# Country Universities Centre

## RAPAD CWQ

# 2024

## STRATEGIC PLAN

# 2027

## OUR MISSION

*Our mission is to empower people in rural and remote Queensland to access, participate in, and complete higher education by providing the space, support, and tools they need to thrive. Through place-based learning hubs, community engagement, and personalised support, we aim to build local capacity, strengthen regional communities, and create a more vibrant and prosperous future, one student at a time.*

## OUR VISION

*To be the leading regional education hub, fostering pathways to success for all students, creating thriving, resilient communities, and complying with all relevant Commonwealth grant conditions to ensure sustainable operations.*

# CONTENTS

Our Mission, Our Vision

# 1. Executive Summary

### 1.1 Purpose of the Plan
CUC RAPAD CWQ was established in 2024 with funding from the Australian Federal Government under the Regional University Study Hubs Program. This plan sets forth the Centre's objectives, goals, and actions for the next three years and integrates the Conditions of Grant obligations for successful compliance. It will be reviewed annually to address evolving challenges and opportunities.

### 1.2 Long-Term Objectives
- Comply with the Conditions of Grant and ensure all milestone requirements, including capital works (if applicable) and operational commitments, are met.
- Maintain a free, safe, and fully equipped regional study hub that encourages higher education participation and retention in Central West Queensland.
- Establish CUC RAPAD CWQ as a sustainable model for regional university hubs and build partnerships to strengthen workforce development.

### 1.3 Location
CUC RAPAD CWQ will operate multiple locations across Central West Queensland, including Longreach, Barcaldine, Blackall, Winton, Boulia, Bedourie, Birdsville, and Jundah (in line with the Grant Agreement). Additional sites require Departmental approval.

### 1.4 Plan Overview
- Immediate priorities: finalising site arrangements, ensuring the Hub is operational by October 2024, and delivering initial infrastructure upgrades under any approved Capital Works Plan.
- Medium-term goals: cultivating student participation, finalising an Operational Plan, community outreach, and local partnerships.
- Long-term objectives: focusing on workforce development, advanced partnerships, data reporting, and sustainable Hub operations through June 2027 (and final reporting by November 2027).

## 2. Business Description

### 2.1 Business Definition
- CUC RAPAD CWQ is a not-for-profit, registered charity (company limited by guarantee) dedicated to improving higher education access for regional communities in Central West Queensland. We operate under the Commonwealth's Conditions of Grant, ensuring all funded activities align with the Higher Education Support (Other Grants) Guidelines 2022.

### 2.1.1 Registrations
Australian Company Number (ACN):
Australian Business Number (ABN):

### 2.2 Human Resources
- Initially staffed by a Centre Manager and casual support staff, the Hub will scale according to demand and in compliance with the Grant's reporting and staffing requirements (e.g., specifying roles in the Operational Plan).

## 3. Grant Compliance and Key Requirements

### 3.1 Conditions of Grant Overview
CUC RAPAD CWQ operates under a formal Grant Determination made pursuant to the Higher Education Support Act 2003. Key obligations include:
- Adhering to approved Capital Works, Operational, and Partnerships Plans (where relevant).
- Providing free access for local students.
- Submitting timely milestone reports (interim, progress, final) and financial acquittals.
- Maintaining partnerships with local industry, government, and education providers.

### 3.2 Operational Milestones
- Operational Date: The Hub must be operational by October 2024.
- Project Period: Continues through 30 June 2027, with final reporting by 30 November 2027.
- Capital Works (if any): Must follow an approved Capital Works Plan and be completed within agreed timeframes.

### 3.3 Free Access for Students
- In accordance with the Grant conditions, all local students are entitled to use the Hub and its internet/IT resources free of charge. The Centre must also ensure the Hub is staffed and remains operable for the duration of the project period.

### 3.4 Reporting & Evaluation Obligations
- Progress Reporting: Periodic progress and financial reports must be submitted as per the agreed schedule (approximately every six months) using the Department's templates.
- Student Data: Collection and submission of student usage and outcome data (including the Unique Student Identifier) are required to demonstrate progress towards key performance indicators.
- Final Report & Acquittal: Must be completed by 30 November 2027, addressing outcomes, compliance, financials, and ongoing sustainability.

# 4. Market Analysis

## 4.1 Target Market
- Students from Central West Queensland: including school leavers, adult learners, and professionals seeking upskilling.
- Students on work placements in remote settings requiring hub support.

## 4.2 Market Size and Share
To be determined based on enrolment data, regional demographics, and partnership expansion.

## 4.3 Local Environment Analysis
- External Trends: Growing demand for flexible online learning and workforce development in remote regions.
- Legislative and Political Factors: Federal support for regional Hubs under the Higher Education Support Act and ongoing local government support.

# 5. Competitive Analysis

## 5.1 Points of Differentiation
- Personalized, face-to-face tutoring and academic support.
- State-of-the-art facilities, modern IT infrastructure.
- Multisite presence across Central West Queensland, minimizing travel barriers.
- Mandatory free access for local students, in line with our Grant obligations.
- Partnership-driven approach with local businesses and industries.

## 5.2 Contingency Plans
- Diversify funding sources and grants while meeting the compliance framework.
- Develop flexible operations to adapt to changing student needs and potential economic shifts in the region.

# 6. SWOT Analysis

## 6.1 Strengths
- Governance and Board: Skilled, regionally connected board members.
- Strong Community Ties: Links to local schools, businesses, and councils.
- National Network: Leverage the broader Country Universities Centre network for best practices.
- Cost of Living: More affordable than major metropolitan regions.
- Free Access: Mandatory under our grant, ensuring broad participation.

## 6.2 Weaknesses
- Financial sustainability beyond the grant period.
- Reliance on federal funding for operational stability.
- Potentially small membership base, requiring active outreach.
- Need for robust data collection and reporting to comply with the Conditions of Grant.

## 6.3 Opportunities
- Funding and Partnerships: Potential for new sponsors, philanthropic support, and local government collaboration.
- Skills Shortages: Aligning programs with industry gaps to help fill local workforce needs.
- Regional Advocacy: Strong relationships with community leaders, local government, and industry can further expansions.
- Outreach: Cross-town expansions, subject to departmental approval and local demand.

## 6.4 Threats
- Changes in government policy or reduction of grant funding streams.
- Competing institutions or alternative online platforms.
- Attracting and retaining qualified staff in remote locations.
- Infrastructure challenges or delays in capital works.

## 6.5 Challenges
- Maintaining compliance with strict reporting guidelines.
- Reaching dispersed populations across Central West Queensland.
- Building a broad membership base to ensure ongoing momentum.
- Aligning expansions with the Department's approval requirements for new sites.
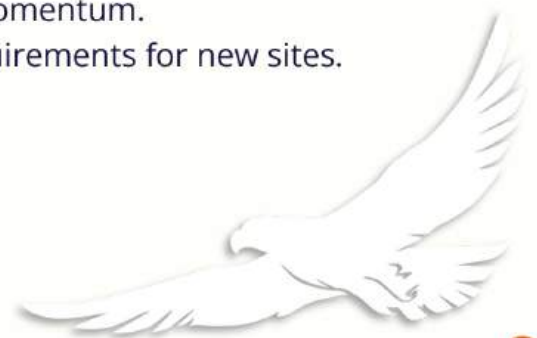
## 7. Marketing and Communication Strategy

A multi-step approach to community outreach, stakeholder engagement, and branding that aligns with the Program's objectives. (See Appendix A.)

## 8. Funding Distribution

### 8.1 Financial Overview
- Initial Funding: Supported by the Federal Government's Grant (AUD $2.726M)

### 8.2 Allocation of Funding
The initial grant funding is allocated across multiple cost centres to ensure the hubs are accessible, sustainable, and fully equipped to meet student needs. Key areas of expenditure include:
- Capital Works and Fit Out: Establishment of each hub, including renovations, furniture, technology, and security infrastructure.
- Operational Costs: Salaries for Learning Support Advisors, Centre management, utilities, consumables, administration, and cleaning.
- Technology and ICT: High-speed internet, laptops/desktops, printing, software subscriptions, security systems, and ongoing maintenance.
- Governance and Compliance: Accounting, auditing, legal, insurance, reporting, and monitoring to maintain full Conditions of Grant compliance.
- Outreach and Engagement: Community engagement activities, school partnerships, events, marketing, and promotion to support student recruitment and retention.
- Student Support: Academic assistance, exam supervision, wellbeing supports, and professional development for staff.

# 9. Business Goals

## 9.1 Short-Term Goals (Immediate within 3 months)
- Facilitate Lease/Property Agreements
- Secure site tenancy or additional location arrangements per the Grant conditions.
- Prepare to meet the October 2024 operational start.
- Deliver Initial Capital Works Plan (if required)
- Submit the Capital Works Plan to the Department for approval before commencing any building modifications or IT/facility upgrades.
- Secure contractor quotations, ensuring compliance with Grant procurement policies.
- Focus on Participation
- Develop an Interim Operational Plan, setting the stage for free, flexible, and safe study spaces.
- Launch local marketing campaigns to raise awareness of the upcoming operational date.
- excl. GST).
- Budgeting & Reporting: Adherence to the Capital Works Plan (if applicable), Interim Operational Plan, Partnerships Plan, and subsequent operational budgets as required by the Department.
- Bipartisan Support: Foster relationships with local and federal representatives to mitigate funding risk and maintain political goodwill.
- Cash Reserves: Build surplus funds through sponsorships, fundraising, and partnerships to ensure sustainability.

## 9.2 Performance Benchmarks
- Student enrolments, retention, and completion rates.
- Timely submission and acceptance of all required milestone reports.
- Growth in partnerships, outreach activities, and local workforce engagement.

## 9.3 Medium-Term Goals (Within 6 months)
- Outreach and Widening Participation
- Expand promotion to schools, adult learners, and professional upskillers.
- Onboard and train staff in academic support and data-collection standards.
- Strengthening Partnerships
- Formalize a diverse Community Alliance Panel (CAP) within six months to incorporate local businesses, schools, and community organizations.
- Develop a Partnerships Plan (if applicable), aligning with the Department's template.
- Growth
- Monitor usage data; refine marketing strategies.
- Maintain robust financial practices, ensuring alignment with the Department's reporting requirements.

## 9.4 Long-Term Goals (within 2 years)

- Sustained Outreach and Participation
- Continue building region-wide awareness, aiming to increase tertiary participation and retention rates.
- Student Services & Graduate Outcomes
- Provide targeted student support, mentoring, and work-integrated learning experiences with local employers.
- Hub and Community Growth
- Collaborate with partners and local stakeholders to develop additional site expansions subject to Departmental approval.
- Adapt to regional workforce needs, bridging education with employment pathways.
- Compliance & Continued Operations
- Keep the Hub fully operational through 30 June 2027; meet all final reporting obligations by November 2027.

## 9.5 Other Goals

Governance and Review

- The Board will regularly review policies, ensuring ongoing compliance with the Grant Agreement.
- Update short- and medium-term goals quarterly in line with Department feedback.

Comprehensive Review

- Conduct a thorough review of strategic and financial outcomes by December 2026.
- Prepare transitional plans for post-Grant sustainability.

Fundraising and Sponsorship

- Execute the Sponsorship and Partnership Prospectus to diversify revenue streams and reduce overreliance on federal funding.

## 10. Appendices

Links to Online Documents:
Appendix A: Conditions of Grant
Appendix B: CUC RAPAD CWQ Constitution

Included:
Appendix C: Governance Board Terms of Reference
Appendix D: Operational Plan
Appendix E: Marketing and Communication Framework
Appendix F: Community Engagement Framework
Appendix G: Partnership Prospectus

## Conclusion

The CUC RAPAD CWQ Strategic Plan 2024–2027 integrates the essential obligations from the Conditions of Grant to ensure that the Hub operates effectively, remains free of charge to local students, meets all milestone and reporting requirements, and continues to grow as a vital education and workforce development resource in Central West Queensland. By aligning operations with Grant's requirements, CUC RAPAD CWQ aims to deliver on its mission of empowering regional communities through flexible, high-quality access to tertiary education.

# Appendices A - B

A.  CONDITIONS OF GRANT (CoG)
A1. VARIATION TO CONDITIONS OF GRANT
B.  CUC RAPAD CWQ CONSTITUTION

https://bit.ly/4omOUDw

# GOVERNANCE BOARD
# TERMS OF REFERENCE

**PURPOSE**

The Board is responsible for the strategic leadership, governance, and oversight of the organisation. These Terms of Reference outline the Board's role, authority, responsibilities, composition, and operational procedures to ensure effective, accountable, and transparent governance.

**ROLE OF THE BOARD**

The Board is accountable for:
- Setting the organisation's strategic direction and ensuring alignment with its purpose.
- Approving strategic and operational plans, budgets, and major policy settings.
- Monitoring organisational performance against objectives, KPIs, and funding agreements.
- Ensuring compliance with all legal, regulatory, and contractual obligations.
- Overseeing risk management, internal controls, and safeguarding of assets.
- Appointing, supporting, and evaluating the performance of the Centre Manager/CEO.
- Ensuring effective stakeholder engagement and advocacy aligned with organisational goals.
- Maintaining high STANDARDS of governance and ethical conduct.

**AUTHORITY**

The Board derives its authority from:
- The Corporations Act 2001 (Cth).
- The organisation's Constitution.
- Relevant funding agreements, policies, and regulatory frameworks.
- The Board may delegate authority to the Chair, Committees, or Centre Manager, while retaining ultimate accountability.

## RESPONSIBILITIES

### Strategic Governance
- Approve Strategic and Operational Plans.
- Monitor progress against strategic objectives and funding milestones.
- Provide leadership that supports sustainability, growth, and service quality.

### Financial Oversight
- Approve annual budgets, financial reports, and audited statements.
- Monitor financial performance and long-term sustainability.
- Ensure appropriate systems are in place for procurement, asset management, and financial control.

### Risk And Compliance
- Review and oversee organisational risk management systems.
- Ensure compliance with legislation, funding obligations, and regulatory frameworks.
- Ensure adherence to child-safety, workplace-safety, and quality-assurance frameworks.

### People and Culture
- Appoint the Centre Manager and determine their performance framework.
- Monitor organisational culture, staff wellbeing, and workforce planning.
- Ensure HR policies support safe, fair, and contemporary employment practices.

### Stakeholder and Community Engagement
- Foster effective relationships with funding bodies, councils, partner organisations, and community stakeholders.
- Promote the organisation and advocate for regional education needs.

### Governance and Board Performance
- Ensure the Board operates in accordance with the Constitution.
- Undertake regular Board evaluation and professional development.
- Maintain confidentiality, avoid conflicts of interest, and uphold ethical standards.

## BOARD COMPOSITION

### Membership
The composition, appointment, and tenure of Directors will be in accordance with the Constitution.
Membership should reflect a mix of skills, experience, and regional representation.

### Chair
The Chair is responsible for:
- Leading the Board and ensuring effective governance.
- Setting meeting agendas with the Centre Manager.
- Facilitating constructive discussion and decision-making.
- Representing the organisation as required.

## MEETINGS

### Frequency
- The Board will meet at least four times per year, or more frequently as required.
- Special meetings may be called by the Chair or at the request of Directors.

### Quorum
- The Constitution will define a quorum.

### Agenda and Papers
- The Chair and Centre Manager will jointly prepare meeting agendas.
- Papers should be distributed at least five business days before meetings.

### Decision-Making
- Decisions will be made by consensus.
- Where voting is required, procedures will follow the Constitution.
- Directors may not vote where a conflict of interest exists.

### Minutes
- Confirmed minutes will be recorded and maintained as official records.
- Minutes will include decisions, actions, and responsible persons.

## COMMITTEES

- The Board may establish Committees (eg: Finance and Audit, Governance and Risk) to support its work.
- Terms of Reference for Committees must:
- Define purpose, scope, authority, and membership.
- Clarify delegated responsibilities.
- Require regular reporting back to the Board.

## DIRECTOR CONDUCT

### Code of Conduct
Directors are expected to:
- Act in the best interests of the organisation.
- Exercise due care, diligence, and good faith.
- Maintain confidentiality.
- Declare and manage conflicts of interest.
- Uphold the highest standards of ethical behaviour.

### Conflicts of Interest
- Directors must disclose actual, potential, or perceived conflicts.
- Conflicted Directors must remove themselves from relevant discussions and decisions.

## REVIEW

These Terms of Reference will be reviewed annually or as required to ensure alignment with legislation, funding conditions, and organisational needs.

## APPROVAL

Approved by the Board on: 3 December 2025

**Chair:** Tony Rayner

Signature:

# OPERATIONAL PLAN
## 2024 - 2027

**Country Universities Centre**

RAPAD CWQ

## Our Mission

Our mission is to empower people in rural and remote Queensland to access, participate in, and complete higher education by providing the space, support, and tools they need to thrive. Through place-based learning hubs, community engagement, and personalised support, we aim to build local capacity, strengthen regional communities, and create a more vibrant and prosperous future, one student at a time.

## Our Values

**Value 1**
Accessibility: education opportunities for all, regardless of location or background

**Value 2**
Community: strengthening regional communities through collaboration and engagement.

**Value 3**
Student Success: supporting academic and personal growth for every learner.

**Value 4**
Innovation and Sustainability: embracing technology, partnerships, and long-term funding strategies.

## Our Vision

A future where every person in rural and remote Queensland can learn, grow, and succeed locally, building stronger communities and brighter futures through education.

| ACCESSIBLE AND SUSTAINABLE HUBS | STUDENT SUCCESS AND RETENTION | PARTNERSHIPS AND INDUSTRY ENGAGEMENT | OUTREACH AND COMMUNITY ENGAGEMENT | GOVERNANCE, RISK, AND FINANCIAL SUSTAINABILITY |
|---|---|---|---|---|
| *To enable student success within a safe, inclusive, and welcoming environment.* | *To improve academic outcomes, student retention, and course completion rates.* | *To build strong relationships with universities, local councils, industry partners, and community organisations.* | *To raise awareness of CUC RAPAD CWQ hubs and promote higher education pathways across the region.* | *To ensure effective governance, compliance, and long-term sustainability of CUC RAPAD CWQ hubs* |
| **OUTCOMES**<br>• 24/7 access to modern, secure facilities.<br>• 10% annual growth in student registrations.<br>• ≥80% student satisfaction with facilities and services. | **OUTCOMES**<br>• Semester re-registration rates at or above 55%.<br>• ≥80% student satisfaction on annual surveys.<br>• 10% year-on-year increase in student engagement with Learning Support Advisors. | **OUTCOMES**<br>• One new financial or in-kind partnership established annually.<br>• Annual consultation with all strategic partners completed by December.<br>• Active MOUs with tertiary education providers maintained through 2027. | **OUTCOMES**<br>• Four annual outreach events in larger communities; smaller communities engagement based on local needs.<br>• Positive community feedback from engagement activities.<br>• Student registrations grow following school and community events. | **OUTCOMES**<br>• 100% compliance with Conditions of Grant requirements.<br>• Risk management plans reviewed annually with mitigations in place.<br>• Diversified funding sources secured beyond 2027. |
| **KEY DRIVERS**<br>• Invest in staffing, security, and infrastructure.<br>• Maintain facilities, technology, and safety standards.<br>• Increase awareness through outreach and promotion. | **KEY DRIVERS**<br>• One-on-one academic mentoring and wellbeing support.<br>• Exam supervision and academic skills workshops.<br>• Social and peer connection events to foster belonging. | **KEY DRIVERS**<br>• Expand service-level agreements with universities and industry.<br>• Actively pursue sponsorships, grants, and in-kind support.<br>• Collaborate with employers for workforce and placement opportunities. | **KEY DRIVERS**<br>• Targeted marketing campaigns and social media strategies.<br>• Student ambassador program to showcase success stories.<br>• Collaboration with schools, councils, and community groups. | **KEY DRIVERS**<br>• Strong financial oversight and transparent reporting.<br>• Professional development for staff and board members.<br>• Advocacy with government, universities, and funding bodies. |

## STAY. STUDY. SUCCEED.

**Country Universities Centre**

RAPAD CWQ

# MARKETING AND COMMUNICATION STRATEGY

## PURPOSE

Promote awareness, engagement, and community ownership of CUC RAPAD CWQ hubs, programs, and pathways through clear, consistent, and place-based messaging.

## CORE OBJECTIVES

| INCREASE REGIONAL AWARENESS | DRIVE STUDENT ENGAGEMENT AND PARTICIPATION | STRENGTHEN PARTNERSHIPS ACROSS THE REGION | POSITION CUC RAPAD CWQ HUBS AS ESSENTIAL INFRASTRUCTURE | CELEBRATE LOCAL STORIES AND IMPACT |
|---|---|---|---|---|
| Lift understanding of what each hub provides across all RAPAD communities, focusing on reach, stability, and clear messaging. | Increase registrations, hub utilisation, workshop attendance, and involvement in widening participation initiatives. | Deepen collaboration with councils, schools, universities, industry, and community groups to enhance reach and shared outcomes. | Promote the hubs as vital community assets supporting local education access, workforce development, and regional retention. | Share student successes, community achievements, staff contributions, and regional milestones to build pride, connection, and advocacy. |

# CONTENT AND THEMES

### STUDENT STORIES AND IMPACT
Showcase real students from across the region highlighting their journeys, challenges, achievements, and the impact of local study options. Include testimonials, study success milestones, and data snapshots that demonstrate outcomes and regional aspiration.

### STAFF AND LOCAL LEADERSHIP
Profile Learning Support Advisors, Hub Coordinators, and community champions who support students every day. Share "day in the life" insights, regional stories, and the people behind the hubs who create safe, welcoming spaces for learners.

### COMMUNITY AND SCHOOL ENGAGEMENT
Capture outreach activities, VR road trips, primary and secondary school programs, community events, local partnerships, and relationship building across RAPAD towns. Highlight co-design with schools and how the hubs support regional aspirations.

### UNIVERSITY AND INDUSTRY PARTNERSHIPS
Feature collaborations with university partners, local employers, community organisations, and training providers. Promote joint initiatives, local career pathways, shared events, and the role of partnerships in expanding local opportunities.

### PROGRAM AND LEARNING EXPERIENCES
Spotlight hands-on learning, career exploration, Science Week initiatives, mentoring, workshops, VR immersion, and widening participation programs. Celebrate experiences that build confidence, skills, and clear pathways for regional learners.

# TARGET AUDIENCES

- STUDENTS (SCHOOL, TERTIARY, MATURE-AGE)
- PARENTS, CARERS AND FAMILIES
- SCHOOLS AND TEACHERS
- COUNCILS AND COMMUNITY GROUPS
- LOCAL EMPLOYERS AND INDUSTRY
- UNIVERSITIES AND VET PROVIDERS
- PHILANTHROPIC SUPPORTERS AND FUNDERS

## KEY MESSAGES

1. STAY. STUDY. SUCCEED.
2. TERTIARY STUDY IS POSSIBLE FROM WHERE YOU LIVE.
3. YOUR POSTCODE DOESN'T DETERMINE YOUR POTENTIAL.
4. HUBS ARE FREE, MODERN, INCLUSIVE, AND LOCALLY-LED.
5. CUC RAPAD CWQ IS BUILT THROUGH CO-DESIGN AND COLLABORATION.
6. WE CONNECT STUDENTS, INDUSTRY, AND UNIVERSITIES FOR STRONGER FUTURES.

**MARKETING CHANNELS**

**DIGITAL**
- Facebook and Instagram (local content for each hub)
- Website pages and blog stories
- Email newsletters
- Short-form video (reels, interviews, micro-stories)

**COMMUNITY**
- School newsletters
- Council communication channels
- Local radio and newspapers; flyers and posters in hubs
- Community events and field days

# CAMPAIGNS

- Start-of-Semester
- Widening Participation Story Series
- Regional Career Spotlight Week
- Events
- Bursaries and Scholarships
- University Partners Showcase
- Student Success and Impact
- Community Champions and Partnerships

# SUCESS MEASURES

- GROWTH IN STUDENT REGISTRATIONS
- EVENT ATTENDANCE ACROSS THE REGION
- SOCIAL MEDIA REACH AND ENGAGEMENT
- GROWTH IN PARTNERSHIPS
- EVENT ATTENDANCE ACROSS THE REGION
- INCREASED HUB ATTENDANCE AND UTILISATION
- MEDIA COVERAGE AND VISIBILITY

The CUC RAPAD CWQ Marketing and Communications Plan provides a straightforward, coordinated approach to building awareness, strengthening partnerships, and celebrating learners' achievements across our vast region. By sharing authentic local stories, promoting high-impact programs, and engaging consistently with students, schools, councils, industry, and universities, we reinforce the message that tertiary study is possible from anywhere in Central West Queensland.

Through targeted campaigns, meaningful collaboration, and place-based communication, we will continue to grow visibility, trust, and community connection, positioning each hub as an essential part of the regional education landscape and empowering students to stay, study, and succeed.

# COMMUNITY ENGAGEMENT
## FRAMEWORK

**Country Universities Centre**

RAPAD CWQ

## PURPOSE

To guide consistent, measurable, and meaningful engagement across all CUC RAPAD CWQ hubs, ensuring every partnership and activity strengthens educational access, regional capacity, and community connection.

## GUIDING PRINCIPALS

**RECIPROCITY**
Partnerships mutually benefit students, communities, and education providers.

**INCLUSION**
Engagement reflects the diversity and geography of the RAPAD region.

**SUSTAINABILITY**
Focus on quality, not quantity, maintaining engagement levels even once the community reaches saturation.

**TRANSPARENCY**
Activities and outcomes are clearly communicated to partners and funders.

**IMPACT**
To produce tangible local outcomes, confidence, pathways, skills or partnerships.

## FOCUS AREAS

**STUDENT ENGAGEMENT**

**COMMUNITY PARTNERSHIPS**

**OUTREACH & AWARENESS**

**CAPACITY & WORKFORCE DEVELOPMENT**

**SUSTAINABILITY & EVALUATION**

## MONITORING AND REPORTING

- Annual Report summarising partnerships, key initiatives, and outcomes.

- Partner Feedback Surveys to assess satisfaction and identify emerging needs.

- Hub Dashboards tracking engagement activities and milestones.

- When 70–80% of the target audience is engaged, shift from growth to strengthening partnerships and quality.

**INCLUSION**

The framework will be reviewed biannually to align with Department of Education reporting and community priorities. Indicators will be adjusted as population, hub maturity, and partnership saturation evolve.

# Country Universities Centre
## RAPAD CWQ

# PARTNERSHIP
# PROSPECTUS

Partnering with CUC RAPAD CWQ is more than sponsorship. It is a shared investment in our people and places.

Your support ensures students can achieve their goals, return with qualifications, and strengthen our communities from within.
To find out how your business or organisation can get involved, contact:

Liza Cameron
Centre Manager

📱 0487 068 994
✉️ liza.cameron@cucrapadcwq.edu.au
🌐 www.cucrapad.edu.au

## A MESSAGE FROM OUR BOARD

At CUC RAPAD CWQ, we believe that geography should never limit potential. Our network of eight regional study hubs enables students from some of the most remote parts of Queensland to access higher education without needing to leave their communities. But access alone is not enough—students need support to overcome the very real barriers of distance, cost, and connection.

That's why we are building strong community and industry partnerships. Together, we can remove the obstacles students face and create the future our region deserves.

We invite you to be part of a movement that empowers students to stay, study, and succeed in the communities they call home.

Tony Rayner
Chair
CUC RAPAD CWQ

## OUR MISSION

Our mission is to empower people in rural and remote Queensland to access, participate in, and complete higher education by providing the space, support, and tools they need to thrive. Through place-based learning hubs, community engagement, and personalised support, we aim to build local capacity, strengthen regional communities, and create a more vibrant and prosperous future — one student at a time.

> The CUC has not only supported my studies but also given me a greater appreciation of the opportunities in rural locations.

**JORDAN BAYNE**
Bachelor of Medicine | Bachelor of Surgery
James Cook University

## WHO WE ARE

CUC RAPAD CWQ is a not-for-profit regional university study hub network dedicated to improving access to higher education across Central Western Queensland.

We operate eight hubs in Longreach, Barcaldine, Winton, Boulia, Bedourie, Windorah, Birdsville, and Blackall, delivering vital support for students from some of Australia's most remote communities.

We welcome students enrolled with any Australian post-secondary education provider, offering:
- Dedicated learning spaces designed for focus and success
- Reliable high-speed internet where connectivity is often limited
- Academic and pastoral support tailored to individual needs
- A growing peer community to reduce isolation and foster belonging

As of August 2025, over 130 students had registered, a testament to the need for local study options that allow people to stay in their communities while pursuing their education and careers.

Our hubs do more than support individual learners; they strengthen entire communities. By improving access to education and training, we help build local capacity, retain talent, and develop a skilled regional workforce.

## WHY PARTNERSHIPS MATTER

CUC RAPAD CWQ students are local. They live, work, volunteer, and raise families in our towns. But studying from remote areas presents challenges—particularly when students are required to travel away for professional placements. These placements are compulsory, costly, and often logistically difficult.

By partnering with us, you can:

- Support Student Success: Fund placement travel bursaries, equipment needs, and resources.

- Grow Local Workforce: Enable students studying in high-need fields like health, teaching, and community services to qualify and return to work locally.

- Strengthen Equity and Access: Ensure students from disadvantaged backgrounds aren't excluded from higher education.

## BENEFITS FOR PARTNERS

**BRAND VISIBILITY**
Recognition through social media, newsletters, signage, and community events.

**COMMUNITY IMPACT**
Directly contribute to improved education outcomes and long-term workforce sustainability.

**ACCESS TO TALENT**
Engage with students for local internships, placements, and future employment.

**NETWORKING**
Join a respected network of education, industry, and government collaborators.

**RECOGNITION**
All partners will be publicly acknowledged, with major partners invited to events and featured in communications.

## PARTNERSHIP IMPACT AREAS

**PLACEMENT SUPPORT FUND**
Support students who must travel for nursing, teaching, and allied health placements. Contributions help cover accommodation, travel, meals, and loss of income during time away.

**TECHNOLOGY AND INFRASTRUCTURE**
Enable students to learn with confidence by contributing to smart screens, upgraded internet, laptops, printers, and video conferencing technology.

**SCHOLARSHIPS AND NAMED BURSARIES**
Fund targeted financial support aligned with workforce needs—e.g., early childhood, agriculture, aged care.

**STUDENT EXPERIENCE**
Sponsor regional STEM events, careers expos, mentoring, and school outreach to raise aspiration and awareness.

**STAFFING AND OUTREACH**
Support dedicated Learning Support Advisor (LSA) hours or outreach coordination, extending support to even the smallest towns.

## LEVELS OF PARTNERSHIP

**FOUNDATION PARTNER**
**Contribution - $15,000+**
Full-page newsletter feature, speaking opportunities, signage at all hubs, media release, social media, logo on all materials

**GOLD PARTNER**
**Contribution - $7,500+**
Half-page feature, social media post, signage at key hubs, logo on website and email signature.

**SILVER PARTNER**
**Contribution - $3,000+**
Logo recognition in digital communications, signage at local events, mentions in newsletters.

**BRONZE PARTNER**
**Contribution - $1,000+**
Recognition in supporter roll, inclusion in student welcome packs, social media thank-you.

**COMMUNITY CHAMPION**
**Contribution - < $1,000**
Name listed in supporter roll, acknowledgement on social media, and optional inclusion in local hub communications



**CAMERON DARE**
**Master of Rural Generalist Practice**
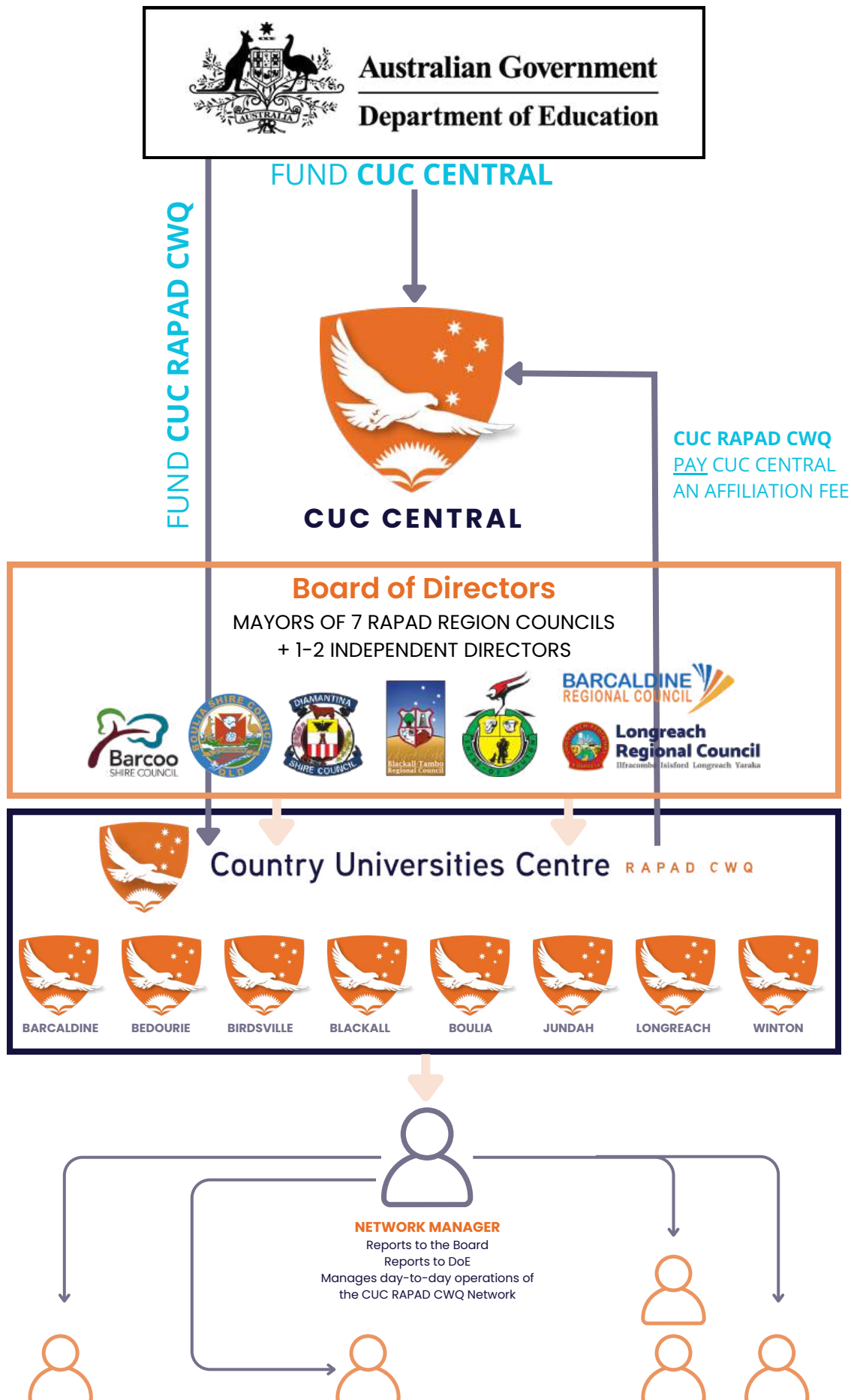**James Cook University**

> 66
>
> *The introduction of a CUC to Winton has and will continue to allow me a safe place in which I can focus only on studies without the general day to day distractions.*
>
> 99

**CAITLIN ELLIOTT**
Bachelor of Accounting
James Cook University

FUND **CUC CENTRAL**

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**CUC RAPAD CWQ**
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**Board of Directors**
MAYORS OF 7 RAPAD REGION COUNCILS
+ 1-2 INDEPENDENT DIRECTORS

Country Universities Centre R A P A D   C W Q

BARCALDINE   BEDOURIE   BIRDSVILLE   BLACKALL   BOULIA   JUNDAH   LONGREACH   WINTON

**NETWORK MANAGER**
Reports to the Board
Reports to DoE
Manages day-to-day operations of
the CUC RAPAD CWQ Network

# Funding and Governance Hierarchy

**Australian Government Department of Education**
→ Provides funding to CUC Central (the national CUC body).
→ Directly funds CUC RAPAD CWQ (the regional entity operating in Central West Queensland).

**CUC Central**
→ Receives government funding.
→ Provides governance support, systems, brand, and quality assurance for affiliated regional CUCs.
→ CUC RAPAD CWQ pays CUC Central an affiliation fee to remain in the national network.

**CUC RAPAD CWQ Board of Directors**
→ Composition: Mayors of the seven RAPAD region councils (Barcoo, Boulia, Diamantina, Blackall-Tambo, Winton, Barcaldine, and Longreach)
→ 1–2 Independent Directors.

**Role of CUC RAPAD CWQ Board of Directors**
→ Provides strategic governance and oversight for CUC RAPAD CWQ.
→ Ensures alignment with regional priorities and Commonwealth objectives.

**CUC RAPAD CWQ Operational Network**
→ Operates eight study hubs (Barcaldine, Bedourie, Birdsville, Blackall, Boulia, Jundah, Longreach, and Winton)
→ These hubs are part of the Country Universities Centre RAPAD CWQ network, providing local facilities and support for online or external students.

**Management and Reporting**
*Network Manager*
→ Reports directly to the Board.
→ Reports operationally to the Department of Education for compliance.
→ Manages the day-to-day operations across all hubs, including facilities, staff, and programs.

*Local Staff* (*Learning Support Advisors, Student Services Coordinators, etc.*):
→ Report to the Network Manager.
→ Manages the day-to-day operations of local hubs.
→ Deliver student support, engagement, and community activities within each hub.

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Country Universities Centre RAPAD CWQ

**Country Universities Centre RAPAD Central West Queensland**
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