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or many people the year 2002 heralded the dawn of a new millennium, and a collective sense of hope and expectation. On a personal level, my appointment and arrival as Vice-Chancellor of Southern Cross University in 2002 also heralded hope, commitment and expectation.

Having had the opportunity as the incoming Vice-Chancellor to familiarise myself with this University in all its parts, I have been enormously impressed by the dedication of the staff, the University’s outstanding achievements in teaching, research, and scholarship, and the vigour of the University’s service to its professional and geographic communities in the region.

In 2002 the University consolidated its position as an institution dedicated to the highest levels of academic achievement in several niche areas. Through the activity of specialist centres, such as its Centre for Phytochemistry and the Centre for Plant Conservation Genetics, the University has shown itself to be at the forefront of developments in the rapidly growing biotechnology field.

Earlier in the year the University, together with the University of New England, acquired a prime oceanfront site close to our Coffs Harbour Campus that is intended to eventually become the home of this country’s premier ocean and marine research facility, the National Marine Science Centre.

Work also commenced on a new campus located in Tweed Heads. This new campus has been designed to include the latest in educational delivery technology, including high-level internet connectivity, interactive videoconferencing and desktop video technology to link the new campus with other parts of Southern Cross and the universal community of scholars and learning around the world.

Together with the physical growth of the University there has been a steady growth in student numbers, both local and international. Indeed the growth in visiting international students has been explosive with visitors from around the globe eager to share in the academic and cultural offerings provided at Southern Cross and to enjoy the delights of the NSW North Coast region. Our offshore programs have also burgeoned; we now have many vibrant and productive international academic collaborations, and there are students studying in Southern Cross programs across the globe.

Towards the end of 2002, I commissioned a review of university organisational structures to examine where efficiencies and economies might be made. It is my firm belief that upon completion of this review and subsequent administrative enhancements that Southern Cross University will be optimally positioned to meet the challenges and accountabilities of an increasingly competitive higher education sector.

Professor Joanna E. Ayers
BSc, PhD(Lond), CMath, FIMA, FAIM, FANZAM
Vice-Chancellor
Southern Cross University
Objectives

- Become Australia’s leading regionally based university with an unparalleled reputation for excellence in teaching, research, scholarship and industry links

- Be relevant to the continuously evolving higher educational, regional, national and international agendas and be able to respond quickly to new opportunities, both inside and outside the current profile

- Develop the University to a target size of more than 10,000 students on our campuses, with further emphasis on growth through cooperative and off-campus education for another 10,000 students located in the region, elsewhere in Australia, and overseas

- Reduce dependence on the base Government grant from the present 70-75 per cent of total income to 60-65 percent

- Develop a higher percentage of courses and strategic alliances with other organisations, industries and communities, thus increasing the value of cooperative education to the University

- Increase the proportion of postgraduate and industry students

- Attract an increasing proportion of high-quality students from within the region while further reducing attrition rates

- Add educational and intellectual value by enhancing the capabilities of every student

- Provide for the empowerment of Australian Indigenous Peoples through education and research

- Provide the opportunity for students to experience the working environment of an industry, community organisation or profession during their studies

- Provide flexible delivery modes to encourage independence of learning for students

- Provide students with the opportunity to spend time living and studying in other countries

- Develop an international studies and exchange program that is focused on Asia and the Pacific Rim

- Expose all students to a variety of cultural perspectives, including the culture of Australian Indigenous Peoples, through teaching and research at the University

- Develop world-class research and postgraduate training in a limited number of focused areas

- Become a leader in the technological delivery of programs and in library access, support and service

- Eliminate all forms of unlawful discrimination from both the educational and employment practices of the University, and where appropriate, undertake affirmative action to ensure equal opportunity to members of disadvantaged groups

- Meet the access and equity targets articulated in existing University policies
• Promote formal linkages and liaison between those responsible for developing the University’s strategic initiatives

• Involve all staff in management and changes within their work areas. Keep staff informed of the changes across the whole University and the rationale for those changes

• Negotiate reward structures that encourage staff to pursue the University’s priorities and objectives, especially responsiveness, flexibility and the best use of human resources

• Simplify structures where necessary to support staff motivation and expertise

• Fund policies for the recruitment of a high-quality staff

• Provide all students, both on and off campus, with access to flexible delivery of programs

• Redesign financial, administrative and academic systems to be responsive to the needs of an increasingly diverse and scattered student, client and program base.

• Monitor changing regional, national and international needs and establish means by which this intelligence can be shared, coordinated and acted upon

• Provide incentives and support for staff at all levels to further their academic and professional development and to engage constructively with their relevant industries, professions and communities

• Actively seek new industry partners

• Provide University facilities for the whole region

• Further develop research, teaching and consultancy profiles in areas of social and economic priority for the region

• Develop the broader significance of the College of Indigenous Australian Peoples

• Develop the electronic delivery capability of the University Libraries

• Identify a percentage of the budget for innovation and development

• Support technological innovation within the University

• Focus on targeted programs

• Develop a targeted international program, focusing on Asia via cultural exchange and partnering programs
Program Development and Administration

Among the innovative and distinctive developments introduced throughout the year, which were geared to meet demand in both the local and international markets, were:

- Bachelor of Psychology (Honours) which recently received conditional accreditation from the Australian Psychological Society
- Bachelor of Aviation which is an articulated program for pilots in partnership with Navair International Flying College Ltd
- Degrees in Sport Tourism Management and Exercise Science and Nutrition
- Bachelor of Technology Education to prepare teachers in the new and rapidly changing technologies field
- Programs in Writing at both undergraduate and postgraduate levels
- A range of new majors in existing courses which reflect contemporary, industry and professional interests in diverse areas such as Ecocultural History, Electronic Commerce, Digital Art and Design, and Club Management
- Master of Gaming Management which is the first such program in this field in the Southern Hemisphere
- Short courses in Contemporary Music, designed specifically for international students, combining English language instruction with music instruction, taught in collaboration with the Queensland International Business Academy.

Innovative Initiatives

The University continued to foster, encourage and strongly support the implementation of strategies and opportunities to facilitate learning, research and scholarly activities across the broader community in which it operates. Some notable achievements are as follows.

- The establishment of the Centre for Economic and Community Development which acts to coordinate the activities of the Academic Centres based on the Coffs Harbour Campus in the promotion of initiatives in research and consultancy in regional development.
- Approval for the creation of the Southern Cross Institute of Action Research which is designed to operate in a strategic and competitive way to draw together ‘action research’ interests across the University and to produce and disseminate world class research and development results.
- The launch of a creative method for the region's agricultural and horticultural producers, restaurants and consumers to do business. ‘ProduceShop’ is a directory and web page listing agricultural and horticultural producers of food, fibre, flowers, nursery plants and value added food products, to increase accessibility for customers and producers.
- The development and delivery of a suite of fully interactive online units across a range of programs that provide increased flexible learning opportunities for domestic and international students.
- Tailoring of a PhD program to specifically enable working professional managers to undertake relevant studies using an innovative workplace learning and research methodology.
- The expansion of out-of-zone practicums and extended placements for Teacher Education students, to include remote areas (Bogabilla), interstate (Perth, Cairns, Hobart) and international (South Africa and Papua New Guinea) locations.
Accommodation
Action Research Resources
Administrative Services (University)
Administrative Systems Unit
Alumni and Friends Association
Audio Visual and Multimedia Services
Ausweb Conference
Careers Service - for students
Centre for Animal Conservation Genetics
Centre for Plant Conservation Genetics
Centre for Phytochemistry
Centre for Regional Tourism Research
Chaplaincy
Childcare
Club Management
Coastlines Newsletter
Coffs Harbour Education Campus
Computing Labs
Computing Services
Conference Facilities, Invercauld Centre
Conference Management Services
Consulting Services, Norsearch Limited
Contact Addresses, University
Coolangatta Centre
CRC in Molecular Plant Breeding
CRC in Sustainable Production Forestry
CRC in Sustainable Rice Production
CRC in Sustainable Tourism
Counselling Services
Courses (undergraduate, postgraduate and external)
Credit Union (Summerland)
Council, University
Dentist
Disability Support
Doctor
Education and Training
e-learning (My SCU)
email
Equity and Student Support Services
Experts Register
Finance and Fabric
Fitness Centre
Goodman Plaza, Lismore Campus
Gungil Jindibah Centre
Human Resources
Information Services
Information Technology services
Institute for Studies in Asia Pacific Tourism
Institute for Southern Cross Region Research
International Office
Internet
Invercauld Conference Centre
Laboratory Testing - DNA
Laboratory Testing - Water, soil etc.
Laboratory - Environmental Analysis
Learning Assistance
Libby's Cafeteria, Lismore Campus
Library - Lismore
Library - Coffs Harbour
Loans - Student
Management Programs
Marketing & Community Relations
Media Releases
Mentor Programme, Women in Technology
Multimedia and Audio Visual Services
Norsearch Limited
Naturopathy Teaching Clinic
Occupational Health and Safety
Online Learning
Organic Food
Partnerships - Industry and Corporate Bodies
Printing and Publishing
Reprographics
Privacy and personal information protection
Pro-Vice Chancellor's Offices
Scholarships
Southern Cross Human Resource Development
Sponsorships
Student Administration
Student Loans
Student Representative Council (SRC)
Student Support
Summerland Credit Union
Teaching and Learning Unit
Tours
-Prospective Students
-Prospective Staff
University Council
University Plan
Women in Information Technology
Cash Flows For 2002

Cash Flows From Operations

INFLows:
Cash Flows From Government.
• Commonwealth government grants
• N.S.W. State government grants
• Other states grants
Higher Education Contribution Scheme
• Student payments
• Commonwealth payments
Student fees and charges
Interest received
Joint venture partnership
distribution received
Student accommodation
Other operating receipts

OUTFlows:
Salaries and wages
Salary related costs
Other operating payments
Net Cash From Operations:

Economic Entity

University

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>INFLOWS:</td>
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<tr>
<td>Cash Flows From Government.</td>
<td>39,544,396</td>
<td>34,796,814</td>
<td>39,544,396</td>
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<td>Commonwealth government grants</td>
<td>313,340</td>
<td>172,781</td>
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<td>N.S.W. State government grants</td>
<td>83,047</td>
<td>155,578</td>
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<td>Other states grants</td>
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<td>Higher Education Contribution Scheme</td>
<td>2,571,938</td>
<td>378,994</td>
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<td>Student payments</td>
<td>18,404,062</td>
<td>21,449,000</td>
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<td>Commonwealth payments</td>
<td>7,999,631</td>
<td>8,778,343</td>
<td>7,988,737</td>
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<td>Student fees and charges</td>
<td>1,470,065</td>
<td>1,643,803</td>
<td>1,374,406</td>
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<td>Interest received</td>
<td>403,376</td>
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<td>Joint venture partnership</td>
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<td>distribution received</td>
<td>1,445,919</td>
<td>1,337,656</td>
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<td>Student accommodation</td>
<td>10,691,603</td>
<td>6,471,550</td>
<td>5,092,786</td>
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<td>Other operating receipts</td>
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<tr>
<td>OUTFLOWS:</td>
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<tr>
<td>Salaries and wages</td>
<td>37,196,752</td>
<td>39,167,238</td>
<td>35,867,011</td>
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<td>Salary related costs</td>
<td>8,785,054</td>
<td>9,246,247</td>
<td>8,557,013</td>
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<td>Other operating payments</td>
<td>29,460,872</td>
<td>26,949,686</td>
<td>27,364,394</td>
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<td>Net Cash From Operations:</td>
<td>7,318,605</td>
<td>178,652</td>
<td>4,067,495</td>
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Cash Flows From Investing Activities

INFLows:
Proceeds from asset sales
Share Issue
• Acquisition of entity

OUTFLOWS:
Plant and equipment
Land and buildings
Library collection
Long term investments
Net Cash From Investing Activities:

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>INFLOWS:</td>
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<tr>
<td>Proceeds from asset sales</td>
<td>880,358</td>
<td>1,432,299</td>
<td>880,358</td>
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<tr>
<td>Share Issue</td>
<td>100</td>
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<tr>
<td>• Acquisition of entity</td>
<td>2,895</td>
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<tr>
<td>OUTFLOWS:</td>
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<tr>
<td>Plant and equipment</td>
<td>3,585,551</td>
<td>2,877,276</td>
<td>3,551,741</td>
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<td>Land and buildings</td>
<td>2,823,101</td>
<td>1,770,283</td>
<td>2,823,101</td>
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<td>Library collection</td>
<td>911,036</td>
<td>891,420</td>
<td>911,036</td>
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<tr>
<td>Long term investments</td>
<td>297,457</td>
<td>41,652</td>
<td>277,457</td>
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<tr>
<td>Net Cash From Investing Activities:</td>
<td>6,733,792</td>
<td>4,148,332</td>
<td>6,682,977</td>
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## Financial Position At End Of 2002

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<th>ECONOMIC ENTITY</th>
<th>UNIVERSITY</th>
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<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash</td>
<td>703,243</td>
<td>540,608</td>
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<td>Receivables</td>
<td>4,311,916</td>
<td>2626,155</td>
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<td>Investments</td>
<td>18,051,837</td>
<td>20,699,827</td>
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<td>Inventories</td>
<td>357,155</td>
<td>354,364</td>
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<td><strong>Total Current Assets:</strong></td>
<td>23,424,151</td>
<td>24,220,954</td>
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<tr>
<td><strong>Non-Current Assets</strong></td>
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<tr>
<td>Receivables</td>
<td>10,153,422</td>
<td>9,161,253</td>
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<td>Investments</td>
<td>3,489,277</td>
<td>141,652</td>
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<td>Property, plant or equipment</td>
<td>110,225,504</td>
<td>109,604,126</td>
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<td>Intangibles</td>
<td>884</td>
<td>884</td>
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<td><strong>Total Non-Current Assets:</strong></td>
<td>127,313,494</td>
<td>122,187,625</td>
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<td><strong>TOTAL ASSETS:</strong></td>
<td>150,737,645</td>
<td>146,408,579</td>
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<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts Payable</td>
<td>5,767,391</td>
<td>5,472,814</td>
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<td>Income received in advance</td>
<td>8,543,238</td>
<td>8,133,363</td>
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<td>Provisions</td>
<td>1,277,428</td>
<td>1,200,785</td>
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<td>Provision for income tax</td>
<td>1,918</td>
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<td><strong>Total Current Liabilities:</strong></td>
<td>15,589,975</td>
<td>14,806,962</td>
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<tr>
<td><strong>Non-Current Liabilities</strong></td>
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<tr>
<td>Accounts payable</td>
<td>841,327</td>
<td>309,571</td>
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<td>Provisions</td>
<td>12,485,628</td>
<td>16,096,529</td>
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<td>Directors Loans</td>
<td>4,073</td>
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<td><strong>Total Non-Current Liabilities:</strong></td>
<td>13,331,028</td>
<td>16,406,100</td>
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<td><strong>TOTAL LIABILITIES:</strong></td>
<td>28,921,003</td>
<td>31,213,062</td>
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<td><strong>NET ASSETS:</strong></td>
<td>121,816,642</td>
<td>115,195,517</td>
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**ECONOMIC ENTITY**

Operating Result $7,279,456  
Abnormal items $657,574

Operating Results (after abnormal items) $6,621,882  
Income tax $940

Operating Results (after income tax) $6,620,942  
Extraordinary items $0

Operating Results (after extraordinary items) $6,620,942  
Outside equity interests $230

Operating Result (after outside equity interests) $6,620,712

Accumulated Funds at Beginning of Financial Year $90,613,437  
Accumulated Funds at End of Financial Year $97,234,149

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**UNIVERSITY**

Operating Result $3,962,470  
Abnormal items $637,757

Operating Results (after abnormal items) $3,324,713  
Income tax $0

Operating Results (after income tax) $3,324,713  
Extraordinary items $0

Operating Results (after extraordinary items) $3,324,713  
Outside equity interests $0

Operating Result (after outside equity interests) $3,324,713

Accumulated Funds at Beginning of Financial Year $90,457,854  
Accumulated Funds at End of Financial Year $93,782,567
Budget For 2002

INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Commonwealth Government Grants (including HECS)</td>
<td>$52,668,082</td>
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<td>State Government Grants</td>
<td>$250,000</td>
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<tr>
<td>Other Research Grants and Contracts</td>
<td>$4,645,307</td>
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<td>Donations and Bequests</td>
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<td>Investment Income</td>
<td>$1,500,000</td>
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<td>Student Fees and Charges Income</td>
<td>$8,169,597</td>
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<tr>
<td>Other Income</td>
<td>$3,894,970</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>$71,127,956</strong></td>
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EXPENDITURE

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<tr>
<th>Description</th>
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<tr>
<td>Academic Activity</td>
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<td>Library</td>
<td>$4,008,925</td>
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<td>Other Academic Support</td>
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<td>Student Support Services</td>
<td>$3,356,810</td>
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<td>Public Services</td>
<td>$114,000</td>
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<td>Buildings and Grounds</td>
<td>$3,583,205</td>
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<td>Administration and Institutional Overheads</td>
<td>$12,137,064</td>
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<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>$71,127,956</strong></td>
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Electronic Access:
Detailed information about the University’s activities may be accessed via the internet on its web page (www.scu.edu.au) at any time.

University Campuses:
Contact can be made between 9:00 am and 5:00 pm (public holidays excepted) at the following campuses:

LISMORE
Military Road
East Lismore NSW 2480
(Postal Address: PO Box 157
Lismore, NSW, 2480)
Telephone: (02) 6620 3000
Facsimile: (02) 6622 1300
Email: stuadmin@scu.edu.au

COFFS HARBOUR
Hogbin Drive
Coffs Harbour NSW 2457
Telephone: (02) 6659 3777
Facsimile: (02) 6659 3051
Email: sservice@scu.edu.au

PORT MACQUARIE
140 Horton Street
Port Macquarie NSW 2444
(Postal Address: PO Box 858, Port Macquarie, NSW, 2444)
Telephone: (02) 6588 3000
Facsimile: (02) 6584 1627
Email: portmacadmin@scu.edu.au

GOLD COAST
Coolangatta
Postal Address: PO Box 113
Coolangatta QLD 4225
Telephone: (07) 5599 5011
Facsimile: (07) 5599 5014
Email: goldcoastadmin@scu.edu.au

Tweed
Shop 9, The Plaza, Main Street, Murwillumbah
Postal Address: PO Box 1281
Murwillumbah NSW 2484
Telephone: (02) 6672 5609
Facsimile: (02) 6672 5970
Email: murbahadmin@scu.edu.au

Clarence Valley
128 Pound Street, Grafton
Postal Address: PO Box 662
Grafton NSW 2460
Telephone: (02) 6643 2380
Facsimile: (02) 6643 2382
Email: graftonadmin@scu.edu.au

SYDNEY
The Hotel School
99 Macquarie Street,
Sydney NSW 2000
Telephone: (02) 9241 2674
Facsimile: (02) 9240 1338
Email: amenard@scu.edu.au