



# Southern Cross University, Strategy 2030



## Acknowledgment of Country

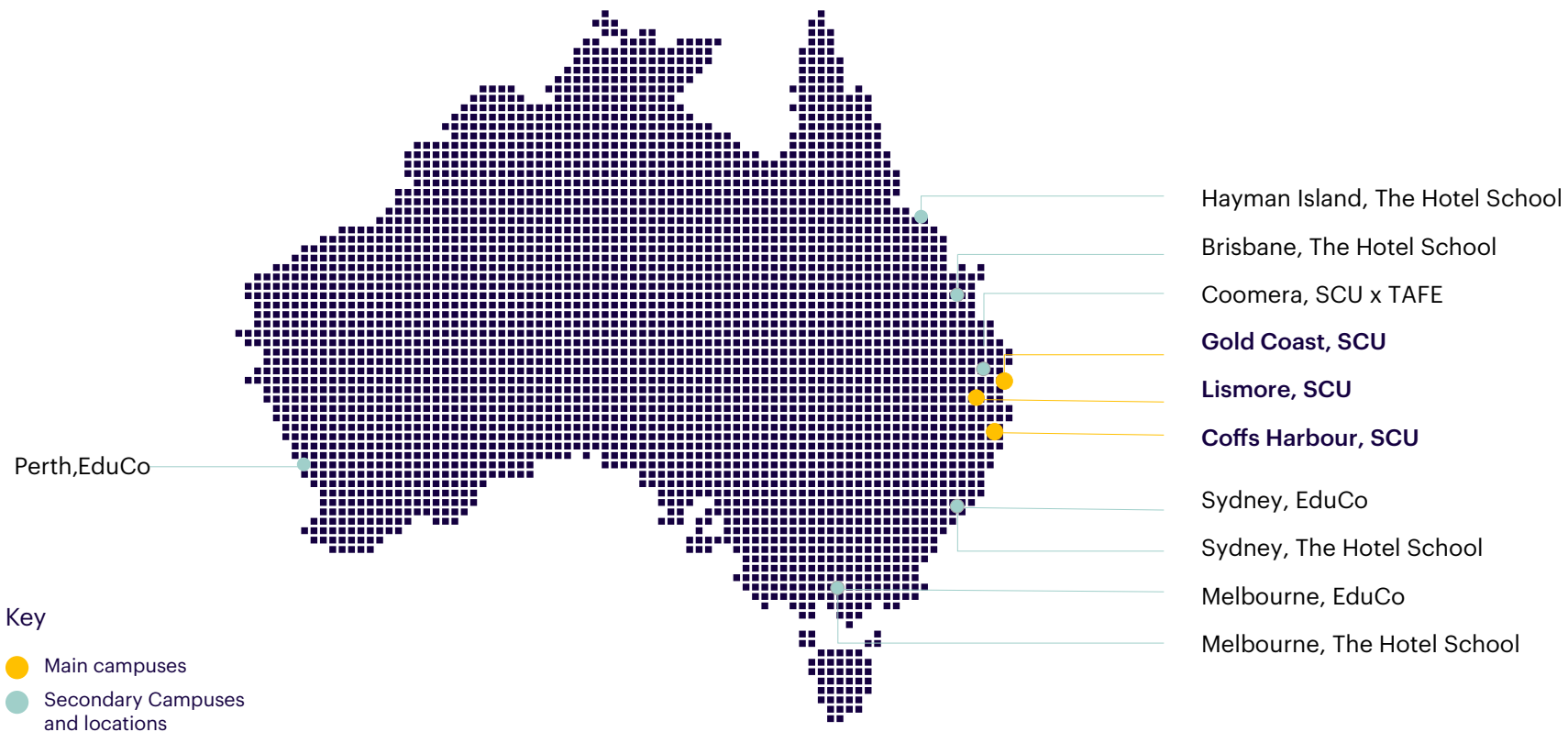
Southern Cross University acknowledges and pays respect to the ancestors, Elders and descendants of the Lands upon which we meet and study. We are mindful that within and without the buildings, these Lands always were and always will be Aboriginal Land.

# Our Purpose

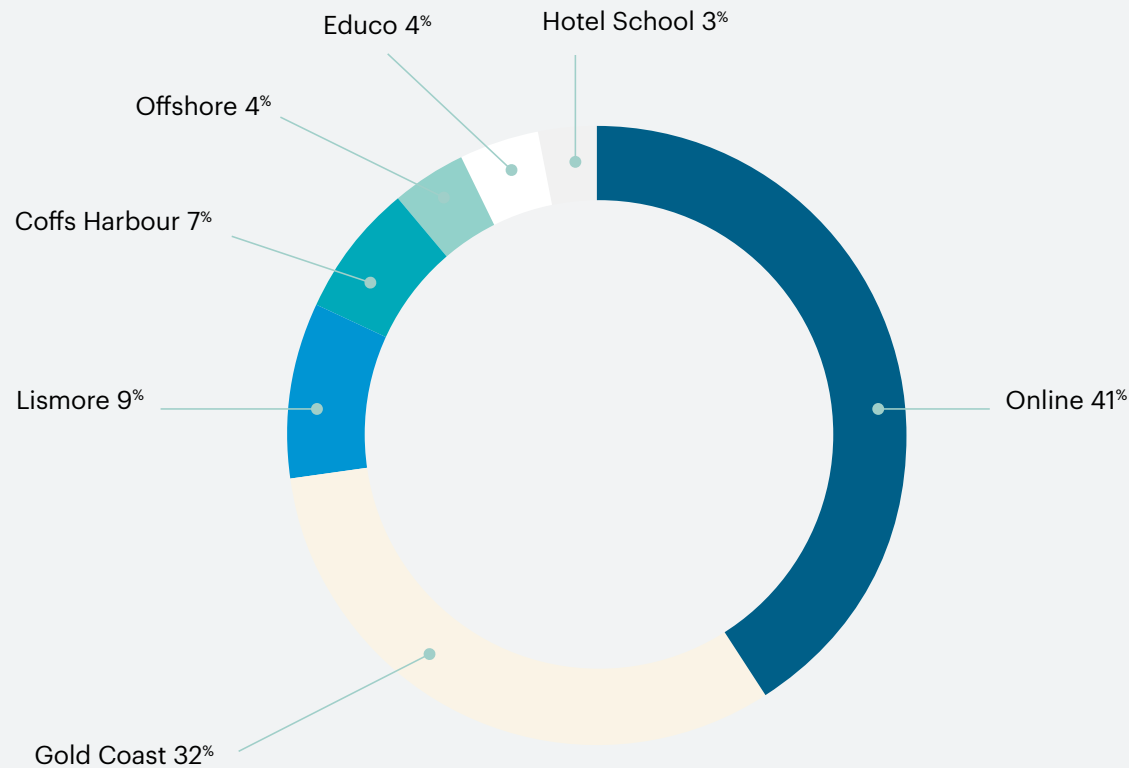
Changing lives through revolutionary learning and research  
with real impact



# SCU in 2022: Australian footprint



# Our Student Profile 2022



**69%**  
Women

**21%**  
International

**57%**  
Students 25 or older

**5%**  
Aboriginal and Torres  
Strait Islander people

**65%**  
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 dark 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

## Education & student experience

Create outstanding student outcomes through our revolutionary Southern Cross Model and a seamless student journey

## Research & impact

Deliver transformative research that makes a real impact locally, regionally and globally

## Engaged communities & partners

Engage with our alumni, partners, and communities across all that we do to harness collaboration

## Financial security

Consistently deliver financial results that enable us to sustainably invest for excellence and growth

## Outstanding people

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

## Digital transformation

Transform our digital and analytics capabilities to deliver outstanding digital experiences

## Campus reimagined

Invest in modern, flexible spaces that promote collaboration, community, and environmental sustainability

How we will achieve our purpose

# Education & student experience

Create outstanding student outcomes through our revolutionary Southern Cross Model and a seamless student journey

1. Implement the Southern Cross Model and transition to continuous improvement
2. Align our course portfolio to our strategic priorities and research strengths
3. Develop a service model and student proposition that meets the differing needs of our students
4. Work with our educational partners to ensure SCU standards of excellence are achieved
5. Uplift student success, with a particular focus on closing the Indigenous success gap
6. Develop a proposition to grow quality school leaver applications and enrolments









How we will achieve our purpose

# Research & impact

Deliver transformative research that makes a real impact locally, regionally and globally

1. Develop and grow our Research Impact Clusters to increase partnerships with industry and community
2. Develop an investment model for research that supports growth in our focus areas
3. Attract high-impact researchers in growth areas and invest in the development of all researchers and research candidates
4. Produce a research excellence framework that rewards high performance and supports researcher development and enrolments



How we will achieve our purpose

# Engaged communities & partners

Engage with our alumni, partners, and communities across all that we do to harness collaboration

1. Build SCU's market position as an institution of excellence and celebrate our strengths
2. Strengthen and align relationships with industry, community partners and alumni
3. Diversify our international student pipeline, both direct and via partners
4. Simplify and modernise our digital presence (SCU website) and other student journey touchpoints

How we will achieve our purpose

# Outstanding People

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

1. Embed our purpose and values across the organisation to create a high-performing culture
2. Invest in capability and career pathways for all staff
3. Deliver an engaged workforce that is focused on what matters by removing bureaucratic processes







How we will achieve our purpose

# Financial security

Consistently deliver financial results that enable us to sustainably invest for excellence and growth

1. Diversify revenue by increasing investment returns and income from agencies (e.g., labs)
2. Ensure returns from our partnerships reflect our costs, brand value and risk
3. Embed commercial excellence to manage procurement costs
4. Maintain fair and affordable working conditions through a contemporary Enterprise Agreement

How we will achieve our purpose

# Digital transformation

Transform our digital and analytics capabilities to deliver outstanding digital experiences

1. Transform technology in teaching and learning to deliver outstanding digital student experiences
2. Refocus our capability to solutions development to realise change
3. Build data and analytics capabilities to improve organisational efficiency, and student and research success
4. Transition to cloud-based systems to reduce internal support reliance and provide greater accessibility
5. Redesign our tech service model to meet student and researcher needs (i.e., self-service and extended support hours)








How we will achieve our purpose

# Campus Reimagined

Invest in modern, flexible spaces that promote collaboration, community, and environmental sustainability

1. Expand capacity to enable growth at the Gold Coast
2. Activate Lismore campus by modernising facilities, and positioning as an education hub
3. Complete Coffs Harbour Stage 2 development
4. Develop campus infrastructure and operations that minimises impact on our environment



We will be  
successful  
when...



## Education & student experience

Create outstanding student outcomes through our revolutionary Southern Cross Model and a seamless student journey

Deliver a step change improvement in student engagement, retention, and success rates. Grow overall enrolments, including a higher proportion of quality school leavers.

## Research & impact

Deliver transformative research that makes a real impact locally, regionally and globally

Achieve world standard research across the majority of our portfolio. Continually grow citations, PhD completions, and research income.

## Engaged communities & partners

Engage with our alumni, partners, and communities across all that we do to harness collaboration

Improve brand sentiment across key stakeholders such as Principals, Alumni, Placement Partners, and Parents. Grow our brand excellence and digital presence. Attract a quality international cohort that is more aligned to our research and education strengths.

## Outstanding people

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

Enable a high-performing and engaged workforce. Position SCU as an employer of choice.

## Financial security

Consistently deliver financial results that enable us to sustainably invest for excellence and growth.

Consistently achieve positive base operating results. Increase and diversify revenue streams.

## Digital transformation

Transform our digital and analytics capabilities to deliver outstanding digital experiences.

Continual improvement in digital experience for students and colleagues.

## Campus reimaged

Invest in modern, flexible spaces that promote collaboration, community and environmental sustainability.

Improve the student and colleague experience across all campuses. Attract education and community partners onto our campuses. Reduce our climate and environmental footprint.









**Southern Cross  
University**

Transforming > Tomorrow