



CUC Maranoa Strategic Plan 2022–2027



Country
Universities
Centre
MARANOA



Country Universities Centre MARANOA

Mission

CUC Maranoa provides a local study facility and dedicated support for our community to access higher education and grow opportunities for skilled employment.

Values

Access and quality

It is important that higher education is accessible to everyone in our region. Access to learning support and a dedicated space helps students to succeed.

Employment and opportunities

Higher education facilitates career pathways, improved remuneration and achievement of personal goals. Helping local students to gain qualifications also meets demand for skilled employment and grows local opportunities, such as professional services and new businesses.

Community

Livability and sustainability are improved when higher education is affordable and achievable, and provides school leavers and everyone with the choice to live, study and work locally. Education promotes industry diversification, retention of youth and professionals, and attracts new people to the region.

Maranoa Region Community

Key Indicators

Maranoa Region Population

In 2021, 12,706 people were living in the Maranoa Region, with +0.15% change from 2020.

In 2016, 10.3% of the population earned a high income (\$1,750 per week or more), and 30.7% earned a low income (less than \$500 per week).

Industry Sector Employment	2021 % of FTE	Change Since 2016 Number of FTE
Agriculture, Forestry and Fishing	18.8%	-47
Mining	14.7%	-339
Health Care and Social Assistance	11.8%	+309
Construction	9.8%	-11
Public Administration and Safety	6.6%	-66
Transport, Postal and Warehousing	5.8%	-13
Education and Training	5.6%	+47
Retail Trade	4.7%	-62
Manufacturing	4.1%	-30
Accommodation and Food Services	3.1%	-65
Other Services	2.7%	-65
Wholesale Trade	2.2%	-15
Professional, Scientific and Technical Services	2.0%	-26

Qualifications and Schooling

In 2016, 21.7% of the population held vocational educational qualifications, representing an increase of 245 people since 2011.

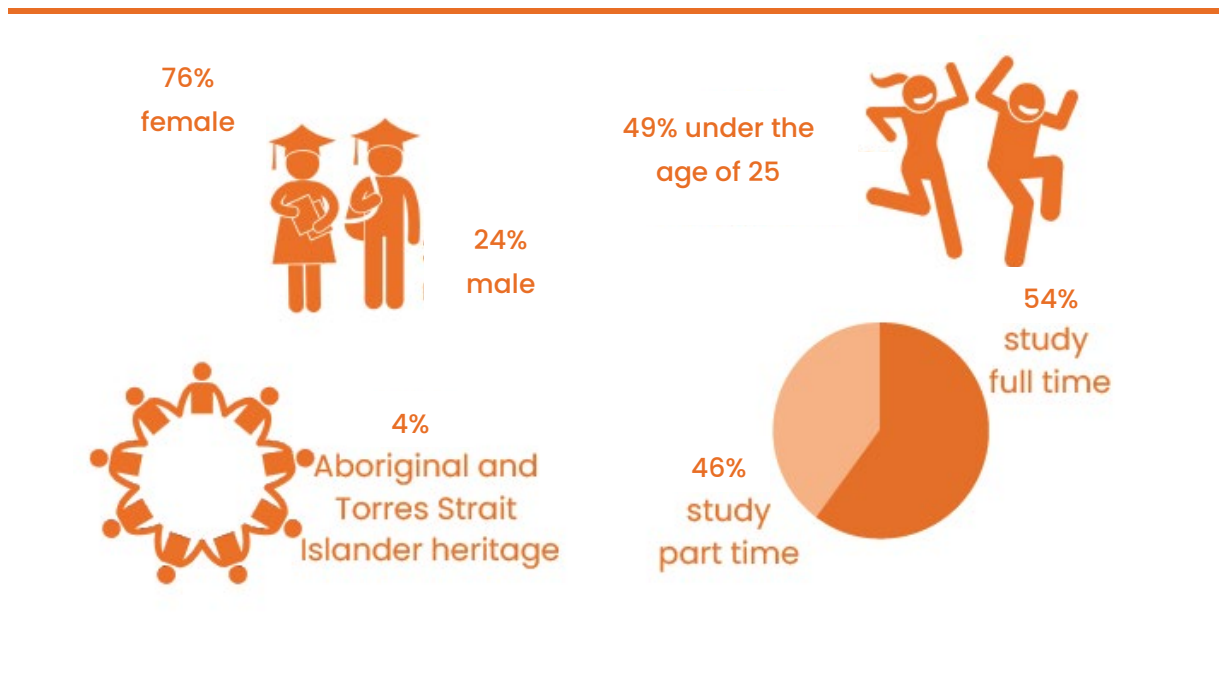
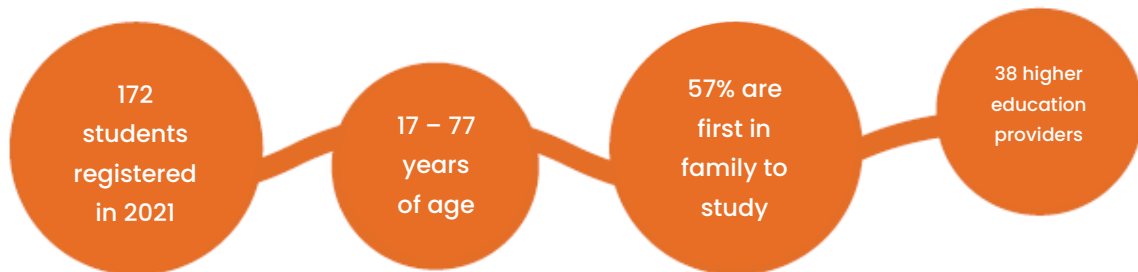
No qualifications	45.9% Maranoa	42.4% Regional QLD	40.9% QLD
Education qualifications	40.6% Maranoa	45.5% Regional QLD	48.3% QLD

Bachelor or higher degree	Advanced Diploma or Diploma	Vocational
1,107 people (+121 from 2011)	770 people (+142 from 2011)	2,146 people (+245 2011)

Completed Year 12	Completed Year 10	Completed Year 8
3,918 people (+372 from 2011)	2,749 people (-361 from 2011)	756 people (-150 from 2011)

Source: ABS data 2021, 2016 and 2011, from profile.id.com.au and economy.id.com.au, at June 2022

CUC Maranoa's First Year 2021 Snapshot



Top Areas of Study





The Next 5 Years

Strong Governance

CUC Maranoa is accountable and transparent, responsive to student and industry needs, whilst being positively positioned for the future.

Student Service Excellence

Partnerships with education and training providers and community supporting a holistic and collaborative approach.

Implementation

The objectives identified in the Strategic Plan will be implemented through annual operating plans and guided by organisation policies and strategies. The changing needs of its students, partners, and funding will also be monitored and taken into consideration.



1. Governance

Outcome: The Board conducts its financial, operational and governance responsibilities to a high standard.

Objectives

- Board members are passionate, motivated, invested, prepared, and engaged to contribute to the objectives of the organisation.
- Board positions are appointed for experience, and purposeful skills.
- High level of accountability and transparency.
- Financial security measures are in place to sustain current and future operations.
- Set strategic direction, manage risks, and provide clear operational direction.
- Annual operating plans are in place and executed to a high standard.
- Relevant, appropriate, and clear communication.

Outcome: Effective and functional affiliation with Country Universities Centre.

Objectives

- Effective engagement mechanisms are in place between CUC and CUC Maranoa.



2. Partnerships

Outcome: Mutually beneficial partnerships with providers, industry, schools, and resourcing partners that support CUC Maranoa to deliver its objectives.

Objectives

- Establish appropriate arrangements with partners to set clear expectations working towards a common goal.
- Resourcing partners support the provision of facilities and services provided by CUC Maranoa.
- Provider partners support the academic needs of students.
- Industry partners support the academic, experience and employment needs of students and employers.
- School partners support pathway opportunities for students.



3. Students

Outcome: Students have access to learning support services.

Objectives

- The learning support and services provided for students meet their requirements.
- The learning and social environment are intentionally designed to optimise student engagement and success.

Outcome: Student experiences are positive.

Objectives

- Students interests and needs are valued and represented.



4. Resources

Outcome: CUC Maranoa provides facilities with a dedicated space to deliver services.

Objectives

- Facilities are fit for purpose, equipped, and resourced to deliver services.

Outcome: CUC Maranoa provides dedicated services that meet student needs.

Objectives

- CUC Maranoa is appropriately staffed to meet operational and service delivery requirements.



5. Funding

Outcome: Funding arrangements support the ongoing resourcing of CUC Maranoa to deliver its objectives.

Objectives

- CUC Maranoa operations are funded, and services are able to be provided at no cost to students.
- Current funding providers are supported, and new opportunities pursued.
- Identify and respond to funding and associated risks.

Implementation and Evaluation

Strategies

The preparation of this Strategic Plan involved the development of comprehensive strategies to achieve the intended objectives. A set of indicators were also identified to form baseline monitoring to track progress.

Annual planning

- Set annual priorities and focus areas against plan strategies.
- Prepare annual operation plan, budget, staff, and resources.
- Quarterly reporting against operation plan and annual progress reporting against strategies and baseline success indicators.
- Communicate achievements and outcomes.

Evaluation Framework

Impact	What change occurred as a result of the activity?	<ul style="list-style-type: none">• Before and after data collection, observations, and analysis.
Effectiveness	Were the planned activities and outcomes achieved?	<ul style="list-style-type: none">• Milestone and progress reporting.
Appropriateness	Was the strategy and activity approach the most appropriate, or could a different approach be better?	<ul style="list-style-type: none">• Progress and annual review through observations, student and partner feedback, extent of success, board and staff review.
Efficiency	Could the strategy have been achieved in a more efficient way – cost, resources, time?	<ul style="list-style-type: none">• Milestone and progress reporting, financial reporting, feedback and data analysis.
Value	Did students and partners feel they received value for membership?	<ul style="list-style-type: none">• Student and partner feedback, board and staff review.

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Prepared by Cornerstone Sustainability Pty Ltd