



Independent MBA Business School

UBSS – A STRATEGIC PLAN 2024 - 2027

UBSS is a trading name of GCA

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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 and Adelaide capacity, add a Perth opportunity, extend our Executive reach and provide an online option for non-CRICOS students in Australia and overseas.

Diversity – our intention is to maintain diversity of students – both international and domestic – with a focus on emerging 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 with a focus on work integrated learning.

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 business that can be measured and reported against in an effective and efficient way.

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

I would like to take this opportunity of thanking the staff and stakeholders at UBSS for their time and effort in reviewing this plan to ensure it is realistic and appropriate. I look forward to reporting the outcomes against the projections as many times as feasible.

Emeritus Professor Greg Whateley

Deputy Vice Chancellor and Chief Executive Officer

October 2023

The UBSS Strategic Context

UBSS is an Institute of Higher Education (IHE) that offers undergraduate degrees – Bachelor in business and accounting as well as post graduate degree - a *Master of Business Administration* (with specialisation streams in accounting, entrepreneurship and IT management) – our intention is to expand that range of offerings in the very near future to include a *Master of Information Technology and Systems*.

Our students are predominantly international and we work with students from all over the planet – the most recent count was 34 countries represented and expanding. Our intention is to grow both the source countries and the number of students from the same.

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

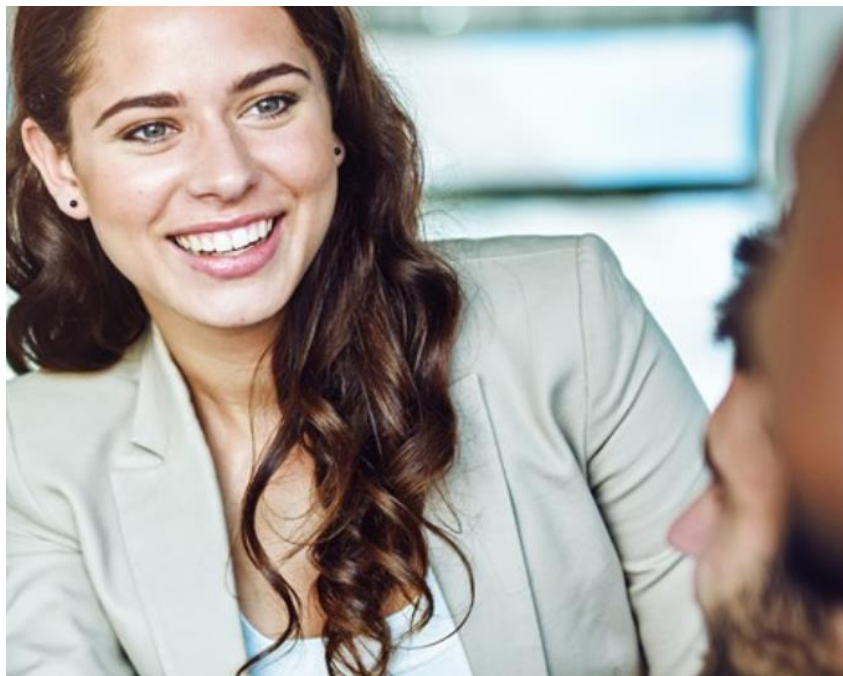
We also have an aspiration to provide educational opportunity from six locations/campuses from 2024+ – Sydney, Melbourne, Adelaide, Perth, Executive Mode and Online.



The UBSS Strategic Intent

WE WILL -

- Deliver our awards with an Australian Experience;
- Provide an entrepreneurial environment and focus;
- Provide Work Integrated Learning (WIL) opportunities;
- 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 four sources (three 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. The COVID-19 pandemic hit the sector hard – and UBSS suffered accordingly – we remained buoyant throughout, though, given our considerable reserves built during the growth period of 2016-2019. 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 post pandemic. The measures also serve as KPIs against which we are able to measure our progress from 2024-2027 reflecting on the outcomes of recent history (2021-2023).

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

	2023	2024	2025	2026	2027
Programs	9	9	12	12	15
Campuses	3	3	4	4	5
Students	1012	1900	2500	3000	3500

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

	2023	2024	2025	2026	2027
Domestic	65	100	150	200	250
International - CRICOS	1012	1900	2500	3000	3500
International Offshore – Non CRICOS	0	70	120	200	250
Total Students	1077	2070	2770	3400	4000
Nationalities	30	31	32	33	34
Countries with 10 +	10	10	11	12	13
Undergraduate (%)	15%	15%	15%	15%	15%
Postgraduate (%)	85%	85%	85%	85%	85%

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

	2023	2024	2025	2026	2027
Full time staff (%)	25	25	25	25	25
Gender Balance Staff (%)	50	50	50	50	50
Gender Balance Students (%)	50	50	50	50	50
AQF+1% or equivalent	100	100	100	100	100
Progression Rate (%)	80	80	80	80	80
Adjusted Attrition Rate (%)	15	15	15	15	15
Total Completions	450	600	750	900	1000
Student Satisfaction	4	4	4	4	4
Staff Satisfaction	4	4	4	4	4
Student Staff Ratio	14	18	20	25	30
SES (QILT) Aggregate	National Average	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;
- Ensure Work Integrated Learning is available and supported.

Measures

	2023	2024	2025	2026	2027
Fellows	25	27	30	32	35
Industry Presentations	6	6	7	8	9
Industry Partnerships	12	13	14	15	16
Focus Subjects	10	10	10	10	10

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

	2023	2024	2025	2026	2027
Partners	10	11	12	13	14
Desktop Benchmarking	5	5	5	5	5
Internal Surveys/year	6	6	6	6	6
Staff Surveys/year	3	3	3	3	3
Graduate Surveys/year	1	1	1	1	1
Grade Distributions Comparisons	10	10	10	10	10
Peak Body Surveys	2	2	2	2	2
QILT Surveys	1	1	1	1	1

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 endorsed by the GCA Board on November 21, 2023



GCA BOARD ENDORSEMENT

Garry Malhotra	Chair
Hon Zed Seselja	Independent Director
Dr Ruth Ferraro	Independent Director
Emeritus Professor Greg Whateley	Executive Director

The GCA Board of Directors would like to thank the following contributors for their input and critique of this plan – Emeritus Professor Greg Whateley (DVC and CEO), Professor Ashok Chanda (Executive Dean), Carlos Munoz (Director, Admissions, Marketing and Student Support), Associate Professor Jotsana Roopram (Deputy Dean, Academic), Associate Professor Richard Xi (Associate Program Director, Postgraduate) and Associate Professor Wayne Smithson (Program Director, Undergraduate).