Country Universities Centre
SOUTHERN SHOALHAVEN



2025-2026

ANNUAL REPORT

COUNTRY UNIVERSITIES CENTRE SOUTHERN SHOALHAVEN



Yaradban to soar/fly over
by Murramarang Yuin Artist Leanne Brook, 2021

bundjanj dharanj bagandha murramarang yuwinjnggul
We remember we stand on Murramarang Yuin Country

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Who We Are

The Country Universities Centre (CUC) network began with the establishment of the Cooma Universities Centre in 2013, created to offer enhanced, supported higher education opportunities in the regional town of Cooma, home to around 7,000 people.

CUC Southern Shoalhaven opened in late 2021. We are part of a network of 28 CUC Centres, supported by CUC Central. The strength of this network lies in sharing best practice, innovative ideas, systems, and processes that would be beyond the capacity of any individual Centre. This enables network-wide learning and outreach while preserving the place-based focus of each center to responds to the needs of individual communities. The network of CUCs across the country has supported over 13,000 students since the first Centre in Cooma was established.

Our Centre in Ulladulla is a FREE community run study hub for tertiary education students in the Southern Shoalhaven.

We are a Not-For Profit organisation, empowering locals to reach their potential through education. We broaden access to education by providing a space for a connected learning community to thrive in Ulladulla and surrounds.

Regional and rural communities deserve quality opportunities to pursue their education dreams without having to leave home for study. Our mission is to provide regional people with the space and tools to study their chosen field and continue to live locally. This creates a better future for them and for our whole community!

Our dedicated learning and study space in Ulladulla is designed to help local students feel they belong, and can thrive. Our students have access to high-speed Internet, quiet study spaces, dedicated academic support and the opportunity to build a network of like-minded fellow students.

OUR VISION - A vibrant place of learning

where people of the Southern Shoalhaven access tertiary education to enable lifelong learning that expands knowledge, changes lives and builds community

OUR PURPOSE - Bringing degrees closer

Empowering local people and communities to succeed in education and realise their dreams

OUR GOALS

The four goals we will pursue:
Belong, Illuminate, Connect, Grow



OUR CORE VALUES

Empowerment

We exist to empower local people to reach their full potential

Connection

We continually seek opportunities to nurture relationships & collaboration

Equity

We break down barriers to education, providing fair and just opportunities for our community

Respect

We lead with compassion and integrity, considering all perspectives with empathy and understanding

Belonging

We create space where people feel safe and welcome





"With reliable internet, widescreen monitors and dedicated exam spaces, CUCSS meets all my technology needs.

But more importantly, I've formed wonderful friendships with fellow students and staff at the Centre who are always there for moral support and help me feel connected to our student community."

Rachel Jim
Bachelor of Psychological Science
Federation University Australia



"When I first started this journey I was absolutely terrified at what others would think because of my age but it has been a real God-sent experience. Brendan and Melanie have been my life line through this course."

Judi Devantier (middle)
Diploma of Ageing Studies and Services
University of Tasmania

Chair's Message

As Chair, I am privileged to report a successful year of strategic and operational growth and increasing community impact.

The Centre, throughout this year, has continued to demonstrate the transformative power of local education. Guided by the values of Belong, Illuminate, Connect and Grow, it continues to enable people to pursue tertiary study locally, without the need to relocate. By improving regional access to higher education, CUCSS builds local skills, strengthens workforce capability and supports long-term community development.

Reflecting the diversity of the Southern Shoalhaven region, the centre welcomes students of diverse ages, ethnicities, genders and backgrounds, and it is inspirational for the board to see them prosper and succeed in their studies. Staff and board are comitted to providing a supportive and connected learning environment with strong governance, dedicated staff, modern facilities and advanced technologies supporting a wide range of study modes and disciplines, assisting learners from undergraduate to postgraduate levels. In June we celebrated the registration of our 500th student since opening.

Our strategic framework provides clear direction and identifies the actions needed to achieve our goals. The progress in this report reflects the commitment of the Board and management to delivering strong outcomes, sustaining the organisation and maintaining best-practice governance and management.

Ongoing financial support from the Federal and State Governments continues to sustain CUCSS. Our sustainability is also strengthened by The HIVE, our social enterprise and community hub, which provides professional meeting and office spaces for hire while fostering local connection and collaboration.

CUCSS sits within a vast national network of Regional University Study Hubs and within a tertiary landscape that is seeing change with the establishment of the Australian Tertiary Education Commission. We have worked in collaboration with the sector to gain an ongoing understanding of the significance of the changes and used our experience and advice to inform local and national perspectives. We work closely with CUC Central, our affiliated body, and appreciate the critical level of operational and advocacy support the organisation provides. Our expert input is part of the collaborative collective of the regional university study hubs network and



Libby Davies AM

model, informing the network's operational integrity, viability and success.

We thank our academic and community partners for their strong support. Their engagement is critical to the Centre and student success. Our deep appreciation also to the Murray family who, in memory of their son Hugo, fund student scholarships and the Free Lunch Monday program thus assisting students to pursue their studies and build connections.

The Centre's growth and success reflect the contributions of many people. Our special thanks to the inaugural Centre Manager Adam Gowen, who left the role in December 2025, for his pivotal role in establishing CUCSS.

In January, a rigorous recruitment process led to Dr Erika Schwarze accepting our offer of employment. She commenced as Centre Manager in March 2026 and her leadership continues to strengthen CUCSS' journey as a Centre of Excellence.

In acknowledging the success of the Centre and its growth to date, I pay tribute to the outstanding and inspirational work of the staff team, and to the hardworking, focused student body who are the essence of who we are as a regional university study hub. Their actions, experiences, stories and successes inspire and positively influence this best practice regional educational model to deliver dividends to our region and community.

My sincere thanks to the Board whose expert and considered input, emanating from a depth of composite skills and knowledge, provides competent governance, with risks effectively managed, and legal/regulatory obligations understood and met. Our team's collective strengths drive the Centre's success. We are well placed to meet challenges and change with sound analysis, collaborative deliberation, effective planning and action.

Centre Manager's Report

This year marked several milestones in the journey of CUC Southern Shoalhaven.

From the many successes of our students, to the positive evaluation of the MyStrengths program, the warmth of our first ever Celebration of Student Success and the record-breaking student registrations in Semester 1 2026: The Centre has demonstrated in numbers, stories and relationships what's possible when a community commits to keeping tertiary education local.

When I commenced in my role in March 2026, I stepped into a remarkeable organisation with a staff team deeply committed to the Centre and its students, a Board competently guiding the realization of a vision, and a community of partners who believe in what we are building. This report reflects the achievements of the year and the ongoing momentum we continue to build for and with our students.

This report outlines our progress towards the four goals set out in the Centre's Strategic Plan: Belong, Illuminate, Connect and Grow.

We couldn't do this work as effectively without being part of the broader CUC network. As Centre Manager, I am operationally supported by the combined wisdom, insights and innovative power of a network of 28 Country University Centres operating in 40 communities nationally. As the network hub, CUC Central supports us with access to shared systems, training, and advocacy well beyond what an individual Centre could achieve. We also benefit and contribute to the pool of knowledge generated by the broader group of non-CUC study hubs. Combined, this support translates back into stronger practice locally.



Dr. Erika Schwarze

We are continuing to build our engagement with local industry and services to support our students' pathways into local jobs, and work with broader Shoalhaven initiatives to retain and attracting critical workers to our region. As the tertiary education environment is undergoing significant changes, we continue to ensure that the voices and needs of our current and future students are heard, understood and supported.

Acknowledgements
Our achievements reflect continued Australian and NSW Government support, our enduring affiliation with CUC Central, our dedicated university and community partnerships, and exceptional board and staff expertise and commitment.

We are particularly grateful to the Murray Family whose Hugo Murray Scholarship has had measurable impact on our students, and to Bendigo Bank for facilitating receipt of this grant.

Thank you also to those organisations whose generous sponsorship supported the 2025 Celebration of Succes: Elders Insurance, Tailor-Made Financial Services, i.t.basecamp and the Australian and NSW governments.
With strong partnerships, dedicated Board and staff, and continued government and community support, we're well positioned to meet evolving community needs and being a critical contributor to the economic and social development of our region.

Meeting our Strategic Goals

Belong — Students feel at home at CUCSS

Support and care for our students sits at the heart of everything we do. This year was enriched by two initiatives funded by the Murray family in memory of their son Hugo, that have contributed to student success and student connection.

Under the the Hugo Murray Scholarship Fund, five scholarships provided financial support to students facing financial hardship, removing barriers that might otherwise have impacted their study journey. And Free Meal Mondays - weekly meals at the Centre brought students together around a shared table every Monday. More than 200 students have already participated in the latter initiative, strengthening something that cannot be measured in data alone - a sense of community, of being seen and heard, and of belonging to something beyond a computer screen.

Monthly student workshops on topics ranging from mental health and wellbeing to study skills and time management, AI use and more, strengthened the support environment that makes CUCSS genuinely different from studying alone at home.







Connect — CUCSS is embedded in its community

The launch of the Reconciliation Action Plan, (Innovate level) and the signing of the Memorandum of Understanding with Business Milton Ulladulla were important milestones in strengthening our community relations. They reflect a commitment to supporting the diversity of students and our local community. We also worked closely with government representatives, health and community services, schools, employment organisations, and local industry. We participated in community events, hosted the events of community partners at the Centre, and continued to build the network of relationships that makes CUCSS a trusted partner within the social fabric of the Southern Shoalhaven region.

Illuminate — Pathways to university are visible and achievable

Our first ever Celebration of Student Success in December 2025 was a landmark event. Students, families, staff, supporters, and community leaders gathered at the Ulladulla Civic Centre to recognise the extraordinary achievement of students studying locally and succeeding. For many of our students, 51% of whom are the first in their family to attend university, the afternoon represented much more than a certificate - for many, it signified achievement of a life-long dream of a university degree, and the start of the next stage in their careers. Most of our new graduates have since found, or are continuing to work, locally, many in key areas of our community, such as health, education and social services. Their ongoing and future contribution to the local community and economy is what this Centre is all about.

Our second MyStrengths Program, funded by the Federal Government's 'Widening Participation' Program and delivered in partnership with University of Canberra and the Australian National University, was completed in December 2025. The program aimed to build tertiary education aspiration in young people in the middle years of high school. The program's evaluation testified to it's success, demonstrating that it was able to open conversations about further study among young people who might never have considered a university pathway otherwise. Renewal of funding in 2026/27 is recognition that the unique approach developed by the Centre for this program is working.



Grow — CUCSS is sustainable and expanding its impact

Student numbers tell a powerful story: Semester 1, 2026 recorded the highest number of student registrations in any single semester with 193 students, and in June we celebrated the registration of our 500th student since opening. Health, education, and social services subjects remain the dominant fields of study, subjects that directly address critical workforce shortages that our region is facing. Other areas of study include management and commerce, engineering and technology, and more.

The Centre's financial position remains strong. It is supported by effective stewardship and additional revenue generated through successful grant application, and income generated from our social enterprise, The Hive, which offers flexible workspaces for locals.

2025/2026 Snapshot

Registering our 500th student since opening in 2021 reflects five years of quiet, determined work to make higher education genuinely accessible in the Southern Shoalhaven. Growing student numbers year on year reflect the growing awareness of the Centre within the community, with 193 students in Semester 1 being the strongest semester yet.

Our Students

20+ Different areas of study

40+ Higher Education Providers

Top Areas of Study



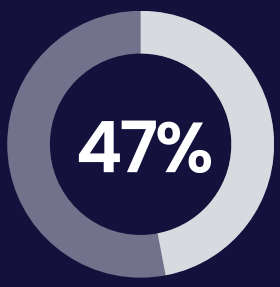
33% Health



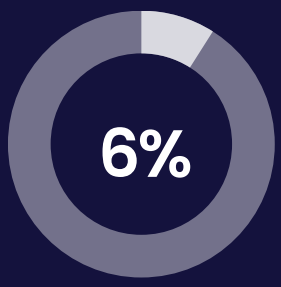
23% Education



22% Society & Culture (Psychology, community services, counselling, Law)



47% are the first in their family to study



6% of students identify as Indigenous



57% study full time

43% study part time



74% female

26% male







Student Services

Learnings Skills Adviser Dr Brendan Riddick's LSA sessions have continued to increase over the last 12 months. More students are booking appointments and it is increasingly common for students to book regular, often weekly sessions. Most students book an in-person session, but online sessions are also available, ensuring that students who cannot physically attend the centre on Tuesdays or Wednesdays have access to academic support. In addition to one-to-one appointments, we have conducted regular group sessions centred around academic skillsets such as:

- Preparing for Exams
- Essay Writing
- Settling into Study
- Dealing with Exam Stress

The overall profile and visibility of the LSA services at the centre has continued to grow over the past 12 months and we anticipate this trend to continue.

Exam Invigilation Service
In response to growing demand from universities and education providers across Australia, the Centre has established an exam invigilation service.

During each examination period, we now invigilate approximately 7–8 exams, providing students with a professional, secure and accessible local environment to complete their assessments.

This service removes the need for students to travel outside the region for supervised examinations and further strengthens the Centre's role as a practical support for students throughout their entire study journey.

Student Experience Survey

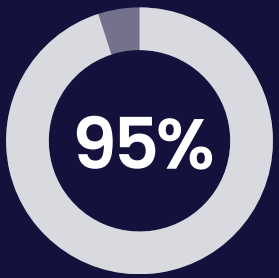
In 2026, our students participated in a student experience survey conducted across the CUC network. Response for our centre was overwhelmingly positive.

"Dedicated study areas & Internet"

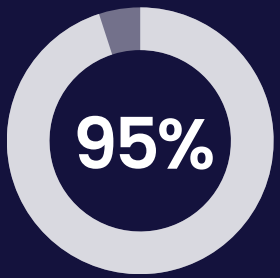
were the leading reasons students attended the Centre.

"I have felt very supported. I have found the support of the academic advisor invaluable to help me get organised, and be successful and confident."

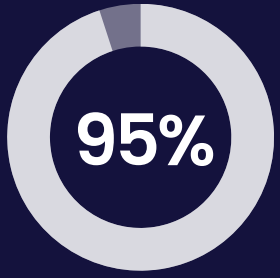
"I've formed wonderful friendships with fellow students and staff at the Centre who are always there for moral support and help me feel connected to our student community. "



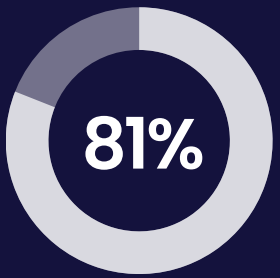
of students felt safe and welcomed at CUC Southern Shoalhaven



said the CUC helps improve their academic performance



said the presence of a CUC makes it easier for me to stay, study or work in my community



said the presence of a CUC contributed to their wellbeing

Student Engagement

Supporting students is at the core of our mission. We offer events that enhance students' learning experiences and encourage a sense of belonging. Our facilities are designed to encourage students to engage with each other and the Centre.

Mental Health and meditation workshop



Academic Skills workshops with Dr Brendan Riddick, our Learning Skills Advisor



Mentoring opportunities provide paid work and new friendships





Inviting common spaces and functional facilities



Free Meal Monday every week to facilitate connection

Dedicated open week to welcome new students



Celebrating Our Graduates



"I've just finished a 12-month General Practice rotation at Ulladulla Medical Centre- I absolutely loved it and can't wait to go back one day "
University of Wollongong Medicine Graduate, Tayla Hanak



Brianna Laird was accepted into a mathematics PHD and is continuing her studies in the Centre, while also working as a Univesity Student Mentor with local high school students.



Recent graduates Jessica Finlay-Jones and Andreas Hopf ran a student workshop at the Centre about "Demystifying AI".



Trish Laraghy gained a teaching position at Ulladulla primary school immediately after graduating



"The CUC gives me a nice space that is calm and available when I need it.

Without it, I would have to find quiet time at home which is almost impossible with two young children!"

Jarrah Gilmour

2025 Graduate
Bachelor of Spatial Science (Honours)
University of Southern Queensland

2026 Current Student
Surveying Registration
Board of Surveying & Spatial Information



"In 2022... I realised I wanted to learn more about Cyber Security.

So, I enrolled in a Degree at Deakin University where I could study remotely and use the facilities at The Country Universities Centre here in town."

Brianna Laird

2025 Graduate
Bachelor of Cyber Security (Honours)
Deakin University

2026 Current Student
Phd in Maths and Engineering
Deakin University

Government Support

Essential to the success of the CUC has been the support of our partners, including the Australian Government, NSW Government, university partners, local government and community partners.

The Australian Government

Since 2018, the Australian Government has invested over $210 million into the Regional University Study Hubs Program to establish and operate hubs, provide Commonwealth Supported Places (CSPs), as well as provide network support, research and evaluation of the program. The CUCSS is a successful recipient of the Commonwealth's program and gratefully acknowledges the support received to date.

State Government

The NSW Government has supported the expansion and operational funding of in-scope CUCs, including CUCSS. The CUCSS is proud to contribute to the NSW Government's Higher Education Strategy objectives of increasing access to and participation in tertiary education, particularly in regional areas, as we support locals pursue their tertiary education from the community they call home.



Grants and Donations

In 2026 we received a financial gift from the Murray family in loving memory of their son Hugo, a CUCSS student.

From this generous donation we were able to establish a scholarship and a weekly free meal program at our centre.

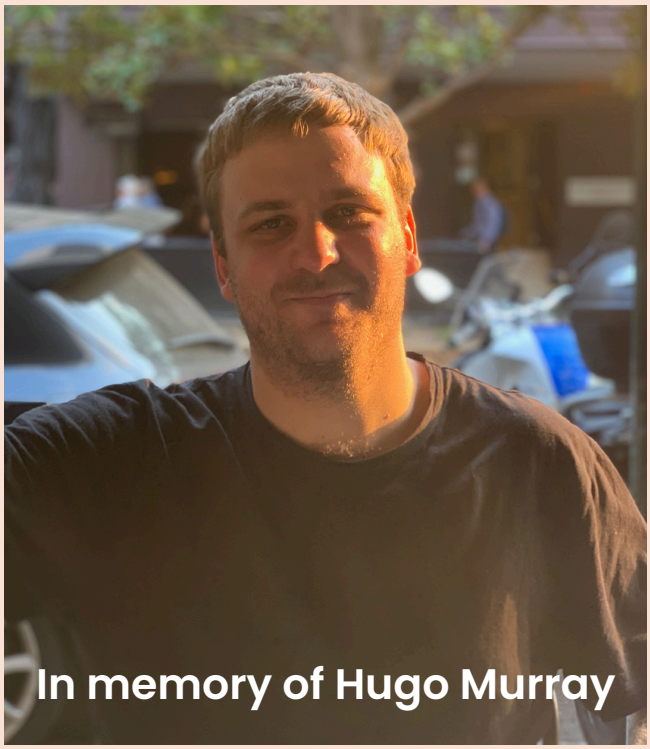
The scholarships support mature age students (25 years and older) to advance their studies and reach their educational potential.

For the 2026 academic year, five scholarships of $4,000 were awarded to eligible students registered with the Centre.

Our thanks also to South Coast & Milton Community (Bendigo) Bank for their assistance in the administration of the Murray Family Donation.

The Murray family's sponsorship of Free Meal Monday has been instrumental in bringing together students on a regular basis, creating a lively and supportive student community and allowing students to find their cohorts.





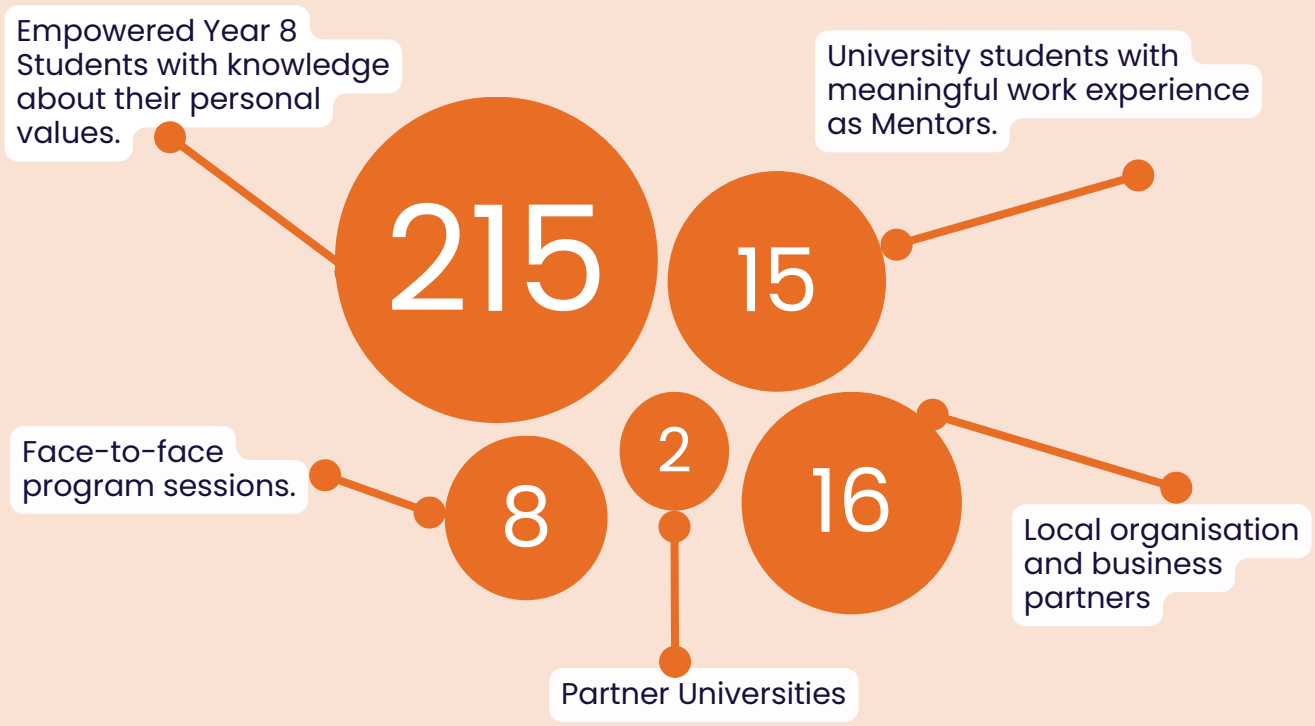
In memory of Hugo Murray

Hugo was a social work student here at CUCSS and is remembered for his kindness, warm and gentle consideration of others, and depth of thought.

MyStrengths Program

MyStrengths, CUCSS's widening participation program, launched in partnership with Ulladulla High School in 2024. The program empowers Year 8 students with knowledge about their personal values through sharing stories and building relationships with local people from our community, well supported by project manager Carly McTavish.

The 2025–26 Program in Numbers:



The Outcomes

25% → 43.2%

The proportion of students who agreed they are confident about their own values rose from 25% before the program to 43.2% following it.

1 in 2

1 in 2 students left the MyStrengths Program more aware of employment and study pathways.

25% → 36.4%

The proportion of students who agreed with the statement "we talk about uni or study options at home" increased from 25% before the program to 36.4% after it.

100%

100% of our community partners "strongly agreed" that their expectations were exceeded and they would be interested in being part of the program into the future.







Working as a Uni Student Mentor with CUCSS gave me the invaluable opportunity to gain hands-on experience with Year 8 students while studying to become a high school teacher, and to give something back to my local community along the way.

Through the program, I built genuine connections with the teachers and students at Ulladulla High School, which helped me feel more confident and prepared when I later commenced my teaching prac.

It strengthened my resume and my confidence, but most importantly, it helped me see myself as a teacher and feel like I already had a place in the local school community.

Riss Lassair, Masters of Teaching student and MyStrengths student mentor







MyStrengths via Eastern Australian Regional University Centre Partnership (EARUCP), is funded through the Regional Partnership's Project Pool Program (RPPPP), an initiative of the Australian Government Department of Education. EARUCP is co-led by UTS and CUC Central, in partnership with Universities and Regional University Centres across Queensland, Victoria, ACT and New South Wales. EARUCP values meaningful, sustainable partnerships and reciprocal knowledge exchange between Regional University Centres, Universities and regional and remote communities.

UNIVERSITY OF CANBERRA

Thank you to our university partners for their support of the *MyStrengths* Program.

Australian National University

Parents Night 2026

Research shows that parental education levels can be even more influential than economic factors in shaping a young person's tertiary education aspirations. (Facchin, 2024). Parents are among the most powerful influences on a young person's decision to pursue university study (Fray et al., 2019).

In partnership with Ulladulla High School, CUCSS hosted our 2026 Parents Night in June, attended by 19 parents, 6 students, 14 UHS and CUCSS staff, 5 community representatives, and 20 university representatives.

The event gave families practical information about university entry requirements, degree options, and the application process. Representatives from the University of Wollongong, the University of Canberra, the Australian National University, Macquarie University, the Australian Catholic University, Open Universities Australia, TAFE NSW, and the Australian Defence Force contributed to the event. Parents also received information on financial support such as HELP loans, Centrelink assistance, and scholarships including the Shoalhaven Education Fund and the Snow Scholarship.







Feedback reflected the value of this direct, personal engagement, including with students who engaged proactively with their future study options for the first time, and supporting parents who had not attended university themselves.

Events such as Parents night help fostering a sense of welcome and belonging within a university-like environment. By encouraging parents themselves to consider study and by equipping them with information to guide their children's pathway, the Centre helps dismantle barriers to tertiary education and contributes to greater educational equity.

Community Engagement

Through our strategic goal of 'Connect' we broaden our profile within the community and meet our local community where they are at.

Updated signage on our street facing windows



Stall at the 'Sow Good' community festival



Naidoc Week Stall



Dhurga Language Workshop for National Reconciliation Week





A new information flyer created and delivered to the Library, Services Australia & Community Resource Centre



Ulladulla High Schoool Careers Showcase



Founding member of the 'Youth Collective' alongside other local organisations



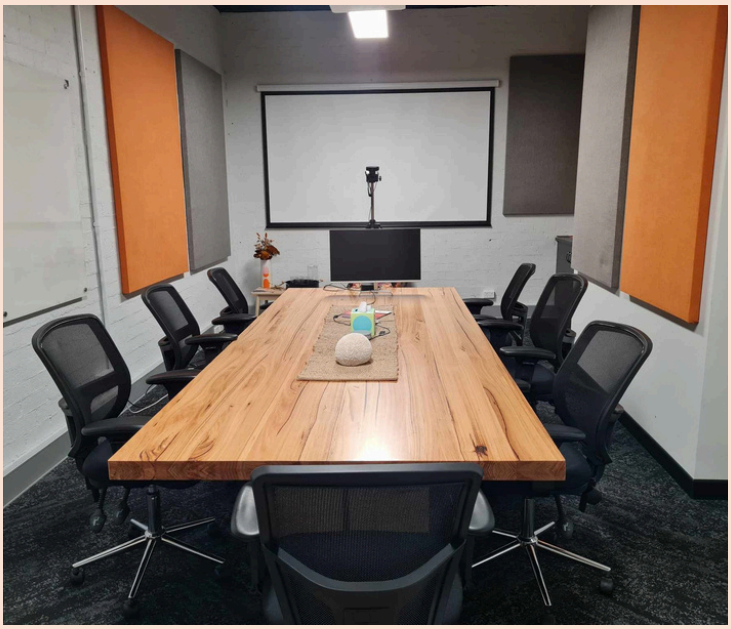
Interviewed on the Youth Local Podcast

Our Social Enterprise

The Hive continues to grow as a flexible workspace and as an important part of our Centre's broader community.







In the 2025/26 financial year, The Hive generated income through 671 bookings, supporting the Centre's financial sustainability while creating opportunities for connection within our local community.

Over the year, we welcomed 78 client organisations, including regular Hive clients Headspace and Just First Aid and a growing community of CUC alumni and professionals who have chosen to work remotely from the region rather than from larger cities. These clients bring a diverse range of experiences, skills, and professional journeys into the Centre, creating opportunities to share knowledge and information with our current students.

The Hive is becoming increasingly woven into the life of the Centre. Our clients participate in community events, connect with students, and contribute to the wider local community. This creates a valuable two-way relationship — providing our clients with a welcoming, professional workspace while exposing our students to a broader network of professionals, career pathways and lived experiences.

The income generated through The Hive provides an important contribution to the ongoing sustainability of the Centre alongside government funding, while its growing community of users strengthens the Centre's role as a connected, collaborative and welcoming space for the Southern Shoalhaven.

BSP Advisory
Chartered Accountants • Business Advisory

BSP Advisory Group Pty Ltd
Established 1967
ABN 93 001 950 625

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Auditor's Report

CUC SOUTHERNSHOALHAVEN LTD

For the year ended30 June 2026

Opinion

We have audited the accompanying financial report, being a special purpose financial report, of CUC SOUTHERN SHOALHAVE N LTD (the company), which comprises the assets and liabilities statement as at 30 June 2026, the income and expenditure statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certification by directors.

In our opinion, the accompanying financial report of CUC SOUTHERN SHOALHAVEN LTD, is in accordance with *Division 60 of the Australian Charities and Not for profits Commission Act 2012;* including:

(i) Giving a true and fair view of the registered entity's financial position as at 30 June 2026 and of its financial performance for the year then ended:

(ii) Comply with Australian Accounting Standards to the extent descried in Note 1 and *Division 60 of the Australian Charities and Not - for Profit Commission regulation 2013.*

Basis For Opinion

We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial report, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Director's Responsibility for the Financial Report

The Board of Directors of CUC SOUTHERN SHOALHAVEN LTD are responsible for the preparation and fair presentation of the financial report, and have determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the ACNC Act and the Company's constitution. The directors' responsibility also includes such internal control as the board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.



John Nevin
Office 1, 134 Princes Highway, Ulladulla, NSW, 2539
Dated: 15/09/2026

Liability limited by a scheme approved under Professional Standards Legislation.
Any advice given is taxation advice only and is not and should not be taken as financial or legal advice.
If you require these services, we would be pleased to put you in contact with the relevant professional.

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