Mr. Alan Manly** (President UBSS), **Prof. Dr. Chira Hongladarom** (Scholarly Member of UTK Council), **Sub.Lt. Khantachai Vichakhana** (Scholarly Member of UTK Council), **Dr. Prattana Srisuk** (Dean of IC UTK), **Mrs. Somkid Rugsasub** (IC UTK consultant), **Dr. Phaitoon Pollasen** (IC UTK consultant), **Mr. Gregory Joseph Labarre** (IC UTK consultant)

SECTION 3

Our strategic plan in action – 2020 and beyond

GROWTH

We believe that good schools grow. Excellent schools manage this growth and ensure ongoing support for students and staff.

Our intention is to maintain our Sydney capacity, grow to reach our Melbourne capacity, extend our Blended Delivery reach and provide online options for students in Australia and overseas.

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 leading 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

DIVERSITY

Good schools encourage diversity, while excellent schools energise that diversity to develop a range of activities that maximise quality and opportunity.

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

UBSS had an international student focus but our intention is to grow our domestic opportunities appropriately. The balance of undergraduate and postgraduate 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.

UBSS is more than fifty percent postgraduate students.

Strategies

- Enhance international marketing and communications
- Engage our network of alumni
- Improve diversity and promote equality
- Expand and deepen international partnerships

ENTREPRENEURSHIP

Good schools value entrepreneurship. Excellent schools embrace it.

Our intention is to maintain our focus on entrepreneurship as a means of both attracting and transforming students.

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

QUALITY

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

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

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 against student and staff metrics are fundamental to our ongoing health and wellbeing.

PERFORMANCE (BENCHMARKING)

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

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.

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 focused) 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

- 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

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
- Embrace data analytics

BENCHMARKING – A 360-DEGREE VIEW OF WHERE WE STAND

UBSS is actively engaged with a wide range of internal and external benchmarking projects. Varied in their scope, depth and approach, benchmarking helps us understand where we stand in our local, national and international communities. It puts current practice into perspective and lets us examine and assess data in a clear, efficient way.

Benchmarking does not necessarily imply change. Outcomes may confirm that we are working with best practice (or even setting those standards) and the outcome of benchmarking might, in fact, be no change at all. In other outcomes, it can provide valuable guidance for where change is required and what that change might look like.

There are many facets of benchmarking. We identify and use four categories for our purposes.

- **Internal (Individual)**
- **Internal (Across Institution)**
- **External (Selected)**
- **External (Regulated)**

OUR BENCHMARKING PARTNERS AND ALIGNMENTS

Our benchmarking strategy is predominantly aligned with the following leading industry associations and representative bodies, government organisations and standards agencies. They provide us with access to a range of independent higher education institutions that we can measure ourselves against with some confidence that the data being shared is accurate.

- **IHEA** – Independent Higher Education Australia
- **HEPP-QN** – Higher Education Private Provider - Quality Network
- **Musicum20** – an international symposia
- **DET** – Australian Government’s Department of Education and Training)
- **TEQSA** – Tertiary Education Quality and Standards Agency

CURRENT BENCHMARKING AREAS OF FOCUS

UBSS is currently involved in 16 benchmarking initiatives that provide us with data to:

- compare longitudinally with ourselves and others
- compare ourselves with other like providers (private and public)
- provide us with an imperative to improve (or maintain) our current activities.

We are currently benchmarking:

Internal (Individual)

1. Board and Committee Memberships
2. Past Employment Experience
3. Current Teaching Profile

Internal (across Institution)

4. Current Student Satisfaction
5. Staff Feedback
6. Graduate Satisfaction

External (selected)

7. Grade Distribution (National) – HEPP-QN
8. Grade Distribution (International) – Musicum20
9. Academic Leadership – HEPP-QN
10. Progression, Attrition, Completion – HEPP-QN
11. International Students – IHEA
12. Assessment – IHEA
13. Work Integrated Learning – IHEA

External (regulated)

14. The Undergraduate Student Experience – DET
15. The Postgraduate Student Experience – DET
16. Sexual Assault and Sexual Harassment Implementation – TEQSA

The collection of data and the insights it provides is shared extensively with our community and stakeholders. The wide range of areas that we benchmark provides a satisfactory overview and comparison of our performance, a 360-degree analysis of operations and an informed indication of where we stand nationally and internationally.

UBSS ACCREDITATIONS

UBSS Institutional accreditation

TEQSA

Tertiary Education Quality System Australia.

UBSS is one of 123 Independent Higher Education Institutes on the Australian government's Tertiary Education Quality and Standards Agency (TEQSA) national register.

The Australian higher education sector includes public and private universities, Australian branches of overseas universities and other higher education providers. All organisations that offer higher education qualifications in or from Australia must be registered by TEQSA.

UBSS Course accreditation.

Higher education providers that have not been granted self-accrediting authority (almost all of the non-university providers) must also have their courses of study accredited. UBSS Courses are accredited by TEQSA.

Visit the TEQSA national register

[**www.teqsa.gov.au/national-register.**](http://www.teqsa.gov.au/national-register)

CRICOS REGISTRATION FOR UBSS INTERNATIONAL STUDENTS

Education institutions can only enrol and deliver education services to students in Australia on a student visa if they are registered on the **Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS)**. Registered providers must have met, and continue to meet, the requirements of the Education Services for Overseas Students Act 2000 (ESOS Act) and National Code of Practice for Providers of Education and Training to Overseas Students 2007 (National Code).

Read more about CRICOS here

www.internationaleducation.gov.au/Regulatory-Information/Provider-Registration/Getting-Started/Pages/default.aspx

COMMONWEALTH ASSISTANCE FOR STUDENTS: FEE-HELP

UBSS is an approved education provider for the FEE-HELP loan scheme that assists eligible full fee paying students pay their tuition fees at university and other higher education providers. To get a Commonwealth supported place (CSP) or a HELP loan, students must be enrolled with an approved Australian education provider. For a list of other providers who are approved to offer FEE-HELP loans, please visit the Providers that offer Commonwealth assistance page at **www.studyassist.gov.au/help-loans/fee-help**

LISTED ON THE CHINA 'STUDY ABROAD' WEBSITE

Along with 77 other Australian private higher education institutions, UBSS has been included on China's 'Study Abroad' JSJ website since 2015.

The Australian Government is committed to enhancing Australia's reputation for quality education and works with all Australian education institutions to maximise the opportunities presented by strong demand for education services in China. China's agreement to list on its 'Study Abroad' (JSJ) website **www.jsj.edu.cn** 77 CRICOS-registered institutions is an excellent outcome, and testament to the quality and reputation of Australian education. It also reflects the high regard China has for Australia's robust regulatory framework.

UBSS COURSES RECOGNISED BY LEADING INDUSTRY GROUPS

Accreditation and endorsement from peak professional organisations is a rewarding recognition of our commitment to providing students with a quality, world-class education.

Both accounting streams at UBSS have been recognised by Certified Practising Accountants Australia (CPA) and also by Chartered Accountants Australia and New Zealand:

- Our Master of Business Administration has been accredited for five years
- Our Bachelor of Accounting has received a 5-year re-accreditation.

These accreditations also come with endorsement from the Institute of Public Accountants (IPA).



TECHNOLOGY AT UBSS

GCA is a born agile organisation. Throughout its operation over 20 years as an established educational provider, GCA has taken advantage of new technologies to scale and improve its core processes. This commitment to a next-generation operating model combines digital technologies and operations capabilities in an integrated, well-sequenced way to achieve improvements in revenue, customer experience, and human resourcing.

Partnering with CampusQ (www.campusq.com.au), GCA has created win-win opportunities which is advocated by their ability to align limited resources and even culture to transform customer-facing journeys in powerful ways, particularly replacing time-consuming transactional and manual tasks with self-service options. Some of the system developments to date which capture these successes include **CampusQ Connect**, a student management system with automation workflows, **CQ Queue**, a queue management system which supports virtual queues and online appointment bookings, and more recently, the release of **CampusQ Mobile**, a smart mobile campus app.

These sophisticated tools provide intelligence to improve decision-making and have added valuable insight in enhancing customer journeys where nonlinear thinking is required. This investment in data platforms and capabilities, with a 360-degree view of the customer, across all channels and interactions, has not only made it an omni-channel experience, but one which is horizontal and maximises organisational performance across all business functions. All of these are key factors for unlocking the potential of growth, efficiency and risk, and are essential to building digital trust amongst customers.

“Technology is nothing. What’s important is that you have a faith in people, that they’re basically good and smart, and if you give them tools, they’ll do wonderful things with them.”

Steve Jobs.

Moving forward, the blueprint of digital transformation will continue to be disrupted with rapid digitalisation being a driving force that will shape the future of GCA and the change in consumer expectations. By being ahead in the digital journey, GCA will continue to react by being more than just robust in this changing environment; performance will continue to improve as more pressure is exerted. Moreover, the successes of greater customer centricity, faster time to market, higher revenue growth, lower costs, and a more engaged workforce enable GCA to balance stability and dynamism and thrive in an era of unprecedented opportunity.

Moodle – Accessed through myGCA, Moodle is an online learning tool where students can access all course subject materials and engage in a personalised learning environment. With more than 90 million global users across both academic and enterprise levels, Moodle is the world's most widely used learning platform.

e-Libraries – Through myGCA students have access to a world of e-learning resources. From e-books and journals to research databases, academic papers to encyclopaedias. This massive digital resource currently includes reference libraries from:

- **EBSCOhost** – 375+ research databases, over 550,000 e-books, 360,000 e-journals
- **ProQuest: ABI/Inform Global** – 450,000 academic books, 3 centuries of newspapers
- **Emerald: Business, Management & Economics** – a global publisher linking research and practice to the benefit of society
- **Oxford Reference Online** – 2 million digitised entries from Oxford's premier reference products
- **RMIT: Informit** – over 70 research databases from across Australia, New Zealand and the Pacific

- **Cengage:Gale** – encyclopaedias, almanacs, and specialised reference sources for multidisciplinary research
- **SAGE Research Methods** – the ultimate methods library with more than 1000 books, reference works, journal articles, and instructional videos by world-leading academics
- **JSTOR** – 12 million+ academic journal articles, books, and primary sources.

Interactive Whiteboards – interactive whiteboard technology is used to enhance the learning experience and support active student participation in the classroom and, later, at home. All lesson material written on whiteboards is saved and uploaded to Moodle for student reference. For multimedia enhanced learning, interactive whiteboards can also connect to any computer-based program to be used as learning tools in the classroom such as PowerPoint, Excel, Dreamweaver as well as the internet.

Computer labs and wi-fi – Students have free access to wi-fi throughout the campus including computer labs equipped with up-to-date computer models and software programs including:

- Windows
- Microsoft Office Professional
- Adobe Master Collection
- InDesign
- Photoshop
- Illustrator
- Flash Professional
- Dreamweaver
- AcrobatX Pro.

GOVERNANCE AND LEADERSHIP

UBSS is a member of Group Colleges Australia (GCA), The GCA Board is responsible for the corporate governance and, ultimately, for UBSS performance and operations as an accredited higher education provider. Day to day, UBSS is managed by the UBSS Senior Executive in association with the UBSS Academic Senate.



UBSS students celebrating graduation at the Sydney Opera House

GCA BOARD

Visit ubss.edu.au/about-us for full profiles of the GCA board members



Chair and Chief Executive Officer GCA, President UBSS – Alan Manly

JP, FAICD, FIML

Appointment Date: 03/12/1998

Alan is a founding Director and Chief Executive Officer of GCA group of companies. CEO and Chair of UBSS.

Alan is a company director, entrepreneur and published author, with over thirty years of experience in the technology and education industries. He has twenty years of experience as a Company Director with private, public and NFP companies.

He has been active in representing the education industry and is a former Board member of two education industry peak bodies.

Prior to a career in education Alan had a career in the ICT industry working for a multinational corporation and later third party vendors. He established a start-up software company and a computer college that expanded and morphed into the GCA Group of Companies.

Alan is a Justice of the Peace, a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management and Leadership (IML).

Alan is the author of an autobiography that details a ten-year legal battle where he represented himself from a local court to final victory in the High Court of Australia: "When There Are Too Many Lawyers There is No Justice". He later released his second book titled "The Unlikely Entrepreneur". For more visit alanmanly.com.au



Executive Director Emeritus Professor – Greg Whateley

DipT., B.Ed., B.Ed(Mus)., GradDipEdAdmin., M.Ed(Mus)., Prof.D., CertIVTAE. FIML, FACR

Appointment Date: 22/04/2016

Professor Greg Whateley is currently Deputy Vice Chancellor, GCA.

Professor Whateley completed a Diploma of Teaching (with majors in Music and Psychology), a Bachelor of Education (Curriculum Design and Development), a Bachelor of Music Education (with a music education focus), a Graduate Diploma in Educational Administration (with a focus on Organisational Behaviour), a Master of Education (Assessment and Evaluation) and a Doctorate in Virtual Pedagogy. Throughout his teaching career he has maintained a keen interest in how and why people learn.

Dr Whateley has taught and researched in arts, music and education at every level of formal education (K–PhD) in four states and five countries. Tertiary sector experience has included senior roles at the University of Tasmania, Griffith University (Gold Coast), Queensland Conservatorium of Music and Central Queensland Conservatorium of Music. He was General Manager and Professorial Head of School at the Australian Institute of Music, a Senior Visiting Fellow at the College of Fine Arts (University of NSW) and the Wesley Institute before becoming Principal of the Australian Conservatorium of Music. Later Greg was Deputy Dean then Dean of College at UWS College, University of Western Sydney.

Professor Greg Whateley is currently Executive Dean at UBSS researching, writing, advising and teaching in areas of expertise that include Teaching Pedagogy, Human Behaviour, Organisational Leadership, Organisational Behaviour, Critical Management, Qualitative Research Methodology and Music History & Form assurance, government reporting, eLearning, mLearning and bLearning. He is a member of several international academic and editorial boards.

GCA BOARD *continued*



Independent Director – Paul Nicolaou

Appointment Date: 03/12/2013

Paul Nicolaou is currently the Director of the Australian Chamber of Commerce & Industry Business Leaders Council and Director of Corporate & Community Solutions, a private company specialising in strategic advice, marketing, fundraising, media, public relations and event management.

In prior roles, Paul has been Chief Executive Officer of the Australian Hotels Association of NSW, Executive Chairman of the Millennium Forum, (the fundraising and engagement arm of the Liberal Party of Australia NSW), Chief Executive Officer of the UNSW Foundation, the Director of Public Affairs & Development UNSW and Director of Fundraising at the Children's Hospital at Westmead and Camperdown.

Paul is regarded as one of Australia's leading fundraisers and has been recognised with a number of awards including:

- UNSW Alumni Award for Achievement in 1990
- Conferred a Benefactor of the Children's Hospital at Westmead in 2000
- Awarded a Centenary Medal of Australia in 2003
- Awarded the Tourism Training Australia National Training Legend Award in 2012

Paul has held a number of Board positions in charities and businesses including The Gut Foundation (bowel cancer), The Estia Foundation (children's disabilities), The Centennial Parkland Foundation, The Bill Crews Trust, Roses Only and UNSW Hellenic Studies Foundation.

He is a former NSW President and council member of the Marketing Institute of Australia and is currently an Associate Fellow and Certified Practising Marketer.



Independent Director – Sir Gregory Whitby

Appointment Date: 29/07/2015

Greg Whitby is widely acknowledged as an innovative educator who is passionate about ensuring that schooling meets the needs of today's learners. For the past 14 years, Greg has led a system of Catholic schools in the Dioceses of Wollongong and Parramatta.

In recent years, Greg has worked with school and system leaders to build teacher capacity in order to improve the learning outcomes of every student. He has been instrumental in the development of new pedagogies along with the design of school and learning spaces designs to accommodate contemporary learning and teaching. Global partnerships with leading educational thinkers assist in bridging the gap between theory and classroom practice.

Greg has developed a strong national and international profile and regularly presents on educational change and leadership, school innovation and technology. Some highlights recognising his outstanding contribution to the advancement of education include:

- nominated to deliver the prestigious AW Jones Oration in 2011
- appointed to the Federal Government's Digital Education Advisory Group
- founding Chairman of CEnet (Catholic Education Network)
- Fellowships of the Australian College of Educators, the Australian Council for Educational Leaders and the Australian Institute of Management
- He received a Papal Knighthood in the Order of St Gregory the Great for his contribution to Catholic education in November 2015.

GCA BOARD *continued*



Independent Director – Alan Finch

Appointment Date: 14/03/2020

A graduate of the University of Melbourne, Alan's career as a senior university administrator has spanned 49 years in the Australian university sector. His combined experience of senior level public and independent higher education has given him a unique insight and understanding of both, and especially of their respective strengths and challenges.

Alan is the current Chair of Independent Higher Education Australia (IHEA), formerly known as COPHE (the Council of Private Higher Education), of which he was a founding member and Deputy Chair from 2002. Today, IHEA is the peak body representing some 65 private higher education member institutions.

His career in university administration started at Monash in 1970, as a Graduate Assistant to the Registrar, culminating in the position of Assistant Registrar of the Faculty of Arts, then Monash's largest Faculty. He left Monash in 1987 and moved to the Gold Coast to join the initial planning team for Bond University. Alan spent 29 years at Bond in two stints 1987-2019, and 1996-2019 with a break 1992-1996 as Registrar and Secretary of the University of Southern Queensland. In 1996, Alan returned to Bond by invitation and was appointed as Registrar and Company Secretary. Alan was subsequently appointed Pro-Vice Chancellor Students and Academic Support and at the time of his retirement from Bond in December 2019, he was Deputy Vice Chancellor, (Students and Support Services).

During his career, his reports and responsibilities have at various times included most operational areas outside the classroom, including: Marketing; Public Relations; Student Recruitment; Human Resources; Executive Recruitment; Buildings and Grounds; AV Services; Student Housing; Student Administration; Student Systems and Data; Careers Services; Medical and Psychological Services, Disability Services; the Academic Secretariat; Student Learning Support; Company Secretary and Secretary to Council; Library Services, and Commercial Services, encompassing Events, Food & Beverage Services, Sport and Sports Centre, and Security. He was responsible for founding the Nyombil Centre, Bond's Aboriginal and Torres Strait Islander support centre. His primary focus at Bond has been creating and nurturing the unique student experience which has seen Bond consistently at the top of student experience ratings for some two decades.

Alan has served on numerous external state and federal government committees and working groups. He is a Fellow of the Australian Institute of Management and just prior to his retirement, was awarded an Honorary Doctorate in recognition of, in the words of the degree citation, "a sustained and outstanding contribution" to Bond University.



Executive Director – Sir Gerard Newcombe

+KR.OKOR

Order Of The Knights Of Rizal

Appointment Date: 17/09/2020

Gerard has 45 years' experience in International Management, Marketing and Training across the Asia Pacific region. He has both a Bachelor and Master Degree in Business Administration,

Fellowships at the Royal Geographical Society and Royal Asiatic Society in the UK, Fellowships at the Australian Institute of Company Directors, the Australian Marketing Institute and the Australian Institute of Managers and Leaders.

Gerard has a long history in education, having held several Senior Executive and Management positions with prominent educational institutions based in Sydney. He is an accomplished author, having published books on both Marketing and Asia Business Skills:

- Marketing: The Simple Technique (ISBN 0 646 279 63 7)
- Surviving Asia: A Survival Summary Guide (ISBN 0 9587 407 0 4)
- Old Asia Hand: Asia Pacific Adventures (ISBN 978-0-9872409-1-0)

GCA BOARD *continued*

His previous writing accomplishments have been in business and trade news coverage, and as a travel writer. Gerard was born in Sydney, Australia on 3 December 1953, is also the Managing Director of All Asia Investments, a trading and investment company which has been operating in the Asia Pacific Region for over 40 years. Gerard currently lives in Sydney, Australia with his wife and son, and has a rural property in North Eastern Thailand where he escapes with the family to relax and follow his other passion, writing. [wikipedia.org/wiki/Gerard_Newcombe](https://www.wikipedia.org/wiki/Gerard_Newcombe)

Gerard is a registered Justice of Peace in Australia and is currently completing a Doctorate at Oxford University. In February 2016, Gerard received a Knighthood from the Order of the Knights of Rizal (Legislative Charter Philippine Government Republic...Act 646 June 14th 1951) For upholding the ideals of the Philippine National Hero Jose Rizal and fostering relationships between Australia and the Philippines.

GCA EXECUTIVE



General Manager – Jenny McCarthy

Jenny has a Bachelor of Business (Management) and a Master of Business (International Marketing), both from UTS. Jenny joined Group Colleges in July 1999 when it was initially established, after being involved in the development of the Marketing Plan to instigate and deliver Distance Learning.

Jenny brings to Group College's management team over twenty years' experience in private education in various roles from Operations Manager to Principal of large private business colleges. Jenny established and ran UIC Sydney from late 2006, the higher education arm of GCA, until taking up the role of General Manager full-time in 2011.

Prior to becoming involved in private education, Jenny worked in the Applications Development of Westpac Banking Corporation, holding the position of Planning Manager.



Chief Financial Officer – Paul Hauenschild

Paul joined Group Colleges Australia in February 2020, having previously served as Chief Financial Officer of listed real estate agency, McGrath Estate Agents. Paul has over 20 years' experience in senior finance roles spanning a range of industry sectors in European and Australian markets including six years with global transport provider NYK Logistics.

Paul leads GCA's finance team, driving financial outcomes, actively managing the group's financial performance and optimising the business's balance sheet. He has extensive experience in corporate finance, strategic planning and analysis, operations management, business model optimisation and governance.

Paul is a qualified CPA and holds a Bachelor of Business Administration (Accounting and Finance) and a Graduate Diploma of Applied Corporate Governance.

GCA EXECUTIVE *continued*



Provost Virtual Campus – Dr Ashok Chanda

Ashok has a great passion for building 'New Age Learning' and 'Digital Transformation' in education industry. This has been evident from his current association with UBSS, wherein he has been driving online MBA and Technology Enhanced Learning, building a change from a conventional learning delivery to an online learning delivery. In past, Ashok was associated with Australian Institute of Business and Education Centre for Australia, wherein he played a key role in building these organisations. He has developed an in-depth knowledge of education system including regulatory requirements at vocational

education & training and higher education. He has extensive experience of education management, compliance and academic management.

Ashok has a PhD in Management from University of South Australia, Adelaide and has MBA and Law qualifications. He has authored three business books on business strategy, organisational performance and strategic HRM and numerous research papers. He has also been involved in academic leadership being a part of Academic Board of APIC, AIB, Universal Higher Education and Governing Board of ASBM University and Editorial Board of ASBM International journal. He has also actively participated in teaching being an adjunct faculty with Indian Institute of Management, Asian School of Business Management and lecturer with UNISA, Australia

Ashok in his career spanning more than 25 years has been a business professional and has lead large corporations as a Chief Executive and at a senior management level in oil and gas, construction, mining, energy and logistics industries and has been instrumental in its growth and success. Ashok has built capabilities with a diverse expertise in global leadership roles covering established and emerging markets.



Compliance and Continuous Improvement Director – Anurag Kanwar

Anurag holds a Bachelor of Laws, Economics and a Masters in Law.

She is a qualified lawyer specialising in the areas of governance and risk.

Prior to joining GCA she was in private practice specialising in matters relating to ASQA and TEQSA. She also lectured and published in the area of business law. Anurag has over 15 years experience in legal compliance roles all within the private education sector. She is also the currently a member of the IEAA Audit and Risk Committee.



Communication Officer – James Manly

James has 20 years' experience in the education sector, having held several positions ranging from Administration, marketing and communication with a prominent educational institution based in Sydney

James is a registered Justice of Peace in NSW Australia.

James has completed the following qualifications; Cert 3 and 4 in Information Technology Cert 3 and 4 in Fitness, Advanced Diploma in Business Marketing, Graduate Certificate and Graduate Diploma in Business Administration. He is currently completing a Masters of Business Administration

James was selected as 1 of 250 people worldwide to compete in the 2017 'NYC Empire State Building Run-Up' event.

GCA EXECUTIVE *continued*



Technical Services Manager – Jason Whitfield

Jason joined Group Colleges Australia, (GCA) in April 2003 and has helped to lead the enormous growth in technology use within GCA during that time. Jason leads the GCA IT Department, implementing new technology for both teaching and administration, whilst ensuring that all technology in use at GCA is highly reliable, secure, and cost-effective.

In 2005, Jason managed the deployment of Interactive Whiteboard technology for all GCA classrooms, enabling GCA to deliver a superior student experience through a more engaging classroom environment. In the same year, Jason managed the implementation of the Moodle Learning Management System, which is now used by thousands of other education institutions. In 2015, Jason managed the transition of the entire GCA IT infrastructure to the Amazon Web Services (AWS) cloud platform, enabling the IT Infrastructure to become more scalable and flexible as the technology needs of GCA continued to grow. In 2020, Jason managed the transition of GCA from face-to-face to fully online learning, by deploying ultra-modern classroom AV equipment and the Blackboard Collaborate online learning platform.

Jason has a Bachelor of Technology (Information and Communication Systems) from Macquarie University, and is a member of the Australian Computer Society (ACS). Jason also has over 20 years' experience in Windows PC, Server and Network Administration, as well as extensive experience in Cyber Security, Cloud Computing, and Online Learning.

UBSS SENIOR EXECUTIVE

<https://www.ubss.edu.au/our-staff/>



Professor Andrew West

Andrew is the **Dean** of Universal Business School Sydney (UBSS) and the Provost of the Blended Campus, drawing on his experience as an academic for 12 years and previously as an entrepreneur and business owner for 10 years. Prior to his current positions, Andrew was Director of the Centre for Entrepreneurship since 2015.

Andrew is also a Lecturer at the *New York University Sydney Campus*, where he lectures in Marketing, reporting to the *NYU Stern Business School*. He was involved in the establishment and the continued delivery of the NYU Internship Seminar, a workplace integrated learning subject, in Sydney as part of the *NYU Global Partner Program*.

From 2010 to 2014 he was a Lecturer at *Macquarie University* in Strategic Marketing, introducing innovative workplace integrated learning initiatives. He was involved in the development and implementation of the Participation and Community Engagement for the Marketing Projects.

Andrew has completed a Bachelor of Commerce (Accounting) (*Macquarie University*), and Masters of Business Administration (*Newcastle University*) and a Doctorate of Business Administration (*Newcastle University*). His **research** has led to 12 peer reviewed journals and conference papers published. Andrew's areas of ongoing research in marketing include marketing of high technology, industry report of the Australian pharmaceutical industry, intangible organisational capabilities and innovation ecologies. His higher education research is in aspects of workplace integrated learning including internship pedagogy and business simulation.

UBSS SENIOR EXECUTIVE *continued*



Assistant Professor Jotsana Roopram

Jotsana is the **Deputy Dean – Student Experience** at UBSS and reports directly to the *Executive Dean*. She is a professional member of the Institute of Managers and Leaders. She has completed a Graduation Certificate in Higher Education Academic Practice at the Higher Education Leadership Institute (HELI) and a Graduate Certificate in Business Administration at UBSS.

Jotsana has lectured for a number of years in the field of Hospitality Management at higher education institutions in South Africa. During this time, she worked closely with industry associates, developing and preparing students for junior management roles in the hospitality sector and mentoring junior staff for progression into senior roles.

She attained a Postgraduate Diploma and a Master of Education, specialising in *Higher Education* (University of Kwa-Zulu Natal in Durban, South Africa) before immigrating to Australia in 2014. Prior to joining UBSS in 2016, she was the College Operations Manager at Navitas in Sydney. Jotsana's expertise is in developing academic systems, policy implementation in administrative processes and procedures, and college operations.



Associate Professor Felix Stravens

Felix is currently the **Deputy Dean – Academic**, overseeing the MBA and the Bachelor of Business at UBSS, a Fellow of the Australian Marketing Institute (FAMI) and a Certified Practising Marketer (CPM).

Felix has an MBA in Strategic Management from the University of East London. His entire career has been in Marketing. His move into academia started off at the University of Canberra as an Associate Professor in Advertising and Marketing. He was also Program Director for the UG and PG Marketing Communication degrees. At the University, he served on a number of Committees including the University Council.

After eight years, he moved to the UK and was Managing Director with NCC Education. In 2010, he was recognised by the Chartered Institute of Marketing and awarded Fellow status (FCIM).



Associate Professor Wayne Smithson

Wayne is currently the **Program Director for the Bachelor of Accounting** at UBSS, an Associate Professor, a member of the Academic Senate and Chair of the Academic Integrity Committee at UBSS.

Wayne has held a number of senior finance positions including Finance Director for a number of national companies over a commercial career extending beyond 40 years. Most notable senior positions that include National Finance Director for *Ernst & Young* and Finance Director for the *Bank of New Zealand* in Australia.

As well as holding a Master of Business Administration and an undergraduate degree from *Macquarie University* in accounting, Wayne is a qualified CPA and is a graduate member of the *Australian Institute of Company Directors* and a Fellow of the *Australian Institute of Management*.



Assistant Professor Richard Xi

Richard Xi is the **Senior Postgraduate Coordinator** at UBSS.

Before he joined UBSS, Richard worked at *Western Sydney University (WSU)* and was in charge of student activities and events at *WSU the College Westmead Campus*. He was the chief presenter in the Colombo Plan seminar 'China's past, present and future' organised by WSU Law School and a chief presenter in WSU the College's 'Cultural and Language Exchange Program (CLEP)'.

Prior to WSU, he worked at *UNSW Global (University of New South Wales)* as a business development coordinator, marketing officer, China project manager in coordinating UNSW Global/UNSW's international business plan and project with China.

In 1998 he returned to China and was appointed a Senior Business Development Adviser by a *Sino-Holland joint venture in Shanghai* to provide advice to the JV's business development strategy. He was a cultural adviser and editor to Alan Manly's book 'The Unlikely Entrepreneur' (*Chinese version*), and a cultural adviser to the book 'Doing Business in China' (published by UNSW press).

UBSS ACADEMIC SENATE

Working alongside the UBSS Senior Executive, the UBSS Academic Senate is responsible for protecting and enhancing academic standards at UBSS.

Membership as at June 2020

Professor Greg Whateley – Chair (Internal)
Professor Craig Ellis – Deputy Chair (External)
Jotsana Ropram – Secretary (Internal)
Assistant Professor Richard Xi (Internal)
Dr Cyril Jankoff (External)
Art Phillips (External)
Doris Leung (External to UBSS)
Katheryn Ma (Student Representative)
Neha Khaneja (Student Representative)
Associate Professor Wayne Smithson (Internal)
Associate Professor Felix Stravens (Internal)
Lu Jiao (External) Professor Ian Bofinger (External)
Professor Andrew West (Internal)
Adjunct Professor Rob Wendon (External)

Visit www.ubss.edu.au/about-us/ to view profiles of our Academic Senate members

UBSS COURSE ADVISORY COMMITTEE

Helping guide course content and standards, this advisory committee is a sub-committee of the UBSS Academic Senate. It also includes both internal and external members.

Membership as at 2020

Simon Chhoeu – Chair (External)
Associate Professor Felix Stravens – Chair (Deputy)
Assistant Professor Richard Xi – Secretary
Associate Professor Wayne Smithson
Professor Ray Hayek
Professor Greg Whateley
Professor Andrew West (Internal)
Lawrence Potter (External)
Bernadette Or (External)
Dr Cyril Jankoff (External)
Adjunct Professor Art Phillips (External)
Adjunct Professor Jamie Rigg (External)
Rahul Daga (External)

GCA EMPLOYEES – AN ENGAGED AND INSPIRING TEAM

We take care and pride in working with engaged educators whose internationally recognised academic qualifications, professional memberships and commercial experience provide a real-world focus for our students.

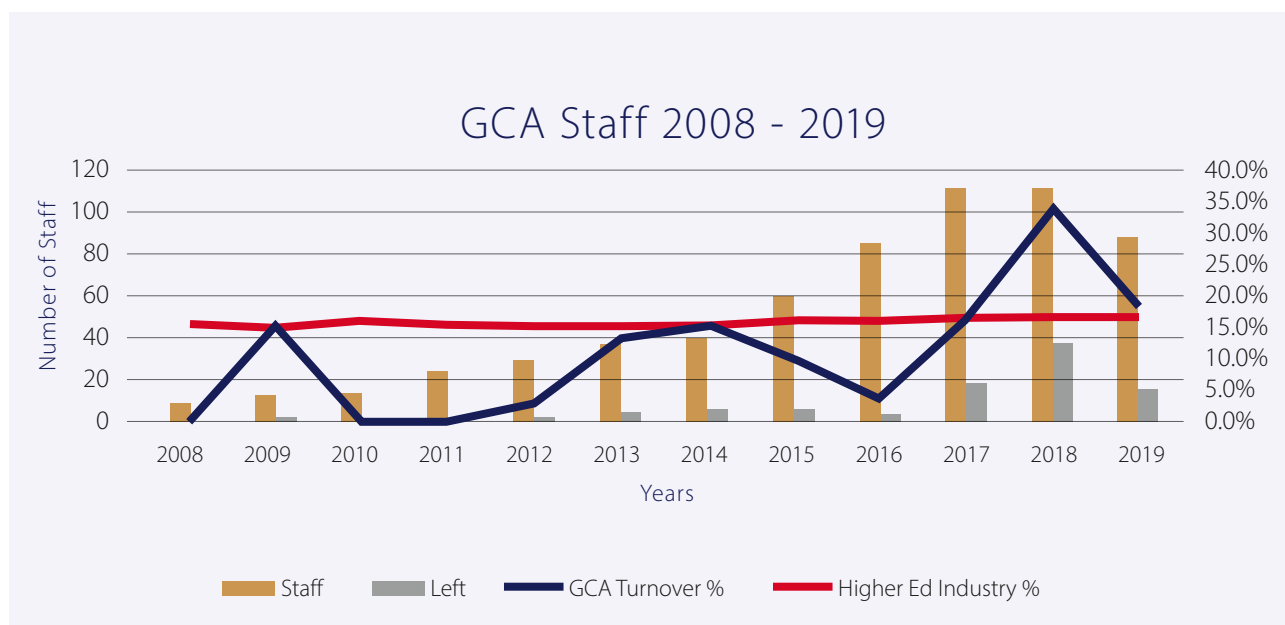
Total GCA Staff

GCA has been operating for 20 years, with UBSS commencing in 2008, joining Metro English College and Central College. The following table shows the steady growth in staff numbers from 9 staff in 2008 to 110 in 2018.

After a re-structure in 2018 with the closure of Metro English College and Central College, staff numbers declined to 87. For length of service, for 2014 the average years' service was 4.5 years. This went down slightly in 2019 to 3.3 years due to increase in total number of new staff and higher staff turnover.

Staff Turnover Rate

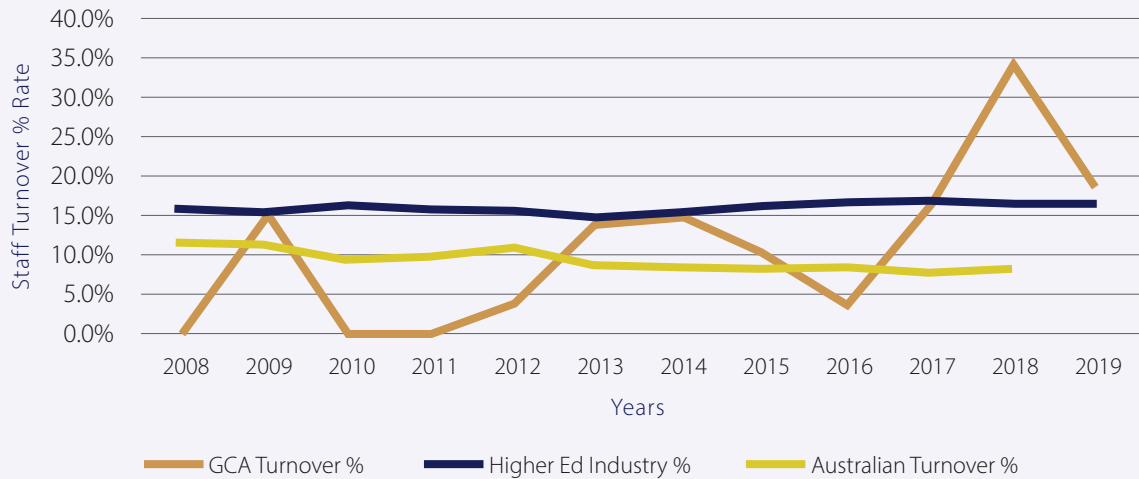
GCA prides itself on a low staff turnover. The 12-year average of GCA employment turnover is 10.8%. There has been an increase in the number of staff turnover in the past three years from 2017 – 2019, with the majority of this turnover being sessional faculty and exam invigilators. The peak of 33.64% in 2018 was due to the re-structure of GCA, with Metro English College and Central College closed, increasing redundancies.



The 12-year average staff turnover at 10.8% is below the long-term staff turnover average of the Higher Education sector which moves between 15.3% and 16.5% over the past five years. (AHEIA Annual Report, for the year ended 31 December 2019, https://www.aheia.edu.au/cms_uploads/docs/2505-aheia-annual-report-2019-r3-mar-2020-240320-v2-final.pdf)

The average staff turnover rate in Australia in 2018 was 8.1%, which has seen a steady decline in annual staff turnover rate from a high of 19.8% in 1991. (https://cdn.aigroup.com.au/Economic_Indicators/Fact_Sheets/2018/Labour_Turnover_in_2018_Fact_Sheet.pdf)

Annual Staff Turnover Rates



Gender Mix

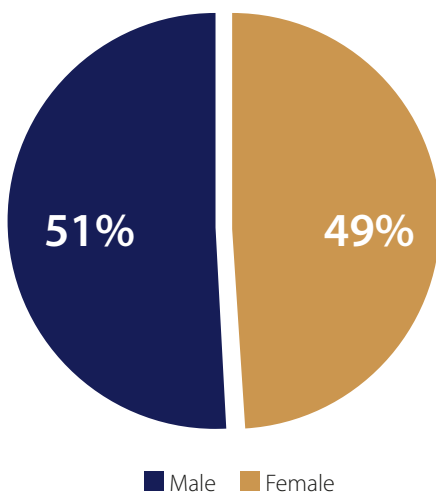
In 2019 the GCA gender mix was even at 44 male (51%) and 43 female (49%). The university sector is skewed more to female. The proportion of female staff within the university sector has increased slightly over the period from 2014 to 2018, from 55.7% to 56.5% of the workforce.

As at 31 March 2018, female representation in the university sector for professional staff workforce

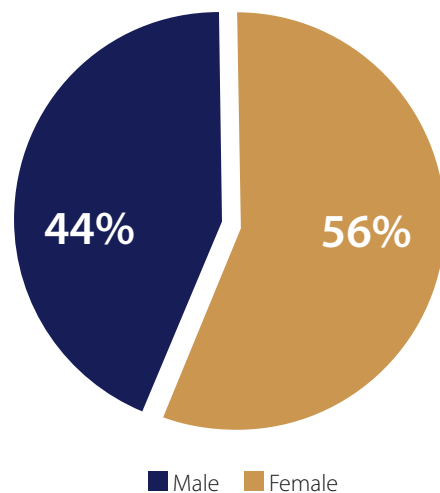
was 65.1% and 45.9% for academic staff. (AHEIA Annual Report, for the year ended 31 December 2019, https://www.aheia.edu.au/cms_uploads/docs/2505-aheia-annual-report-2019-r3-mar-2020-240320-v2-final.pdf)

For the Australian workforce in 2020 the gender mix is 47.1% female and 52.9% male. (<https://www.wgea.gov.au/data/fact-sheets/gender-workplace-statistics-at-a-glance-2020>)

GCA Gender Mix



University Gender Mix



SERVICE AWARDS

In 2018 GCA Board introduced Staff Service awards.

A compelling measure of staff satisfaction is tenure. Some staff have been with us for the full journey meaning 20 years, we have many staff whose long service of 5, 10 or 15 years is recognised with GCA Staff Service Awards honouring their years of service within the GCA group.



Sir Gerard Newcombe, GCA Marketing Director, presenting James Manly his 15-year service award.



Sir Gerard Newcombe, GCA Marketing Director, presenting Dr. Syed Uddin his 15-year service award.



Alan Manly, Chair and CEO, presenting Jason Whitfield his 15 year service award.



Alan Manly, Chair and CEO presenting Kathy Chen with her 15-year service award.

“One of the best things you can do in life is to surround yourself with people who are better than you are.”

Warren Buffet.



Chris Harris receiving his 10-year service award from Alan Manly, Chair and CEO.



Alan Manly, Chair and CEO, presenting Carlos Munoz his 10-year service award.



Alan Manly, presenting Leo Fletcher, Vending Revolution, his 10-year service award alongside Gerard Newcombe Marketing Director.



Alan Manly, Chair and CEO, Jennifer McCarthy General Manager and Gerard Newcombe Marketing Director present Marcio Silva, Mobile Eastern Dry Carwash, with his 5-year service award.



Alan Manly, Chair and CEO, presenting Doris Leung her 5-year service award.



Alan Manly, Chair and CEO, presenting Felicity Van her 5-year service award.

SERVICE AWARDS *continued*



Alan Manly, Chair and CEO, presenting Supatcha Jitsuwantaya her 5-year service award.



Sir Gerard Newcombe GCA Marketing Director, presenting Dr. Frank Alafaci his 5-year service award.



Sir Gerard Newcombe, GCA Marketing Director, presenting Sue Cameron her 5-year service award.



Joy Fettahlioglu receiving her 5-year service award from Emeritus Professor Greg Whateley, UBSS Dean.



Divya Judge receiving her 5-year service award from Emeritus Professor Greg Whateley, UBSS Dean.



Emeritus Professor Greg Whateley, UBSS Dean presenting Dr. Nilima Paul her 5-year service award.



Doris Leung, Director of Studies, presenting Anastasia Vasiliou her 5-year service award.



Alan Manly, Chair and CEO, presenting AnneMarie, CampusQ with her 5-year service award.



Alan Manly, Chair and CEO, presenting Danny Aad, CampusQ, with his 5-year service award.



Alan Manly, Chair and CEO, presenting Jenny Phan with her 5-year service award.



Alan Manly, Chair and CEO presenting Scarlett Burns with her 5-year service award.



Gerard Newcombe, GCA Marketing Director presenting Yasir Abbas with his 5-year service award.

Staff not included in the photos above:

- Alan Manly – 15-year award
- Jenny McCarthy – 15-year award
- Gerard Newcombe – 10-year award

5-year award

- Igor Bosna
- Nisha Dookie
- Pinky Gajjar
- Mohammad Hossain
- Michael Powter
- David Smith

THE *Unlikely* ENTREPRENEUR

How you can start with nothing - break all the rules - and create a business empire.

ALAN MANLY

The Centre for Entrepreneurship – disrupting the higher education agenda.

Innovation in learning is a highly sought after attribute in higher education. At UBSS we take pride in it, offering students a holistic learning environment, combining leading qualifications with 'hands-on' experience and insight to contemporary business practice.

Established in 2018, The Centre for Entrepreneurship operates within UBSS and provides opportunities for students to engage with a range of entrepreneurs and organisations, all leaders in their business field with deep experience in Australian and international markets.

Supporting our objectives of developing truly job-ready graduates, the Centre for Entrepreneurship helps students develop and enhance a range of vital business skills:

- **an entrepreneurial mindset** – learning from and being exposed to highly successful entrepreneurs from different industry verticals
- **business acumen** – making the right business decisions at the right time
- **knowledge of ever changing business climates** – nationally and globally
- **professional development communication** – learning and practising negotiation and persuasion skills with real-world executives.

Students have the opportunity to hear from experts in their business field and to work on real life business problems in Australian businesses. Invited Fellows of the Centre provide real world insights into being an entrepreneur. A wide range of topics may be covered include raising funds, exploring creativity and assessing new ideas, dealing with regulation, creating cut-through in markets and more.

The Centre for Entrepreneurship is the brainchild of UBSS founder Alan Manly. As an entrepreneur himself, Alan recognised the advantage and opportunity in providing this distinctive extension to classroom learning that complements business and entrepreneurial course materials.

Alan has published 100+ articles in a range of national and international publications and the author of two books. "When There Are Too Many Lawyers" tells the story of an entrepreneur caught up in a ten-year court case while his latest "The Unlikely Entrepreneur" is an essential read for all aspiring entrepreneurs.



Current Fellows of the Centre for Entrepreneurship include:



Agata Mouasher

Over 15 years international commercial experience in higher and vocational education (private and public), large corporations and small business, at strategic, operational and tactical levels.



Steve James

A self-named 'pracademic' bringing academic knowledge and experience to his practical consulting and, in turn, practical consulting to his academic work at both Sydney University and the Macquarie Graduate School of Management.



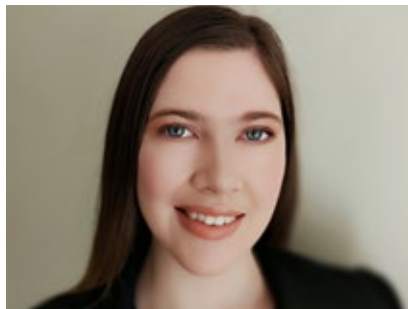
Stephen Parker

Over 25 years of business model transformation experience, providing creative and challenging thinking that aligns essential business needs with innovative technology.



Jamie Rigg

With a career spanning over four decades and many parts of the world, Jamie Rigg is an accomplished musician, arranger, producer and music educator.



Matija Squire

A founder, director and educator with versatile knowledge and experience in start-ups.



Peter Wallace

Founder and Managing Director of corporate advisory Endeavour Capital. He has a Bachelor of Commerce and Masters of Business Administration.



Rahul Draga

Rahul studied printing technology in India and the UK. He started his career on the production floor and worked his way up to customer service and sales to get closer to his dream of starting his own business.



Jessica Ferguson

A passionate and driven leader who has worked in a variety of public and private sector roles across human resources, learning and development, business consulting, operations management and business development.



Bernadette Or

With a keen interest and a natural curiosity about the stories that sit behind financial information and vice versa, Ms Or supports social businesses to find efficiency, effectiveness and deliver results to the communities that they serve.



Art Phillips

Beginning his music career in the early 70s as a guitarist in Los Angeles, Art made a name for himself as one of LA's top session guitarists, working and performing with the likes of Barry Manilow, Minnie Riperton, Demis Roussos, The Carpenters and Smokey Robinson.



Tanya Graham

Chief Digital Officer for AusTrade, Tanya has held senior leadership roles for over fifteen years and holds an MBA from Macquarie Graduate School of Management (MGSM).



Michelle Carlyle

An owner/director of Thought Ratio, a start-up with a vision to "teach people how to thrive" in every aspect of their lives. She has also held senior leadership roles and has a Masters of Business Administration.



Simon Chhoeu

A partner of accounting firm Horwood Partners, with over 17 years of professional experience in the industry. He has a Masters of Taxation Law and holds membership and board positions for various community groups.



Yan Flageul

Yan consults to start-up business owners and entrepreneurs to achieve their goals and succeed in their business enterprises. He is also founder of the designed driver app, WeDrive.



Dimitri Kopanakis

Chief Executive Officer of the Aboriginal Centre for the Performing Arts, Dimitri is also a classically trained operatic tenor and impresario.



Dr Barry Gordon

Currently Director, Contracts and Compliance with Transport for NSW, Barry has had an extensive career in large infrastructure, construction and manufacturing projects.

The Business Strategy Game – Competing in a global marketplace

As a cornerstone for experiential learning, UBSS gives students the opportunity to participate in the Business Strategy Game.

Developed and managed in the United States, the Business Strategy Game is an online business simulation exercise that pits student teams from around the world in a head-to-head competition.

Each registered team is assigned the task of running a virtual athletic footwear company, with company operations parallel to those of actual athletic footwear companies.

Over the last 12 months, The Business Strategy Game has been used by over 50,000 students at 511 campus locations in 51 different countries, to gain valuable practice and experience in making business decisions.

Other Australian and international universities that participate in the global BSG include University of Technology Sydney, Deakin University, Arizona State University, University of Texas (Dallas), Trinity University – Dublin, University of Auckland, University of Pittsburgh, University of Copenhagen.

Participating teams are tasked with selling branded and private-label athletic footwear into four geographic regions — Europe-Africa, North America, Asia-Pacific, and Latin America. Competing in this global arena, student co-managers need to apply their knowledge and learning to rational thinking and decide what to do for their business in response to different circumstances and challenges that mirror real-world, competitive business conditions.

The students produce executive reports based on the company's performance for presentation to

executive style Board or management meeting scenarios. The external executives present at the meetings provide an objective review, assessment and feedback of the students' presentations and company performance reports.

In each round of the Business Strategy Game, participating teams are scored and measured on key business performance variables including their stock price, earnings per share, return on average equity as well as an overall game to date score. Leading teams are published weekly in a Global Top 100 Performers honour board.

Number 1 In The World



Ekta Shrestha and Jeffrey Inciong receiving their awards from Professor Greg Whateley, Associate Professor Wayne Smithson and Assistant Professor Richard Xi

Jeffrey Inciong and Ekta Shrestha have placed equal 1st in the world in the global competition business simulation BSG. They beat 1,327 other teams, from 326 universities and colleges. Jeffrey and Ekta are postgraduate students in the MBA program at UBSS.

Read more about the Business Strategy Game here www.ubss.edu.au/business-strategy-game-bsg/

“UBSS students have constantly been in the Top 100 teams when competing with 50,000 students from 500 plus campuses in 51 countries.”

2019 student awards



Undergraduate team – Bella Shoes ranked 33rd overall (world) in the game to date score.

Assistant Professor Igor Bosma, Sonu Kumar, Navjot Singh Tatla, Sunil Kumar and Adjunct Professor Art Philips



Undergraduate team – China Shoes ranked 69th overall (world) in the game to date score.

Assistant Professor Igor Bosma, Tejash Mukeshchandra Lumbhani, Samita Shrestha, Yiu Kwong Lam and Adjunct Professor Art Philips



Postgraduate team – Actigear Company ranked 37th overall in the game (world) to date score.

Associate Professor Wayne Smithson, Geeroh Ebrada, Emeritus Professor Greg Whateley, Trisha Chua and Professor Andrew West

The Business Strategy Game is an integral part of the learning experience at UBSS. Since 2014, UBSS introduced the game and the teaching format to provide the students with an environment of reality in commercial decision-making and financial analysis. The BSG is pivotal in the learning process and is augmented by interaction with

experienced teachers and guest assessors invited from the business world, who bring a commercial real environmental aspect to the academic arena. The game provides a competitive element to the academic environment and as a result hones the student commercial and academic skills in preparation for their professional career journey.

2016 student awards



Postgraduate Team – Flares ranked 13th overall in the game (world) to date score.

Associate Professor Wayne Smithson, Pissamai Tangsunawan, Chawanlux Thasanapan, Aleksandra Pan, and Professor Andrew West



Postgraduate Team – All Stars ranked 22nd overall in the game (world) to date score.

Professor Andrew West, Gary Moran, Naris Suriyamontree, Diego Repetti, and Associate Professor Wayne Smithson



Postgraduate Team - Alpha Industries ranked 61st overall in the game (world) to date score.

Associate Professor Wayne Smithson Julius Pineda, Jhoan Joyce Garcia, Katherina Temple, Alyssa Reyes, and Professor Andy West

Triangulation is a useful three-way tool that can be used to validate performance. UBSS utilises internal student surveys (each trimester), the national QILT surveys (annually), and an international Business

Simulation Game (throughout the year). Using this triangulated focus we are able to validate our overall performance with confidence and currently with high levels of satisfaction.



GCA BOARD MEETING
23rd of March 2018.

From Left: Sir Gerard Newcombe, GCA Marketing Director, Graham Lock Chief Financial Officer, Sir Greg Whitby, NED, Alan Manly Chair and CEO, seated, Emeritus Professor Greg Whateley , Executive Dean, James Manly, Communications Manager, Jotsana Roopram, Executive Officer Academic Governance and Operations. Absent: Paul Nicolaou, NED.

On table: two visiting UBSS Graduation Bears

The financials



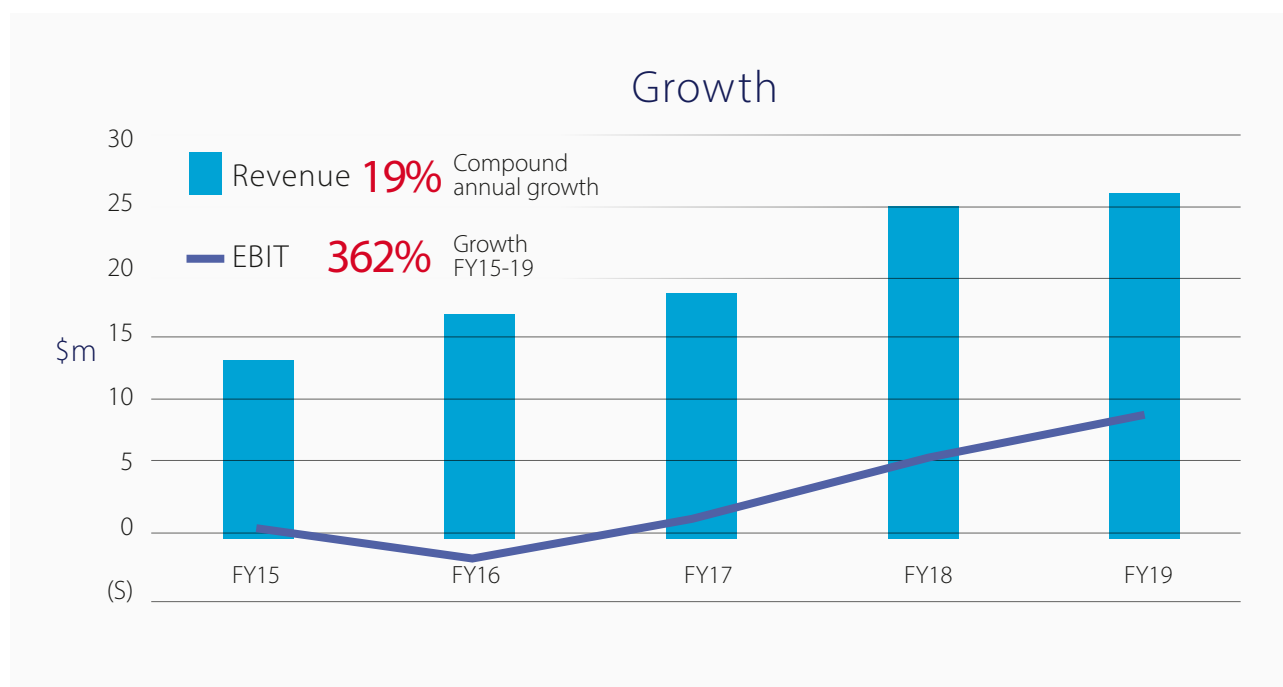
SECTION 4

The financials

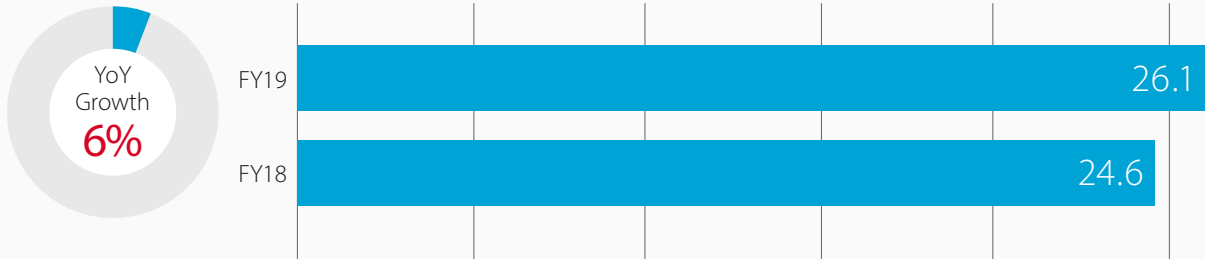
FY19 was a record year for GCA, in both revenue generation and profit margin. The record results have been achieved as GCA successfully executed its strategic imperative to concentrate business operations in the higher education market under the UBSS brand. In December 2018, the vocational education businesses, Central College and Metro English College, were discontinued, significantly increasing margins and allowing management to focus on higher education.

The strategy delivered a 55% increase in earnings before interest and tax (EBIT) from a 6% uplift in revenues. With only a half year contribution to revenue from the vocational education businesses, the UBSS contribution rose to 90% of revenues in FY19. In FY20, GCA will be investing in geographic expansion and the development of new income streams including a Melbourne campus, Blended and Online MBA.

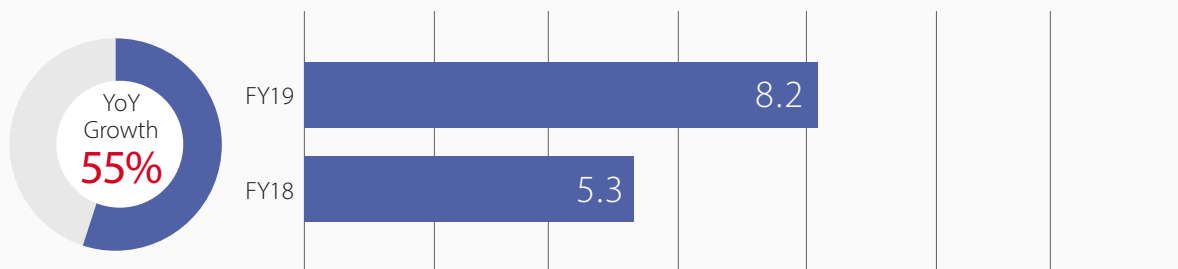
GCA has a history of consistently increasing revenues with compound annual growth of 19% since FY15. Over the same period, EBIT has grown by over 300%. The business is well positioned for growth with a strong balance sheet and proven ability of management to adapt to market cycles and to maximise commercial opportunities.



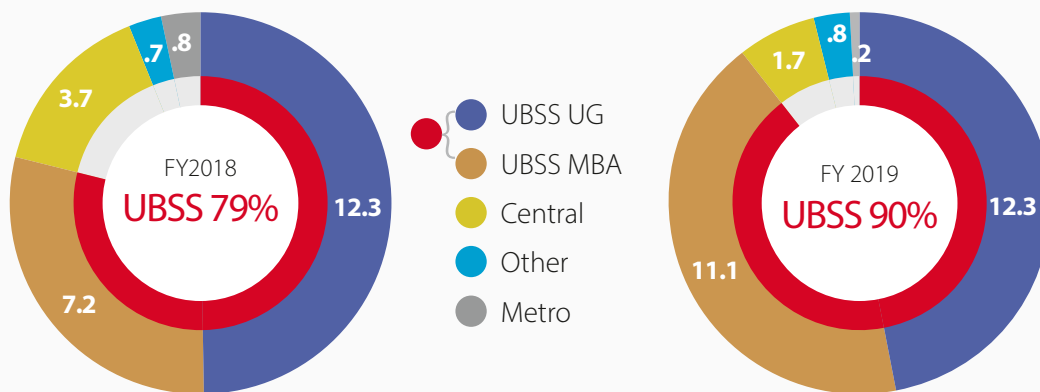
Revenue \$m



EBIT \$m



Revenue Mix \$m



Thank you everyone.

Celebrating twenty years is a goal only achievable as a team. I therefore take this opportunity to thank those who have made our success possible – which in reality is also their success.

Thank you to the tens of thousands of students, the focus of our business, for entrusting your time and emotional effort in our programs. To the families who supported our student members without which none of us would have been successful.

To our staff, who are one of our secrets to success. Thank you one and all. To the hundreds of education agents from over forty countries that have supported their students in choosing GCA colleges. Thank you. A big thank you to Austrade staff, for being our business partners for twenty years.

As surely as no one is an island we also wish to thank our suppliers of the dozens of detailed things that keep us all going.

Hoping to continue our mutual success in the future I end by saying a big **“20 years in 2020” thank you.**

Alan Manly

Chair and Chief Executive Officer, GCA
President, UBSS

The GCA logo consists of the letters "GCA" in a bold, white, sans-serif font, centered within a white rectangular border.