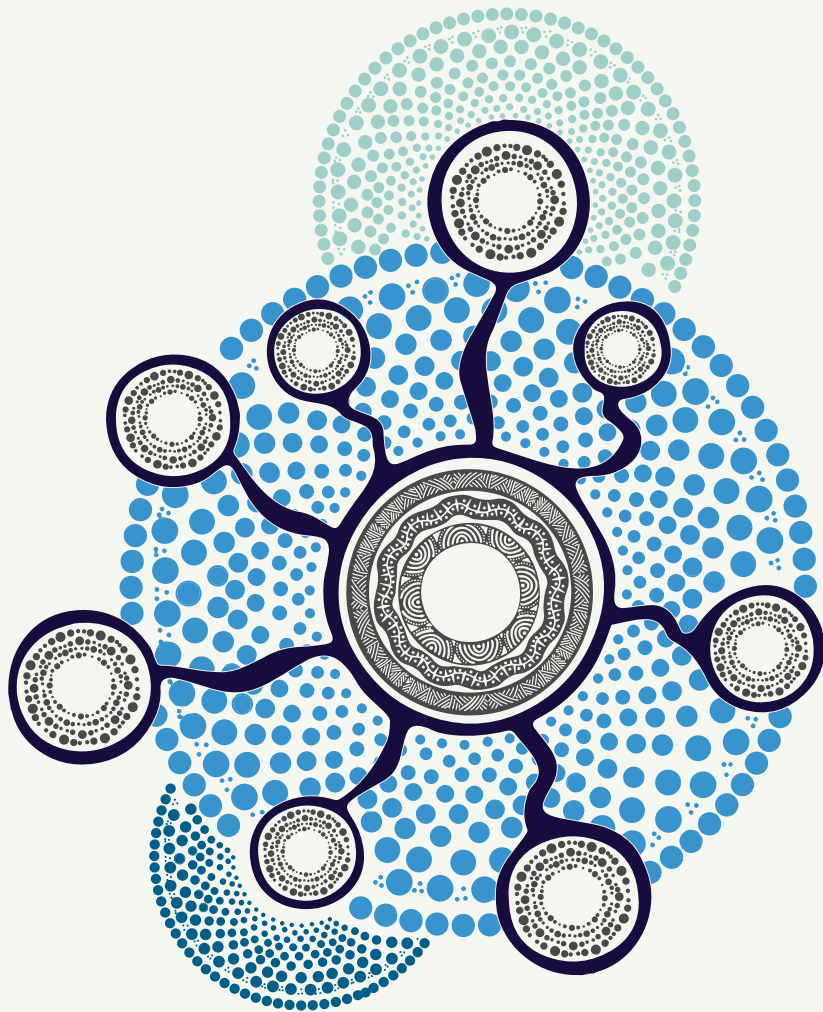




# Southern Cross University, Strategy 2030

launched 2022, refreshed 2024



## Acknowledgment of Country

We acknowledge Wadjabal Country as the Country where Southern Cross University originated and grew, and from where it continues to grow. It seeded the growth of our Gumbaynggirr Campus in Coffs Harbour, our Yugambeh Campus in Coolangatta and it planted the seeds to transform the Countries we are on.

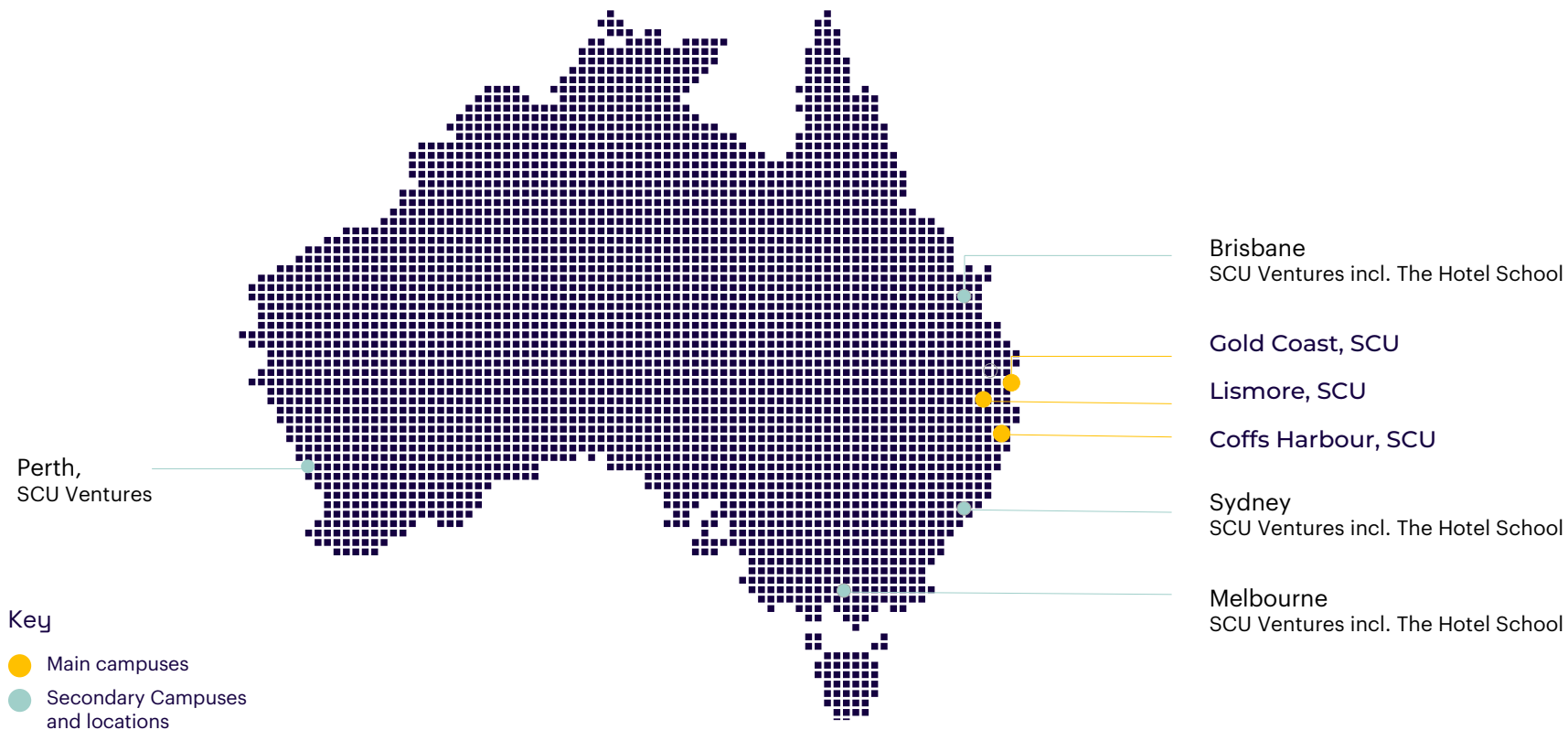
Understanding our origins will make each step into the future a more purposeful one, leading all to transform tomorrow.

# Our Purpose

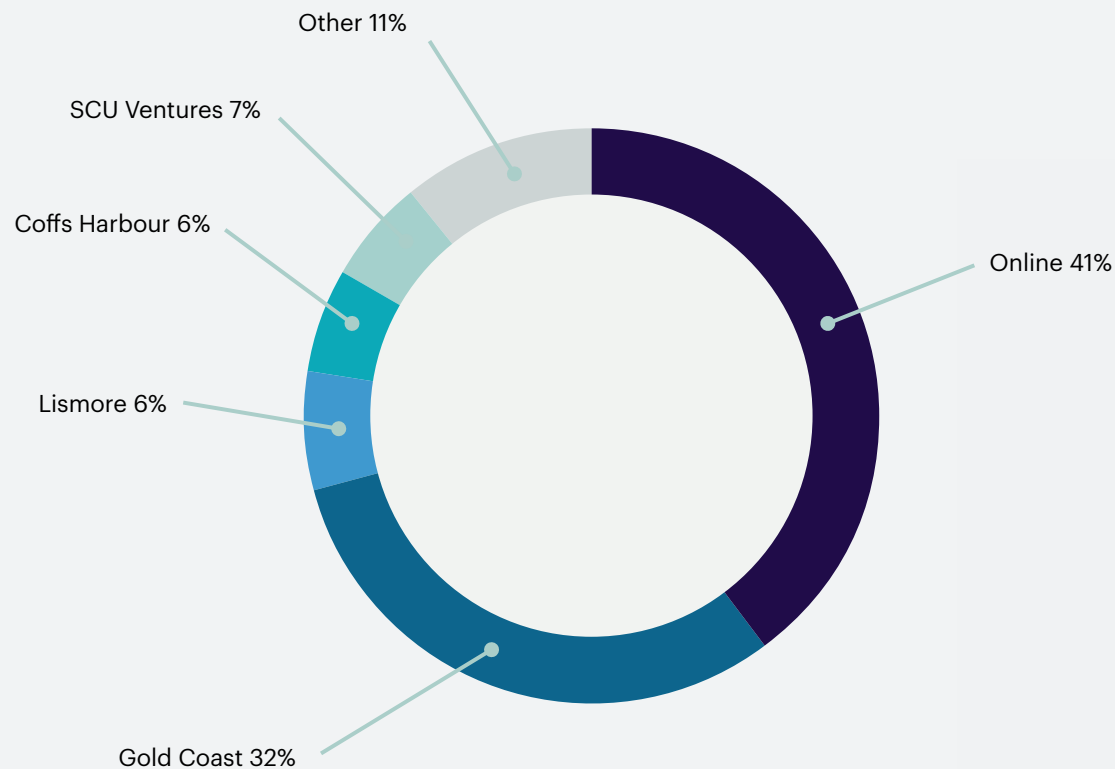
Changing lives through revolutionary learning and research  
with real impact



# SCU from 2025: Australian footprint



# Our Student Profile 2025



69.7%

Women

21%

International

46%

Students 25 or older

4.8%

Aboriginal and Torres Strait Islander people

4%

Part Time





# Our Chancellor

Southern Cross University is inspired by a powerful purpose. With values that guide our choices and a strategy which puts our students at the centre.

On behalf of the University Council, I invite you to explore and connect with our purpose, values and strategy to discover what they mean to you.

**Sandra McPhee AM**  
Chancellor



# Pursuit of opportunity

As a University community, we have in recent years confronted a series of profound challenges. It has often been necessary during this period to work with determination and focus simply in order to attend to the matters immediately before us.

But as we have done this, we have also taken the time to reflect on the things that most deeply define us and how we might with reference to these build a vision for our future. In myriad conversations over many months we have distilled a sense of our purpose, and found ways to evoke the values that will stand us in good stead as we go forward. These are the bedrock of our strategic plan. They will guide us in adversity and enliven our pursuit of opportunity. Above all they will remind us of the virtue of being bold and ambitious as we strive to realize our enormous potential.

A handwritten signature in black ink, reading "Tyrone Carlin".

**Professor Tyrone Carlin**  
Vice Chancellor

# Our Purpose



We are proud to educate first-in-family, women and indigenous students in Australia. Many of our international students and early researchers are from developing nations. Education and research pathways for these people are life changing.



We are revolutionising our curriculum to deliver immersive learning experiences. Interactive, media-rich and responsive learnings with focused six-week terms. The Southern Cross Model delivers superior student outcomes, and we will continue to improve. The Southern Cross Model is revolutionary.

• Changing lives through revolutionary learning and research with real impact



We produce globally significant research. Five SCU publications featured in the latest IPCC Climate Change Report. We are a small University but this does not preclude us from being world-leading. Our focussed research portfolio delivers genuine impact. Whether that is the sustainable production of food, improving the health and wellbeing of our community, or building resilience through education.

# Our Values

## We strive for excellence.

We apply the highest standards.

We're always seeking to be at our best.

## We care.

We care for our people.

We champion our communities.

We respect our planet.

## We build trust through action.

We tell the truth.

We do what's right.

## We are bold.

We're ambitious.

We're dynamic.

We make bold decisions.

## We own it.

When we commit, we keep our word.

When we fail, we learn.



# Our Strategic Priorities

## Teaching & learning

Create outstanding student outcomes with the Southern Cross Model and student experience that:

- Improves engagement, retention and success
- Enhances equity supporting diverse students' lives, including ATSI, and other cohorts
- Supports regional opportunity, national needs and global reputation

## Research & Impact

Deliver impactful research in the faculties and through cross-disciplinary teams in the Research Impact Clusters that:

- Develops areas of high impact, return and interest locally and globally
- Invests in early and mid-academic careers
- Supports industry development and global reputation

## Community & Campus

Strengthen our communities with engagement that:

- Is caring and responsive
- Creates open and sustainable campuses
- Supports regional opportunity and inclusion.

# Enterprise

## People

Make SCU a workplace of choice by cultivating a highperformance culture through investing in capability, engagement and enriching careers.

## Finance & Regulatory

Manage for financial sustainability and develop a surplus for long-term investment

## Technology

Simplify and modernise our technology to improve experience, increase efficiency, and enable future capabilities

How we will achieve our purpose

# Teaching and Learning

## 1. SCU model & experience improvement

- Improve acquisition in school leaver, international and priority courses
- Make the enrolment process easier for staff and students
- Simplify course structures and delivery
- Evolve the service model with a focus on first year retention
- Improve assessment and feedback quality and experience
- Lift learning experience for students through initiatives like Universal Design for Learning
- Improve the Work Integrated Learning student experience

## 2. SCU Ventures

- Grow SCU Ventures by matching course mix to workforce needs
- Enhance SCU Ventures campus amenity and student experience

## 3. AI opportunities

- Develop and scale AI use cases that improve experience and efficiency





How we will achieve our purpose

# Research & impact

## 1. Faculty and cluster research impact

- Improve research quality through attraction, retention and development of the academy
- Develop the teaching research nexus within faculties and clusters
- Position our researchers as national leaders and develop international collaborations

## 2. Research infrastructure and support

- Develop E research governance and infrastructure
- Develop laboratory infrastructure, support and investment
- Grow research support services (e.g., IP, grant proposals)

## 3. AI opportunities

- Develop enterprise policy based on ARC principles (manage risk)
- Adopt enterprise approach with the development, sharing and scaling of use cases (maximise opportunity)





How we will achieve our purpose

# Community & Campus

## 1. Brand and stakeholder plan

- Evolve and continue to grow the SCU brand
- Develop and execute major stakeholder plans (e.g., alumni, donors, etc)

## 2. Campus portfolio plan

- Gold Coast: Ensure we have the capacity to grow in the Gold Coast / Tweed region and deliver an outstanding student experience
- Lismore: Deliver on the education, research and community vision of the Southern Cross Learning Precinct
- Coffs: Grow the local reputation of SCU through the delivery of the Health Precinct development

## 3. Environmental Sustainability plan

- Campus sustainability plan that achieves our 2035 ambitions

How we will achieve our purpose

# People

1. Invest in the development of our people, empowering them to live our values

1. People & culture foundations

- Develop performance management framework
- Strengthen Health & Safety systems, capability and culture
- Build leadership capability
- Make SCU an Employer of Choice

2. Attraction, retention and development of the Academy

- Develop early and mid career researchers
- Recruit talent to support our teaching and research ambitions
- Establish research career trajectories
- Strengthen research leadership capability





How we will achieve our purpose

# Finance & Regulatory

## 1. Regulatory and Compliance

- Ensure SCU continues to meet our regulatory requirements

## 2. Revenue growth

- Grow alternative revenue sources to ensure our financial sustainability

## 3. Cost management

- Drive efficiencies by addressing drivers of spending and productivity

How we will achieve our purpose

# Technology

## 1. SCU target architecture roadmap

- Simplify the SCU technology stack around proven 'off the shelf' platforms

## 2. Data, AI, and delivery foundations

- Implement data governance and architecture that ensures colleagues have access to accurate, consistent and timely data
- Ensure our core stack supports AI tools to generate and action insights
- Refocus our delivery capability around the student using agile delivery



## Our story on a page

Purpose

# Changing lives

Changing lives through revolutionary learning and research with real impact

Strategy

### Revolutionary learning

### Research with real impact

### Stronger communities

#### Focused, immersive learning

Our SCU Model enhances student engagement, motivation and success with immersive block learning

#### Regional research, global impact

Our research addresses real problems in our regions, and nationally, with global impact

#### Caring & responsive engagement

An approach that understands, cares, and is responsive to local communities

#### Excellence and equity

We enable excellence for everyone, with universal learning design, study flexibility & support for the diverse lives of students

#### Development of emerging researchers

We provide great support and opportunities in our faculties and clusters, to early and mid-career academics

#### Open & sustainable campuses

Development of our campuses that are integrated with our communities and environmentally sustainable

#### Employability

Our course developments anticipate future needs, integrate with workplaces and provide highly employable graduates

#### Industry partnerships

We work with industry, solving problems, enhancing their capabilities and building their future workforce

#### Economic & social contribution

We are making significant contributions to the economic and social needs of society, particularly the regions

### Thriving enterprise

We are cultivating a high-performance culture with sustainable finances and match-fit technology

Values

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**Southern  
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