Campus vision statement

USC SouthBank will make a significant contribution to achieving the goals of USC’s Strategic Plan, particularly with respect to the significant and sustainable growth of our student body and enhancing the quality of their experiences and learning outcomes. Around seventy percent of these students are likely to be international students, attracted by the winning combination of a vibrant and multicultural tertiary education campus in the heart of Brisbane’s arts and entertainment precinct, and USC’s competitive and innovative programs in accounting, business, information and communications technology (ICT) and public health.

USC vision and goals

USC SouthBank’s vision will align with that of USC, namely:

USC will be a university of international standing and an unsurpassed community asset, focusing on the region from Moreton Bay to Fraser Coast.

Furthermore, USC SouthBank works collaboratively across the USC portfolio to pursue the same strategic goals as those of USC overall, specifically to become:

• a primary engine of capacity building for our region,
• a comprehensive multi-campus university growing towards 35,000 students, and
• positioned globally as a top-500 university, and a top-100 university under 50 years of age.

Context statement

USC SouthBank commenced campus development in 2013 delivering undergraduate business programs to Southbank Institute of Technology diploma pathway students within the Southbank Education and Training Precinct (SETP), 66 Ernest Street, South Brisbane. Postgraduate coursework programs and international fee-paying places were introduced in 2015 seeing more than 346 EFTSL enrolled at the campus by 2019.

The University registered the trade mark “USC SouthBank” (no space, capital “B”) in 2016 and promotes the campus through onshore and offshore recruitment initiatives led by USC International. Marketing and External Engagement is responsible for the recruitment of domestic students on behalf of USC.

USC SouthBank students have access to world-class learning and teaching facilities (classrooms, 24/7 computer lab and space for study, prayer and quiet reflection) less than 2km from the Brisbane CBD. The campus operates out of leased facilities in the SW1 Complex in South Brisbane, an award-winning commercial precinct featuring office accommodation and excellent retail amenities nestled between Merivale, Cordelia, Russell and Melbourne Streets. The complex is home to a supermarket, gym and a variety of retail food outlets. Public transport, the South Bank Parklands and the Brisbane Convention and Exhibition Centre are 250 metres from the campus.

The primary aim of USC SouthBank is to significantly contribute to the realisation of USC’s strategic goals by:

1. Attracting international students for whom a regional location is unappealing.
2. Enrolling such students in high margin programs and achieving significant economies of scale that reduce the marginal cost of delivery – specifically accounting, ICT and public health programs.
3. Attracting domestic students for whom a city location such as Brisbane is appealing and for whom USC SouthBank represents a better value proposition than other Brisbane-based higher education and online providers.
4. Capitalising on the profile-building nature of USC SouthBank to increase domestic enrolments at other USC campuses.
Study options at USC SouthBank

Students can complete the following programs at USC SouthBank:

- Bachelor of Business
- Bachelor of Business (Human Resource Management)
- Bachelor of Business (International Business)
- Bachelor of Business (Management)
- Bachelor of Business (Marketing)
- Bachelor of Business (Tourism, Leisure and Event Management)
- Bachelor of Commerce (Accounting)
- Diploma in Business
- Graduate Certificate in Business Administration
- Graduate Diploma in Business Administration
- Graduate Diploma in Health Promotion
- Higher Degrees by Research
- Master of Business Administration (Extended)
- Master of Business Administration (MBA)
- Master of Health Promotion
- Master of Information and Communications Technology
- Master of Professional Accounting (MPA)
- Postgraduate Qualifying Pathway
- English for Academic Purposes EAP2 and EAP3

Campus priorities

In accordance with USC’s overall goals, USC SouthBank’s strategic focus for 2019–2021 is to:

**LEARNING AND TEACHING AND THE STUDENT EXPERIENCE**

1. Attract at least 270 EFTSL enrolments by Census 2, 2021.
2. Maintain the existing suite of postgraduate by coursework, undergraduate and English for Academic Purposes program offerings.
3. Maintain a suitable number of attractive postgraduate elective courses to retain postgraduate by coursework enrolments on campus.
4. Explore the feasibility of offering a small suite of courses during November to February to optimise use of leased facilities.
5. Support the University’s endeavours to maintain/obtain professional accreditation with relevant bodies for key enrolment growth programs.
6. Maintain a focus on high-quality teaching, the use of technology, a personal approach to teaching and smaller class sizes (where practical) to support student success.
7. Increase the uptake of Study Overseas opportunities for domestic students at USC SouthBank.
8. Implement a suite of opportunities to further enhance the student experience.

**RESEARCH**

1. Capitalise on the campus’ inner-city location and identify industry partners which could lead to research opportunities for academic staff, particularly those based at USC SouthBank.
2. Support the highest quality Higher Degree by Research (HDR) candidature experience and outcomes within the available infrastructure.
3. Support relevant Schools to implement a mentoring program for early career academics/researchers based at USC SouthBank.

**ENGAGEMENT**

1. Leverage existing USC partnerships and establish relationships with local external service providers, community groups and government agencies to identify work integrated learning (WIL) and employability focussed initiatives to enhance the quality of student experiences and learning outcomes.
2. Maintain a close working relationship with education providers operating in South Brisbane, particularly TAFE Queensland Brisbane, to promote diploma to degree pathway opportunities.
3. Maintain relationships with professional bodies or equivalent entities, such as Queensland Justices Association, to deliver short courses, professional development opportunities, seminars and hosted events to optimise use of leased facilities.
4. Build genuine and meaningful partnerships within the local area network, including the Yugarabul, Yuggera, Jagera and Turrbal Elders and Community.

**INFRASTRUCTURE/LEASED FACILITIES**

1. Maintain local partnerships with key stakeholders (including but not limited to lessors, external building management, residential building managers and neighbouring commercial and retail tenants) to facilitate program delivery and campus operations within the SW1 Complex.
2. Maintain membership with Business South Bank to influence business success in the South Bank precinct by connecting, informing, advocating and promoting the area as a vibrant environment for students to learn, live and play.
3. Provide staff with access to equipment and new technologies on campus to enhance the learning experience and ensure the multi-campus vision is realised.

Values and culture of the campus.
Values and culture of the campus

USC SouthBank's primary focus is to facilitate access to higher education for international and domestic students. As such the campus' values are closely aligned with USC's values including scholarship, discovery, sustainability, engagement, respect, social justice and integrity. Students, staff and visitors to campus experience an inclusive community that embraces, celebrates and values cultural diversity.

Operating at a distance from other USC campuses and within a commercial complex sees staff working in close cooperation and collaboration with external key stakeholders within the local area network. Staff working on campus support the development of industry and research networks and create opportunities to share best practice in learning and teaching in higher education. Staff promote the 'multi-campus communication (principles and practices)' intended to strengthen our shared responsibility and joint activity (as endorsed by University Executive in October 2018).

Campus operating model

USC SouthBank adopts an integrated operating model, located some distance from the 'centre' of the University. The campus manager represents the University externally and internally at the local level, and provides day-to-day leadership and management.

A small number of support staff report to the campus manager who has an engagement and coordinating function for the operation of the campus. The campus manager has sufficient budget and budgetary control to manage day-to-day procurement needs and enable some strategic initiatives.

Staff working on campus take a “One USC” approach (compliance with policy and procedures, alignment with the Strategic Plan and implementation of institutional initiatives) balanced with appropriate local variations for the campus. The campus manager maintains a close partnership approach with relevant Heads of School and Program Coordinators allowing monitoring of student success at a program level. This provides a high level of awareness of curriculum design, required enhancements and support requirements for each program cohort.

Academic and sessional staff working on campus collaborate with the campus manager and have a solid reporting line to Heads of School and operate within organisational unit structures centred elsewhere. Campus professional staff (“local leads”) collaborate with the campus manager (via a dotted reporting line) on day-to-day management issues and decisions, and report (solid line) to functional area line managers for performance, planning and review; whole of institution strategic imperatives and initiatives; and professional oversight requirements.

Campus plan review

University Executive approved this plan on 5 December 2018 and reviewed it on 20 November 2019.

Acknowledgement

This plan was compiled with assistance from other USC divisions and staff, both academic and professional.