



Charles Darwin University

Annual Report

2020 year in review

The Hon Lauren Moss MLA
Northern Territory Minister for Education

Dear Minister

I have the Honour to present to you for tabling in the Northern Territory Parliament the Annual Report of the Council of Charles Darwin University for the year ended 31 December 2020, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.



The Hon Paul Henderson AO
Chancellor
30 June 2021

The Charles Darwin University (CDU) Annual Report 2020 is produced in two volumes. Volume 1, "2020 in review", contains statutory reports. Volume 2, "2020 financial statements", contains the financial statements of CDU and its related entities.

CDU Annual Reports and Financial Statements can be found at
W: cdu.edu.au/media-communications/publications

Produced by Marketing, Media and Communications
Design by Floodlight Creative
Printed by UniPrint, CDU

© Charles Darwin University 2021

ISBN 978-0-646-97017-2
CRICOS Provider No. 00300K (NT/VIC)
03286A (NSW)
RTO Provider No. 0373
ABN 54 093 513 649

Contact: Media@cdu.edu.au
+61 8 8946 7798

Cover: Robyn Bennett used the uncertainty of COVID-19 to upskill with a CDU online postgraduate qualification.

Charles Darwin University acknowledges the traditional custodians across the lands on which we live and work, and we pay our respects to Elders past and present and emerging.

Contents

From the Vice-Chancellor and Presidents	01
2020 in review	02
Responding to COVID-19	07
KPIs	11
2020 Key Statistics	13
The Organisation	23
Our strategic plan - Connect Discover Grow	
Our structure	
Corporate governance	
Council members	
Principal Officers	
Awards and Achievements	30
Outstanding students, staff and alumni	
CDU Alumni Awards	
Review of activities	32
A provider of transformative skills and learning	
Globally recognised for Indigenous leadership	
Critically engaged in our region	
A truly international university	
A successful research-intensive university	
Summary of financial information	51
Honorary awards roll	57
Glossary	59
Our campuses and centres	60

From the Vice-Chancellor and Presidents

On 7 September, I announced my intention to step down as Vice-Chancellor and President from 31 December 2020. I want to acknowledge the considerable privilege I have felt in leading this University over the past seven years.

We have weathered unprecedented regulatory change and undertaken significant operational and structural change to position this University for the future.

There are so many deliverables to be proud of, and with the positive operating result for 2020, a pilot of international students returned to Darwin, research grant outcomes of considerable success, and the budget back in the black for 2021, I believe that CDU is better positioned than any other university in Australia for a successful 2021.

Thank you for the opportunity to serve this unique and very important institution.



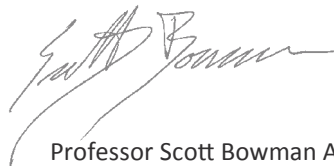
Professor Simon Maddocks

As CDU's new Vice-Chancellor and President, I would like to start by acknowledging and thanking Professor Simon Maddocks.

I know that CDU has undergone significant change in 2020, and there is work to be done to enhance our reputation as one of the leading dual-sector universities in the country. I'm looking forward to rolling up my sleeves and leading a period where we can build on 30 years of pioneering Territory spirit.

Together, we will remain unwavering in our mission of delivering education and training to students irrespective of their circumstances, and we will undertake significant research which has real-world impact.

CDU is one of Australia's most unique and important universities. I am excited to be working together with our students, staff and community to make it the most successful.



Professor Scott Bowman AO

2020 in review

Through innovation, resourcefulness, and collaboration Charles Darwin University transforms to become stronger and more resilient.

2020 was an unprecedented year. COVID-19 created many challenges for our University and our community. We wish to acknowledge our staff, students, the CDU Foundation and others in the CDU community who responded to this uncertainty with dedication and a steadfast desire to deliver positive outcomes for our students.

Transforming our University to balance, unify, grow

On 29 September, a number of change proposals were released. These were designed to balance the budget, unify and align CDU, and position the University as a sustainable provider of transformative skills and learning.

Major change programs

Vocational Education and Training and Higher Education Alliance

The significant Vocational Education and Training (VET) and Higher Education (HE) Alliance program of work commenced in early 2020 with College Deans, VET Team Leaders and VET Heads of Schools working through compliance, curriculum, pathways and streamlining operations.

In June, the Executive Leadership Group (ELG) approved a change of reporting lines for the VET Heads of Schools. Where previously the Heads of School reported to the Pro Vice-Chancellor (PVC) VET, this reporting line changed to College Deans, without changes to the structure of the Schools.

In September, CDU sought feedback on a change proposal to unify Vocational Education and Training and Higher Education, to provide \$10 million in savings through financial efficiencies and to provide better pathways for more VET students.

The alliance resulted in the discontinuation of 19 (out of 199)

VET courses, some of which had no current enrolments. There was a net reduction of 58 positions.

Student Engagement and Success

In the past, accountability for managing student engagement and success was devolved to different teams across the University, with varying practice across VET and HE, international and domestic, and future and current students. Teams were not guided by a consolidated strategy to ensure that services supported the University's growth or enabled academic innovation.

The Student Engagement and Success Change Plan combined responsibilities for key services to create a dual-sector Student Engagement and Success (SES) team with a mandate spanning all of CDU.

Education Strategy

The advancement of the knowledge and practices of higher, vocational and digital education required the Education Strategy portfolio to review its structure and capability.

Two directorates were established: Educational Quality and Excellence, which will allow CDU to maintain quality practices, systems and processes that comply with the relevant national and international educational standards and support continuous improvement, innovation and excellence.

The second was a digital learning design and architecture directorate, which provides leadership, advice, support and training on innovative practice design for digital learning activities and other relevant

pedagogical considerations such as curriculum, assessment and work-based learning in both HE and VET.

College of Education (COE)/College Indigenous Futures, Arts and Society (CIFAS)

These Colleges were merged to facilitate operational efficiencies and to support CDU's goal to be the premier place for teacher education, social science and humanities in the NT and regional and rural Australia across both VET and HE.

Workforce Planning

Commencing the end of August, a voluntary redundancy program was opened for eight weeks for staff expressions of interest. In total, 41 voluntary redundancies were processed.

Higher Education

TEQSA Re Registration

In February, CDU received notice of a seven-year renewal of registration from the Tertiary Education Quality and Standards Agency (TEQSA). This included a single condition: the provision of a comprehensive framework for reporting and evidence of systems and processes to monitor and ensure compliance. The reporting framework is due by 30 June 2021 with evidence of reporting required by 30 September 2021.

Higher Education Reform

In June, the Hon Dan Tehan, then Federal Minister for Education, announced a range of education-focused reforms called the Job-Ready Graduates

Package, which aimed to reform the base funding for Australian domestic students at public universities. The most significant of the reforms involve the restructuring of government funding rates and student fees to align to disciplines where government forecasts there will be future workforce demand. The package is designed to create up to 30,000 new university places and 50,000 new short course places by 2021 and will provide additional support for students in regional and remote Australia.

In 2020, CDU was able to rapidly respond to COVID-19 by releasing 15 HE short courses released under the Australian Government's Higher Education Relief package.

Vocational Education and Training

VET Reform

In July, the Government announced a new \$1 billion Job Trainer program to manage a predicted increase in demand for training nationally. The package will provide up to 340,700 more training places, to be jointly funded with \$500 million from the Federal Government and \$500 million from State and Territory Governments.

RTO Roundtable

In July, CDU participated in a Productivity Commission Registered Training Organisations (RTO) Stakeholder Roundtable as part of the Commission's consultation program following the release of its interim report on the National Agreement for Skills and Workforce Development Review. The Roundtable discussed issues relevant to operating as an RTO, including, among other things, access to and size of subsidies, price regulation, quality regulation and the compliance burden.

Research

Freedom of Speech

CDU updated its Freedom of Speech and Academic Freedom policy in December. All Australian universities (including CDU) agreed to implement the key elements of the French Model Code for Freedom of Speech and Academic Freedom in Australian Higher Education Providers. Academic freedom is a defining value and characteristic of universities and freedom of speech of staff, students and visitors is of paramount value. The Model Code sought to protect and strengthen freedom of speech and academic freedom within the higher education sector through the adoption of umbrella principles embedded in a code of practice for each institution.

Campuses

Education and Community Precinct

The \$250 million Education and Community Precinct is a key part of the Darwin City Deal, bringing together the Australian and Northern Territory Governments, City of Darwin and Charles Darwin University to achieve a shared vision for Darwin's Central Business District.

In July, the Federal Minister for Resources, Water and Northern Australia, the Hon Keith Pitt, announced in Darwin that the Northern Australia Infrastructure Facility (NAIF) will provide CDU with a \$151 million concessional loan. Of this, \$126 million will be used to construct the Education and Community Precinct in Darwin's CBD which will provide for an iconic new CDU Darwin City campus. The loan, together with a \$97 million Australian Government grant through the Darwin City Deal, provides the funding required for the Education and Community Precinct to proceed as scheduled.

The remainder, \$25 million will contribute towards capital redevelopment on the Casuarina Campus.

The CDU Darwin City Campus will accommodate Northern Territory and CDU libraries, extensive teaching and learning spaces, office space, recreational spaces for students, an art gallery and event spaces. The campus will also accommodate a café and pop-up food and beverage outlets in the external forecourt.

In October, excavation commenced on a 73-metre-wide and 71-metre-long hole to a depth of seven metres to accommodate a two-level basement car park.

Once complete in early 2024, the campus will house CDU's Asia Pacific College of Business and Law, the College of Indigenous Futures, Arts and Society, IT teaching and the University's International College.

Master Planning

Work to ensure the strategic use of CDU's Top End campuses continued throughout 2020. A Master Planning process for the Casuarina, Palmerston and Darwin Waterfront campuses was conducted, including the collation of community and stakeholder feedback.

People and Operations

Senior Appointments

Professor Reuben Bolt was appointed to the position of Pro Vice-Chancellor Indigenous Leadership. Professor Bolt is an experienced lecturer with deep research experience with Indigenous communities and has almost ten years' experience in management and leadership.

Professor Mike Wilson joined CDU in October 2020 in the role of Provost. Professor Wilson is an experienced university leader with significant international experience and a distinguished academic career.

Associate Professor Noordin Shehabuddeen commenced as the new Pro Vice-Chancellor Vocational Education and Training (VET). Associate Professor Shehabuddeen is internationally experienced in transforming industry engagement portfolios across both Higher and Vocational education sectors.

Information and Technology

A key recommendation of the *Future State of CDU's Information Systems Strategy* was the procurement of an integration platform. This was successfully procured and deployed in 2020. The platform facilitates an integration for the new Student Placement System, and makes identity information available to systems capable of leveraging Application Programming Interfaces (APIs).

CDU continued to expand its cybersecurity capabilities through a work program, including partnering with Federal agencies such as the Australian Cyber Security Centre (ACSC) and national services providers such as AARNet for reduced cost of accessing complex technologies.

Rankings and Awards

Social Impact Rankings

CDU has been ranked 99 out of 766 globally ranked universities from 85 countries by the Times Higher Education global social and economic impact rankings, based on the United Nations sustainable development goals. This outstanding result recognises that CDU's research and teaching makes a major contribution to the economy, society, environment and culture we operate in. CDU was ranked 27th in Quality Teaching, 24th in Gender Equality, and in the top 100 for research outputs and activity in the UN areas of Life Below Water, Life on

Land, Reduced Inequities and Good Health and Wellbeing.

A top two university for jobs and starting salaries

CDU has performed strongly in the latest Good Universities Guide with five-star rankings in the undergraduate Full-Time Employment and Median Salary categories (both ranked second in Australia).

Awards

In July, CDU was announced the winner of the 2020 Blackboard Hall of Fame Award for *Providing Thought Leadership and Innovation in Education*. CDU was one of seven clients worldwide selected for this award and the only Blackboard client in the Asia-Pacific region. The award recognises high-performing and exceptional client partners of Blackboard, CDU's online learning management system.

CDU was also selected as a finalist in the Australian Financial Review Higher Education Awards for our response to students affected by the COVID-19 pandemic.

Partnerships

CDU / Northern Territory Government Partnership

In June, a new CDU / Northern Territory Government (NTG) Partnership Agreement was signed. This Agreement outlines the terms of this important relationship with the NTG until 2024. Under this partnership, CDU and the NTG will seek to find ways to work together to benefit the NT.

Building on this Partnership Agreement, Territory Families and CDU have entered into a Collaborative Agreement, working together to identify opportunities and deliver outcomes across four key areas: research and evaluation, workforce development, training and education.

NT Operation Rebound

CDU has responded to the Northern Territory Government's Operation Rebound Green Paper, which outlines the government's economic recovery strategy post COVID-19. CDU's submission outlines current priorities for CDU that will contribute to our growth, strengthen our financial sustainability and ultimately support economic growth in the NT.

St John Ambulance

CDU has entered an innovative partnership with St John NT to deliver a new generation of paramedics through a Bachelor of Paramedic Science degree to be offered through the College of Health and Human Sciences. Educating paramedics in the complex environment of the NT will provide an excellent grounding for those intending to work here.

Hitachi ABB Power Grid

CDU completed the agreement for the transfer of the ABB microgrid control testing facility to the University and launched the new arrangements with industry partners in December. This facility will allow CDU to investigate innovative approaches to address the challenge arising due to high penetration renewable energy in the NT grid due to solar photovoltaics. The microgrid control systems facility will allow the development of cutting edge techniques to improve grid stability. Furthermore, it provides CDU with a platform to collaborate with renewable energy companies in the NT and elsewhere.

Northern Institute and NT Government

In November, the Northern Institute and the NT Government presented a showcase of new and productive approaches to collaboration between the public sector and its partners, which have emerged as a result of COVID-19. Titled *Silver Linings: Beyond the Silos* the



online event focused on the innovative ways of thinking that have arisen to meet the basic health, education, cultural and economic needs of Territorians.

Indigenous Leadership Strategy

The Indigenous Leadership Strategy 2021-2025 was approved in October. The new strategy seeks to increase Indigenous employment at CDU and develop Indigenous employment and professional development opportunities at CDU as well as increasing Indigenous participation in Higher Degree by Research courses.

The strategy also establishes student focused initiatives, including a dedicated on-campus 'taster' program for school aged Indigenous students, expansion of the CDU pre-programs across a number of discipline areas to give

potential Indigenous students a cohort experience and delivery of a roadshow program targeting Indigenous high school leavers and mature-aged Indigenous community members in the NT.

It is envisaged the strategy will improve links with Indigenous peoples, communities and organisations abroad, to exchange strategies and initiatives in the area of Indigenous student support, research and curriculum.

Respect Now Always

CDU was an active participant in the Universities Australia 'Respect Now Always' initiative and is committed to providing safe working and learning environments for staff and students. Arising from this initiative, the Tertiary Education Quality and Standards Agency (TEQSA) in July released the *Good Practice Note*:

Preventing and responding to sexual assault and sexual harassment in the Australian higher education sector.

Universities Australia will carry out the next national survey on the prevalence of sexual assault and sexual harassment in the Australian higher education sector in 2021 to collect data on the scale and nature of university student experiences and help inform the next steps in university actions on this matter.

Concluding remarks

This year, we have been extremely fortunate in the Northern Territory, having not experienced any community transmission of COVID-19. However, we are conscious that many members of the CDU community have family and friends both interstate and overseas who have been significantly impacted by the virus.



In these challenging times, it was pleasing to see the You make CDU philosophy put into action – with staff and students supporting each other and displaying our values of collective effort, inclusivity and creativity.

Staff from right across the University worked together to ensure that teaching and learning impacts were minimised. Our dedicated people put mitigations in place to ensure important research could continue, and through detailed planning, our operations were able to continue, albeit in a new way.

Together with the NT business community and the NT Government we supported initiatives to ensure our students, and in particular our international students, were given adequate support with accommodation, meals and income support grants. This truly was a testament to multicultural collegiality the CDU community can harness in times of need.

The University wishes to acknowledge and thank our staff and students, and our numerous benefactors and community partners for their dedication, agility, resilience, professionalism, and commitment.

We look forward to a brighter 2021, where CDU will continue to change lives for the better.

A handwritten signature in black ink, appearing to read 'P. Henderson'.

The Hon Paul Henderson AO
Chancellor

A handwritten signature in black ink, appearing to read 'Simon Maddocks'.

Professor Simon Maddocks
Vice-Chancellor and President

COVID-19 Response

The impact of a global pandemic was felt across all areas of University operations, staff and students.

COVID Response: Some Statistics



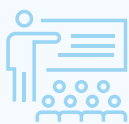
1000

face shields made by the AMA team



3600

food parcels delivered by CDU community



70

short courses delivered across VET and HE



1234

student appeal grants delivered



4000

free meals provided by Kindness Shake



500

students helped by free food programs



2200

students graduated virtually

70% of CDU's higher education students were already studying online, the transition to move the remaining 30% of students to online learning was a relatively smooth process.

Vocational Education and Training

Vocational Education and Training (VET) at CDU has traditionally been a face to face activity with low online learning components relative to higher education. Face to face VET delivery at CDU was suspended from 6-27 April to enable assessment and transition of as many programs as possible to online delivery. This pause in delivery enabled VET teams to accelerate the development of online resources where possible.

Where not practical to develop VET online, the time was used to make adjustments to timetables for the next three to six months and to change physical infrastructure to ensure staff and students who needed to use campus facilities could do so safely and within relevant health and safety guidelines.

Working in close partnership with NTG, CDU was able to undertake further skills and training development for staff during this time.

Support our students' success in challenging times

Learning support

Online academic and language learning support was made available to students, including 24/7 online tutoring, Peer Assistant Study Sessions, virtual learning support drop-ins and virtual learning support consultations.

Teaching and Learning

The COVID-19 pandemic has necessitated changes to CDU's learning and teaching.

Enabling upskilling

New short courses

CDU responded to the Australian Government's Higher Education Relief Package with a suite of low-cost higher education short-course options aimed at helping support Australians impacted by COVID-19 to emerge with a new qualification.

The seven undergraduate and eight Graduate Certificate courses comprised three or four university-level units (or subjects). Students were able to access a range of heavily discounted

undergraduate courses in the areas of health, design, engineering, teaching, IT, languages, environmental sciences and more.

A suite of over 50 free VET short courses in hospitality, health, education, environmental studies, trades, business, finance and disaster management was also offered in partnership with the NTG to help Territorians boost their skills to prepare for the changing job market.

Transitioning to online study

Higher Education

In line with national and NT requirements for social distancing, CDU transitioned all higher education programs to online-only delivery from 23 March. Given that



Ben Poveda-Alfonso and his team served up over 4000 meals to people in need.

Delayed census date

The CDU Semester 1 census date was delayed to 7 April 2020. This allowed students additional time to reconsider and finalise their course and subject enrolments and pay any outstanding fees.

Semester 1 student fees extension

The deadline for international students who had Semester 1 fees owing was extended from 2 March to 16 April. Students who still had fees owing from 16 April were provided with extensions and payment plans to enable them to continue studying.

The deadline for domestic students not eligible for Commonwealth loan programs to pay their fees was 7 April, and those still owing outstanding fees (120 students) were provided with a final payment deadline of 24 April.

Reduced study load and changes to academic progression rules

CDU took a compassionate approach to students who needed to reduce their study load or take a leave of absence from their Semester 1 studies due to the impact of COVID-19.

HDR - Managing disruption to research progress

Requests for annual HDR candidate reports were postponed from May 2020 to September 2020.

CDU worked closely with HDR candidates to ensure they could manage any COVID-19 related delays or impediments to their research projects.

Financial support

Charles Darwin University launched the Emergency Student Appeal to ease the burden on students experiencing extreme financial hardship.

The purpose of the Appeal was to support the University's Student Assistant Grant program, which was open to all students (VET, Higher Education, research, international, or domestic).

In April, CDU Advancement launched the Emergency Student Appeal to alumni, donors and staff, and it was concluded in July. The Appeal raised (excluding CDU Foundation donations) \$92,917.46

The CDU Foundation provided a gift of \$250,000 to the Appeal. \$200,000 was directed to Student Assistance Grants and \$50,000 to the Foodbank NT food parcel program.

In total, 1280 applications for assistance were received from students, with 1234 students awarded some funding. The total amount granted was \$994,000.

Food support

CDU has partnered with Foodbank NT to provide students with free emergency food hampers once a week. Available to students in Darwin, Tenant Creek and Alice Springs, around 2090 food parcels were distributed.

Accommodation support

Students living on campus were supported by International House Darwin (IHD) staff. IHD provided emergency accommodation assistance for eligible students for up to three months.

Counselling support

Students feeling stressed or anxious due to COVID-19 were provided access to support with a qualified counsellor through CDU, including an after-hours phone service available between 4.30pm and 8am, 7 days a week.

Our amazing students

Kindness Shake

The Kindness Shake is a community-led initiative founded by a passionate collective of international students at the beginning of the COVID shutdowns across the NT. They worked together in partnership with local businesses, education providers, multicultural groups and the NT Government to ensure that no one affected by the crisis went to bed without a meal. Since its commencement in April, the service has been particularly valuable for international students and other temporary visa holders. Working together, they provided a weekly free meal to individuals experiencing financial hardship. The Kindness Shake has served over 4000 meals, assisted more than 500 international students and partnered with 37 organisations. It continues to provide a highly-valued service to the community today.

Business Unusual

Virtual Graduation

More than 2200 students were recognised for their academic achievements during CDU's first ever virtual graduation ceremony held in June. The celebration brought the rich tradition of graduation, including formal addresses, graduating student speeches and messages of congratulations, into homes all over Australia and the world. The virtual graduation marked the end of study for 1035 higher education students and 1231 VET students, including a total of 239 Indigenous graduates. The virtual graduation allowed students to celebrate the milestone of graduation with family and friends in a COVID safe way.

Virtual Open Day

CDU's first-ever virtual Open Day was held with the usually vibrant large scale on-campus event moved entirely online. People wanting to explore study opportunities at Charles Darwin University had their questions answered from the comfort of their own homes. Visitors were able to access a virtual exhibition hall housing an array of

stalls providing a one-stop shop to explore a range of study options. Educational videos, webinars, course information and a virtual campus tour were also available. Our Student Recruitment and Events team delivered an engaging and informative event that could be accessed anywhere.

Webinars

Charles Darwin University delivered a free 13-part webinar series to help people navigate changes in the Australian jobs market and education sector that COVID-19 had redefined. The live sessions answered questions about upskilling, changing careers and studying online. It also examined application processes for the jobs market and education sector and explained how to negotiate VET and Higher Education pathways. The webinars were designed to help provide practical solutions to ease stress and anxiety caused by the disruptions associated with life in COVID times.

Leading the sector – returning international students

CDU became the first university to successfully bring a pilot flight of 63 international students to Australia in

November. This was achieved with the support of the NT and Australian Governments. The student flight did not impact on the approved numbers of returning repatriates, and students paid for their own flights. The students were required to adhere to pre-departure health screening and follow the advice of the NT Chief Health Officer.

Students travelled from mainland China, Hong Kong, Indonesia, Vietnam and Japan and were required to undertake 14 days of quarantine at the Howard Springs facility. The group included new and continuing students studying in Summer Semester and Semester 1 2021, in a range of VET and undergraduate and postgraduate programs in Law, Nursing, IT, Teaching, Accounting, Engineering, Environmental Science, Social Work and Commercial Cookery.

The students were well supported through the process with care packages during the flight and upon arrival at Howard Springs Quarantine Facility, daily phone calls and a schedule of virtual events. An event was also held on campus to welcome the students.



Above: Professor Maddocks addresses the media.

Right: International students touch down at Darwin Airport in an Australian first.





CDU's Advanced Manufacturing Alliance joined the global effort to address supply shortages due to COVID-19.

CDU engineers help out

At the height of the pandemic, CDU's Advanced Manufacturing Alliance (AMA) joined the global effort to address a shortage in personal protective equipment (PPE) and help in the COVID-19 response efforts. The AMA team worked for over a month to optimise designs that could be manufactured locally to contribute to supplies of face shields and would deliver 1000 shields to Royal Darwin Hospital (RDH). The AMA team gathered ideas from the community and sought advice from the Northern Territory medical profession on how best they could help. PPE supplies were in high demand due to disruptions in global supply chains at the height of the pandemic, and the team developed two face shield designs in consultation with doctors and nurses at RDH. A critical part of the manufacturing and design process was ensuring ease of manufacturing and scalability. This resulted in RDH keeping their supply chain intact and a well-received locally made product.















Medical Laboratory Science students Giselle Dabbs, Ashley Alford and Jessica Adams with Foodbank NT CEO Peter Pilt.













Students find a sanitary solution

At the beginning of the pandemic, a global shortage of hand sanitiser was in effect as supplies were snapped up. CDU Medical Laboratory Science students from the College of Health and Human Sciences rose to the challenge and turned their efforts to making batches of hand sanitiser for the local community. The hand sanitiser was sold for a gold coin donation which was donated to Foodbank NT. Not only was this an effective way for students to practise their lab skills, learn how to use equipment, conduct research and use chemicals, but it also provided great assistance to the community when it was most needed.

Key Performance Indicators

Delivering against some of these KPIs in 2020 was extremely difficult due to the conditions created by COVID and the consequences it delivered to Australia, the University sector, and CDU. International border closures and the swift transition to online learning impacted performance.

KPI Group				2020 Actual	2020 KPI Targets
1.1 Student Revenue & Enrolment Growth	1.1.1	2.9% per annum growth in HE domestic student revenue		\$98,896,547	\$97,604,337
	1.1.2	17% per annum growth in HE international student revenue		\$48,230,309	\$44,310,805
	1.1.3	100% Growth in VET domestic student enrolments		14,854	24,482
	1.1.4	100% Growth in VET international student enrolments		240	480
1.2 HE Course Retention	1.2.1	Improve the annual retention of new Bachelor level domestic coursework students to 75% by 2025		71.8%	70.0%
	1.2.2	Improve the annual retention of HE domestic coursework students to 80% by 2025		74.6%	76.5%
	1.2.3	Improve the annual retention of HE International coursework students to 87% by 2025		91.5%	83.5%
1.3 Student Success	1.3.1	Improve the unit success rate of students in HE coursework to 85% by 2025		83.2%	80.0%
	1.3.2	Improve the unit success rate of students in VET to 85% by 2025		87.9%	84.8%
1.4 Student Satisfaction	1.4.1	Maintain consistent student satisfaction in VET over 80%		89.4%	80.0%
	1.4.2	Maintain consistent student satisfaction in HE over 80%		66.2%	80.0%
2.1 Indigenous Student Access to HE	2.1.1	Increase access to HE for Indigenous students living in the NT - By 2025 20% of all new HE students who live in the NT will be Indigenous, and longer term CDU aspires to meet parity with the NT population		10.8%	NA
	2.1.2	Increase access to HE for Indigenous students living outside the NT - By 2025 8% of all new HE students at CDU who live outside the NT will be Indigenous, and longer term CDU aspires to meet parity with the Australian population		5.3%	NA
2.2 Indigenous Student Retention in HE	2.2.1	Improve the annual retention of Indigenous students in HE courses to 70% by 2025, with longer term aspiration to achieve parity with all domestic coursework students		63.5%	68.4%

KPI Group			2020 Actual	2020 KPI Targets
2.3 Indigenous Student Success	2.3.1	Improve the unit success rate of Indigenous students in HE Coursework to 75% by 2025, with longer term aspiration to achieve parity with all domestic students	 60.5%	61.8%
	2.3.2	Improve the unit success rate of Indigenous students in VET to 85% by 2025, and maintain parity with the success rates of other domestic students in VET	 82.9%	78.4%
3.1 Revenue Growth from all Sources	3.1.1	Grow total revenue by 5% per annum between 2021 and 2023 and 3.5% per annum from 2024 onwards	 \$266,000,000	\$271,000,000
3.2 Stakeholder Engagement Framework	3.2.1	Implementation of an appropriate framework for managing, monitoring and growing key stakeholder engagement over the life of this plan		Regional Engagement Framework in development, for delivery in 2021
4.1 International Student Revenue & Enrolment Growth	4.1.1	17% per annum growth in HE international student revenue 2019 and 2025	 \$48,230,309	\$44,310,805
	4.1.2	20% of new International students HE EFTSL delivered through International Pathways College by 2022 and 30% by 2024		CDU International Pathways College Commenced in 2019 feeder enrolments expected from 2021
	4.1.3	100% Growth in VET international student enrolments	 240	480
4.2 Student Mobility	4.2.1	50% increase in CDU students accessing international mobility programs by 2025		COVID 19 prevented most student mobility opportunities in 2020
5.1 Annual Research Revenue	5.1.1	Grow research revenue by 5% per annum	 \$54,601,919	\$50,339,606
	5.1.2	Grow domestic HDR student enrolments by 5% per annum	 252	264
	5.1.3	Grow international HDR student enrolments by 5% per annum	 52	59
	5.1.4	Increase HDR in-time completions by 5% per annum (with aspirational target of 10% p.a.)	 44	49
5.2 Research Capability and Capacity	5.2.1	Grow research staff FTE by 5% per annum	 267.57	295.4
5.3 Quality Research Output	5.3.1	Increase Q1 research publications by 5% per annum (with aspirational target of 10% p.a.)	 786	707
	5.3.2	Increase Q2 research publications by 5% per annum (with aspirational target of 10% p.a.)	 449	502

2020 Key Statistics



22,444¹

total number of students in 2020

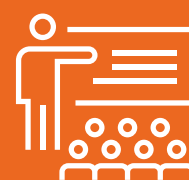
↑ **8.7%** increase from 2019 (20,649)



29,338

total course enrolments

↑ **7.9%** increase from 2019 (27,190)



11,186

total Equivalent Full-time Student Load (EFTSL)

↑ **11.3%** increase from 2019 (10,046)

13,826

Higher Education student headcount

↑ **14.5%** increase from 2019 (12,070)

14,244

Higher Education course enrolments

↑ **15.4%** increase from 2019 (12,343)

7,926

Higher Education EFTSL

↑ **18.6%** increase from 2019 (6,683)

8,899

Vocational Education and Training student headcount

↑ **2.2%** increase from 2019 (8,707)

15,094

Vocational Education and Training course enrolments

↑ **1.7%** increase from 2019 (14,847)

3,260

Vocational Education and Training EFTSL

↓ **-3.1%** decrease from 2019 (3,363)

¹ Students with an enrolment in both Higher Education and Vocational Education in the reporting year are counted as one unique student at an institutional level. At the sector level (HE or VET) they will count once in each sector. Therefore the total number of Higher Education plus the total number of Vocational Education & Training students will not equal the total number of unique students at the institution.

	Category	2019	2020	% Change 2019–2020
Student equity & diversity	Higher Education			
	% Aboriginal and Torres Strait Islander	6.8%	6.7%	-0.9%
	% Low Socioeconomic Status	13.0%	13.1%	1.1%
	% Remote or Very Remote	8.6%	8.0%	-7.9%
	% Female	69.6%	70.9%	2.0%
	% Non-English Speaking Background	24.6%	23.7%	-3.6%
	% International	15.9%	15.0%	-5.5%
	% Mature Age (25 years and older)	74.7%	75.4%	0.9%
	% Disabled	6.5%	7.2%	11.0%
	Vocational Education & Training			
	% Aboriginal and Torres Strait Islander	26.8%	20.3%	-24.2%
	% Low Socioeconomic Status	18.0%	11.5%	-36.1%
	% Remote or Very Remote	24.2%	14.5%	-40.2%
	% Female	38.2%	40.9%	7.0%
	% Non-English Speaking Background	24.2%	22.8%	-6.0%
	% International	1.9%	1.6%	-16.3%
	% Mature Age (25 years and older)	60.7%	64.0%	5.5%
	% Disabled	5.2%	4.5%	-14.7%
Research	Research income (\$'000), all categories ²	\$66,186	\$72,900	10.1%
	Higher Degree by Research EFTSL	222.0	222.8	0.3%
	Higher Degree by Research completions (all)	50	44	-12.0%
Staff (Full Time Equivalent)	Total	1307	1242	-4.9%
	Academic	537	507	-5.6%
	General	770	736	-4.4%
Financial	Total revenue (consolidated), \$'000	\$321,080	\$346,721	8.0%
	Total expenses (consolidated), \$'000	\$326,784	\$302,025	-7.6%
	Total equity (consolidated), \$'000	\$551,675	\$582,574	5.6%

² 2019 research income figures differ from those published in the 2019 Annual Report. Published figures for the 2019 year, in the AR 2019 were provided pre submission finalisation and pre-audit and were an estimate as at 30 April 2020. Figures supplied for AR2020 for the 2019 year are now finalised figures post audit and submission. 2020 research income figures are supplied pre submission and pre-audit for the 2020 year, and are estimates as at 19th April 2021.

2020 Higher Education student statistics




Category	2019	2020	% Change 2019–2020	% Change over 5 years
Student Headcount	12,070	13,826	14.5%	14.4%
Course Enrolments	12,343	14,244	15.4%	14.9%
Equivalent Full-time Student Load (EFTSL)	6,683	7,926	18.6%	20.6%
Commencing Student Headcount	4,859	6,308	29.8%	19.1%
Commencing Course Enrolments	5,015	6,559	30.8%	20.5%
Commencing EFTSL	2,579	3,498	35.6%	26.9%

(All elements below represented as **Course Enrolments**)

Funding Source				
Commonwealth Supported	10,030	11,696	16.6%	24.2%
Domestic Fee Paying (coursework)	105	160	52.4%	-8.0%
Domestic Higher Degree by Research	251	252	0.4%	6.3%
International	1,958	2,136	9.1%	-16.8%

Course Level				
Enabling	1,347	1,677	24.5%	19.3%
Undergraduate	8,721	9,589	10.0%	15.3%
Postgraduate Coursework	1,929	2,634	36.5%	15.3%
Higher Degree by Research	307	304	-1.0%	2.7%
Non-Award	39	40	2.6%	-56.0%

Part-Time				
Full-time	6,254	8,004	28.0%	25.2%
Part-time	6,089	6,240	2.5%	4.0%
% Part-time	49%	44%		

Attendance Mode					
	External/Online	6,933	8,888	28.2%	24.4%
		56%	62%		
	Mixed Mode	2,647	2,608	-1.5%	-16.9%
	Internal	2,763	2,748	-0.5%	30.4%

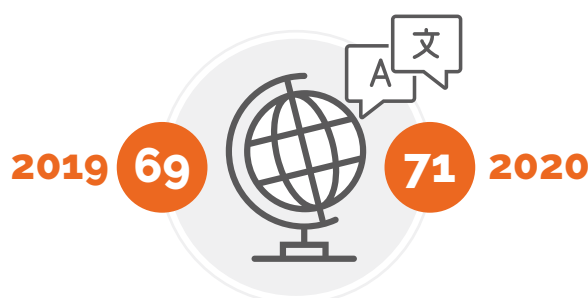
Category	2019	2020	% Change 2019–2020	% Change over 5 years
Course Location				
Online ³	8,018	9,744	21.5%	25.0%
Casuarina	3,393	3,619	6.7%	20.4%
Darwin Waterfront	647	756	16.8%	213.7%
Batchelor Institute	81	17	-79.0%	-82.5%
Sydney	81	41	-49.4%	-88.4%
Alice Springs	39	38	-2.6%	0.0%
Melbourne	84	29	-65.5%	-96.6%
Other				
Field of Study (Broad FOE)				
Health	4,137	5,070	22.6%	56.4%
Society and Culture	2,338	2,602	11.3%	26.5%
Education	1,784	2,046	14.7%	7.9%
Mixed Field Programs	1,335	1,655	24.0%	17.7%
Management and Commerce	1,062	1,038	-2.3%	-49.6%
Engineering and Related Technologies	561	626	11.6%	9.1%
Information Technology	383	513	33.9%	106.9%
Agriculture, Environmental and Related Studies	257	310	20.6%	49.0%
Natural and Physical Sciences	206	178	-13.6%	-29.6%
Miscellaneous	110	115	4.5%	-55.9%
Creative Arts	117	51	-56.4%	-60.2%
Architecture and Building	53	40	-24.5%	-29.8%
% Student Diversity and Equity				
% ATSI	6.8%	6.7%	-0.9%	
% Low SES	13.0%	13.1%	1.1%	
% Remote / Very Remote	8.6%	8.0%	-7.9%	
% Female	69.6%	70.9%	2.0%	
% Non-English Speaking Background	24.6%	23.7%	-3.6%	
% International	15.9%	15.0%	-5.5%	
% >25years of Age	74.7%	75.4%	0.9%	
% Disabled	6.5%	7.2%	11.0%	
Student Home Location				
Interstate	5,867	7,318	24.7%	27.5%
Northern Territory	4,459	4,735	6.2%	18.3%
Overseas	2,005	2,191	9.3%	-17.0%
Unknown	12	0	-100.0%	-100.0%

³ Course Attendance Mode is External or Course Location Is External

Category	2019	2020	% Change 2019–2020	% Change over 5 years
International				
Total	1,958	2,136	9.1%	-16.8%
Commencing	725	878	21.1%	-34.2%
% of Total Enrolments International	15.86%	15.00%		

Top 10 Countries of Origin % of Total International Course Enrolments		
% INDIA	21.1%	19.5%
% NEPAL	21.0%	18.9%
% CHINA (EXCLUDES SARS AND TAIWAN)	13.7%	16.2%
% VIETNAM	5.8%	8.7%
% BANGLADESH	7.1%	7.6%
% PAKISTAN	3.3%	4.1%
% PHILIPPINES	4.6%	3.3%
% SRI LANKA	2.7%	3.2%
% INDONESIA	2.1%	2.1%
% HONG KONG	1.1%	1.8%

Total Number of Countries of Origin for International Students



Graduate Outcomes ⁴			
% Graduates in Employment 4 months after graduation	80.69%	81.26%	0.7%
% Graduates in Further Study 4 months after graduation	19.47%	21.84%	12.2%
Graduate Satisfaction ⁵	77.54%	77.78%	0.3%

⁴ Graduate Outcomes are taken from the *Graduate Outcomes Survey (GOS)* administered under the Commonwealth Government's Quality Indicators of Learning and Teaching (QILT).

⁵ Graduate satisfaction taken from the Overall Satisfaction Index in the GOS / AGS surveys, figure represents the percentage of graduates who indicated a score of 4 or 5 out of a maximum score of 5 with regard to overall satisfaction with their student experience at CDU.

2020 Vocational Education & Training Student Statistics

Category	2019	2020	% Change 2019–2020	% Change over 5 years
Student Headcount	8,707	8,899	2.2%	-20.3%
Course Enrolments	14,847	15,094	1.7%	4.6%
Actual Hours Curriculum (AHC) ⁶	2,422,124	2,347,463	-3.1%	-13.2%
Equivalent Full-time Student Load (EFTSL) ⁷	3,363	3,260	-3.1%	-13.2%
Commencing Student Headcount	6,304	6,568	4.2%	-25.8%
Commencing Course Enrolments	10,647	10,957	2.9%	-5.4%
Commencing AHC	1,660,603	1,594,832	-4.0%	-22.9%
Commencing EFTSL	2,306	2,215	-3.9%	-22.9%
(All elements below represented as Course Enrolments)				
Student Type				
Apprentice / Trainee	3364	2957	-12.1%	23.6%
VET in Schools	1626	1367	-15.9%	-9.2%
International	282	240	-14.9%	-18.4%
Other	9575	10530	10.0%	2.8%
Course Level				
Certificate I - III	6338	5330	-15.9%	-42.3%
Certificate IV	1202	1231	2.4%	-24.4%
Diploma	370	314	-15.1%	-29.4%
Advance Diploma	0	0		
Graduate Certificate	0	0		
Graduate Diploma	1	0	-100.0%	-100.0%
Non-Award	2703	4113	52.2%	131.5%
Part-Time				
Full-time	798	697	-12.7%	-18.5%
Part-time	14,049	14,397	2.5%	6.0%
% Part-time ⁸	95%	95%		
Attendance Mode				
External / Online	0	0		
Mixed Mode	7,452	6,176	-17.1%	-9.9%
Internal	7,395	8,918	20.6%	17.7%

⁶ Includes only Funded AHC. Exclude AHC from Credit Transfers.

⁷ 1 EFTSL = 720 AHC

⁸ Part-time if funded AHC in the student course enrolment is less than 540 AHC.

Category	2019	2020	% Change 2019–2020	% Change over 5 years
Top 10 Unit Delivery Locations (Sum Total AHC delivered at Location excluding Credit Transfers)				
Casuarina Campus	1,123,409	1,125,960	0.2%	-3.3%
Alice Springs Campus	309,854	312,331	0.8%	-9.5%
Palmerston Campus	285,502	271,087	-5.0%	-19.1%
CDU Waterfront Darwin	109,505	199,571	82.2%	6.3%
External Studies	51,393	38,588	-24.9%	1788.8%
Katherine Campus (Rural College)	31,162	36,126	15.9%	-54.4%
Nhulunbuy (Gove)	25,168	34,002	35.1%	51.6%
Katherine (Town Centre)	27,134	26,345	-2.9%	-49.9%
McArthur River Mine	0	19,064		3790.6%
Casuarina Senior College	15,800	14,269	-9.7%	-27.5%
Total Number of Delivery Locations	120	101	-15.8%	-22.9%
AHC delivered in Remote / Very Remote Locations	424,718	298,477	-29.7%	-28.9%
% of Total AHC delivered in Remote / Very Remote Locations	17.5%	12.7%		
Field of Study				
Mixed Field Programmes	4731	4280	-9.5%	73.9%
Engineering and Related Technologies	2895	3062	5.8%	-4.5%
Management and Commerce	1656	2273	37.3%	5.1%
Agriculture, Environmental and Related Studies	1230	1107	-10.0%	-42.5%
Society and Culture	943	1030	9.2%	-18.8%
Food, Hospitality and Personal Services	980	924	-5.7%	-36.0%
Architecture and Building	774	826	6.7%	5.1%
Health	1014	766	-24.5%	471.6%
Education	224	394	75.9%	-12.4%
Creative Arts	277	248	-10.5%	-30.1%
Information Technology	123	184	49.6%	-23.3%
Natural and Physical Sciences	0	0		
Industry Group				
General Education and Training	4734	4348	-8.2%	150.2%
Business and Clerical	956	1460	52.7%	11.2%
Community Services, Health and Education	1175	1367	16.3%	14.8%
Primary Industry	1338	1309	-2.2%	-36.2%
Engineering and Mining	1297	1172	-9.6%	3.8%
Building and Construction	949	962	1.4%	-16.6%
Utilities	672	829	23.4%	-12.6%
Tourism, Hospitality and Cookery	813	698	-14.1%	-48.8%
Transport and Storage	617	630	2.1%	47.2%
Automotive	634	585	-7.7%	-25.8%
Arts, Entertainment, Sports and Recreation	611	466	-23.7%	-41.2%
Finance, Banking and Insurance	113	408	261.1%	62.5%

Category	2019	2020	% Change 2019–2020	% Change over 5 years
Sales and Personal Service	433	357	-17.6%	-25.9%
Computing	123	184	49.6%	-44.7%
Food Processing	235	165	-29.8%	-9.8%
Exceptions - Cookery	147	134	-8.8%	-48.3%
Process Manufacturing	0	20		-45.9%
Textiles, Clothing, Footwear and Furnishings				
Science, Technical and Other				

% Student Diversity and Equity				
% ATSI	26.8%	20.3%	-24.2%	
% Low SES	18.0%	11.5%	-36.1%	
% Remote / Very Remote ⁹	24.2%	14.5%	-40.2%	
% Female	38.2%	40.9%	7.0%	
% Non-English Speaking Background	24.2%	22.8%	-6.0%	
% International	1.9%	1.6%	-16.3%	
% >25years of Age	60.7%	64.0%	5.5%	
% Disability	5.2%	4.5%	-14.7%	

Student Home Location				
Northern Territory	12,919	13,400	3.7%	13.6%
Interstate	241	216	-10.4%	-69.3%
Overseas	287	244	-15.0%	-18.9%
Unknown	1,400	1,234	-11.9%	-24.6%

International				
Total	282	240	-14.9%	-18.4%
Commencing	232	197	-15.1%	-22.4%
% of Total Enrolments International	1.90%	1.59%		

Top 10 Countries of Origin in 2020 % of Total International Course Enrolments				
China (excludes SARs and Taiwan)	7.1%	15.8%	123.3%	
Taiwan	10.6%	10.8%	1.8%	
Vietnam	2.8%	9.6%	237.8%	
Philippines	7.8%	7.9%	1.5%	
Indonesia	13.1%	7.5%	-42.8%	
Nepal	0.7%	7.1%	898.8%	
India	0.7%	5.4%	663.8%	
Sri Lanka	1.8%	4.6%	158.5%	
Chinese Asia (includes Mongolia)	0.0%	2.5%		
Brazil	0.0%	2.5%		

⁹ Based on the delivery location of the training.

Category	2019	2020	% Change 2019–2020	% Change over 5 years
Total Number of Countries of Origin for International Students	41	38	-7.3%	
Graduate Outcomes¹⁰				
% Graduates in Employment 4 months after graduation	86.8%	70.2%		
Graduate Satisfaction ¹¹	89.7%	93.3%		

Higher Degree by Research

Category		2018 ¹² (Final)	2019 ¹² (Pre 2019 submission and audit, estimated as at April 1st 2020)	% Change 2018–2019	2019 ¹² (Final)	2020 ¹² (Pre 2020 submission and audit, estimated as at April 19th 2021)	% Change 2019–2020
Total Research Income ¹²		\$64,199	\$68,100	6.1%	\$66,186	\$72,900	10.1%
HERDC Research income (\$'000)	Total HERDC Research Income	\$47,032	\$49,857	6.0%	\$47,942	\$54,602	13.9%
	Category 1, National competitive grants	\$18,522	\$24,009	29.6%	\$23,653	\$26,579	12.4%
	Category 2, Other public sector research funding	\$19,461	\$18,812	-3.3%	\$17,012	\$21,791	28.1%
	Category 3, Industry and other funding	\$7,224	\$6,014	-16.8%	\$6,255	\$5,343	-14.6%
	Category 4, CRC income	\$1,825	\$1,023	-44.0%	\$1,023	\$888	-13.2%
Research Block Grants (\$'000)		\$17,167	\$18,243	6.3%	\$18,243	\$18,298	0.3%
Higher Degree by Research completions	Total	33	47	42.4%	50	44	-12.0%
	PhD	26	39	50.0%	42	39	-7.1%
	Masters	7	8	14.3%	8	5	-37.5%
Higher Degree by Research load, EFTSL	Total	230.3	222.0	-3.6%	222.0	222.8	0.3%
	PhD	203.5	194.0	-4.7%	194.0	193.3	-0.4%
	Masters	26.8	28.0	4.7%	28.0	29.5	5.4%
Weighted publications	Total	242.1	330.4	36.4%	330.4	319.4	-3.3%
	Books	4.0	2.2	-45.8%	2.2	0.0	-100.0%
	Book chapters	19.6	19.2	-2.1%	19.2	18.8	-2.0%
	Journal articles	202.1	280.9	39.0%	280.9	286.9	2.1%
	Conference proceedings	16.5	28.1	70.7%	28.1	13.7	-51.3%

¹⁰ Graduate outcomes taken from the Student Outcomes Survey (SOS) conducted for the first time in 2016.

¹¹ Graduate satisfaction reflects the overall satisfaction index from the SOS 2020. The rate shows the percentage of students that gave CDU an overall satisfaction score of either 4 or 5 out of a maximum score of 5 in 2020.

¹² Published figures for the 2019 year, in AR 2019 were provided pre submission finalisation and pre-audit and were an estimate as at 10 April 2020. Figures supplied for AR2020 for the 2019 year are now finalised figures post audit and submission. 2020 research income figures are supplied pre submission and pre-audit for the 2020 year, and are estimates as at 4 May 2021.

Staff Profile

Category		2019	2020	2019 Females	2020 Females	2019 Female %	2020 Female %
HE & VET academic staff (FTE) ¹³	Total Academic FTE	537	507	276	263	51%	52%
	Level E	44	44	10	13	23%	29%
	Level D	34	29	15	13	45%	47%
	Level C	82	74	45	41	55%	55%
	Level B	176	174	111	105	63%	60%
	Level A	200	186	95	91	48%	49%
General staff (FTE) ¹³	Total General FTE	770	736	534	512	69%	70%
	HEW 10 and above	83	76	44	38	53%	50%
	HEW 9	62	67	42	50	68%	74%
	HEW 8	101	107	78	70	77%	65%
	HEW 7	129	125	94	95	73%	76%
	HEW 6	123	108	84	79	69%	73%
	HEW 5	159	147	106	98	67%	67%
	HEW 4	82	70	63	58	77%	83%
	HEW 3	21	23	13	16	62%	69%
	HEW 2	6	7	5	6	83%	86%
	HEW 1	4	4	3	3	77%	74%

¹³ Figures reported in the 2019 and 2020 Annual Report reflect staff Full-time Equivalent (FTE) counts. Previous annual reports have reported staff headcounts.

The Organisation



Our strategic plan - Connect Discover Grow

Charles Darwin University Strategic
Plan 2015–2025

Our collective beliefs

At CDU we believe a new world university is one built on social justice, sustainability, creativity and collective effort. It is a place where everyone can follow their passion to improve our economy, society, and communities.

Our plan for quality and growth

The University aspires to become a truly international dual sector university. From our base in the Northern Territory and as the Australian university closest to Asia, we will continue to expand and enhance our significant contribution to the important issues of our region through education and the creation and application of knowledge.

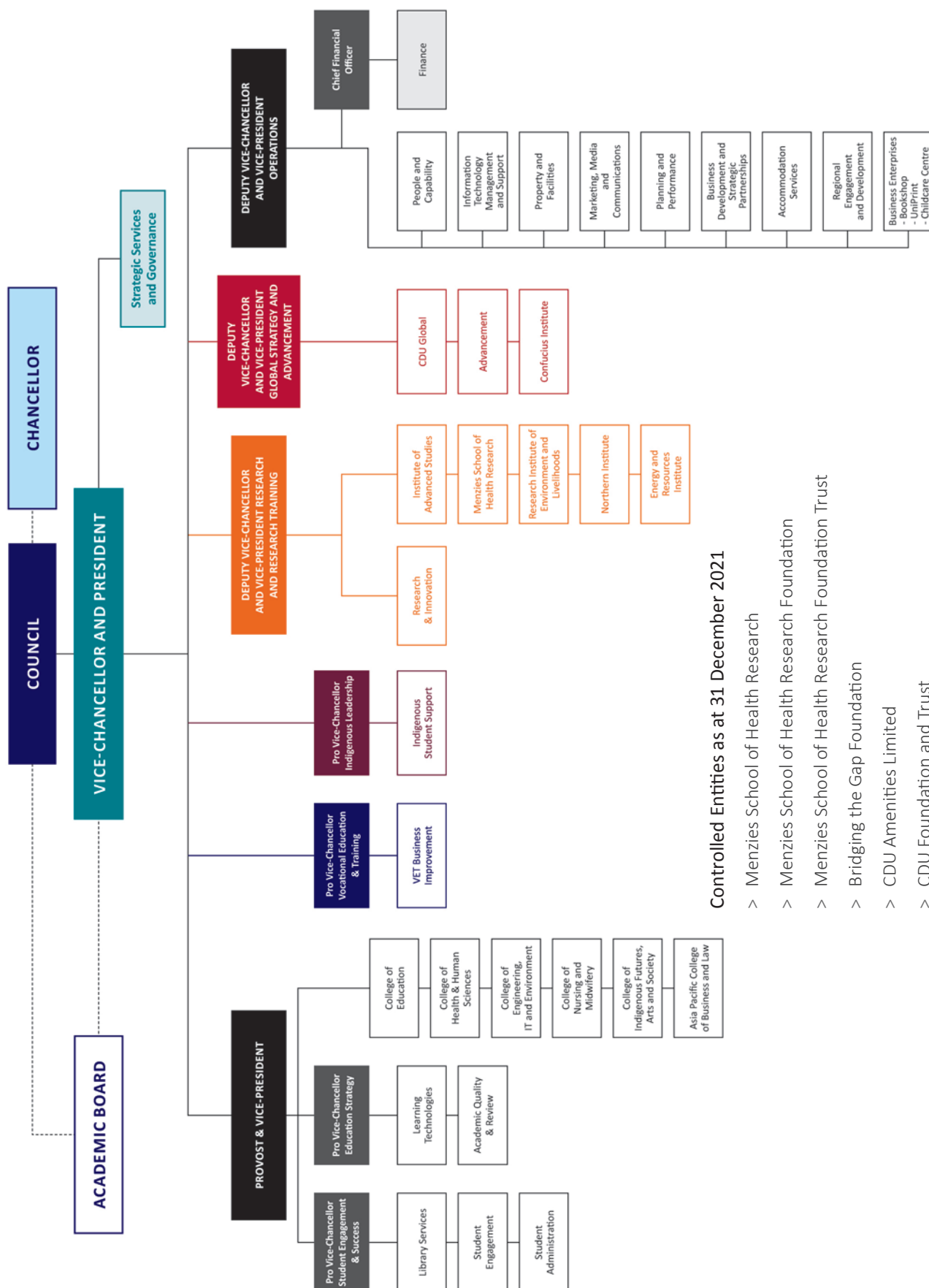
CDU is ideally placed to prepare graduates for success in an increasingly complex, diverse and connected world and aims to provide transformative skills and learning with a major focus on quality, access and growth.

CDU also will continue to develop its world class and emerging research strengths in areas critical to the sustainable and prosperous development of Northern Australia and the region, particularly in Indigenous and tropical health, environmental science, public policy, engineering, information technology and Indigenous knowledges, through engagement with governments, industry, institutions, communities and stakeholders.

With a strong and distinctive commitment to Indigenous knowledges, achievement and wellbeing, we will develop our capacity in Indigenous leadership to become globally recognised for success in Indigenous peoples' accomplishment.

To access *Connect Discover Grow* in full, visit cdu.edu.au/sites/default/files/strategic-plan.pdf

Our structure



Controlled Entities as at 31 December 2021

- > Menzies School of Health Research
- > Menzies School of Health Research Foundation
- > Menzies School of Health Research Foundation Trust
- > Bridging the Gap Foundation
- > CDU Amenities Limited
- > CDU Foundation and Trust

Corporate Governance

University Governance and Executive Management

Charles Darwin University Council is the governing body of the institution. Led by the Chancellor, Council governs the affairs of the University under the *Charles Darwin University Act 2003*.

Seven standing committees assist Council in carrying out its responsibilities:

- > **Executive Committee** acts on behalf of Council as required on matters between regular meetings of Council that cannot be deferred until the next scheduled meeting.
- > **Academic Board** is the principal academic body assisting the Council and Vice-Chancellor in all matters relating to learning, teaching and assessment, and the assurance and enhancement of the academic quality and standards of all programs and awards.
- > **Finance and Infrastructure Development Committee** is responsible for assessing and advising Council on the University's financial position and performance, its assets and liabilities, sustainability and viability, and its strategies relating to income, budget allocations and capital expenditure.
- > **Audit and Risk Committee** assists the Council in exercising governance, due care, diligence and skill in relation to discharging the following broad duties: financial reporting, internal controls and risk management, external audit, internal audit, compliance and delegations, and controlled and associated entities.
- > **Tender Committee** is responsible for reviewing tenders, expressions of interest, certificates of exemption or other means of

procurement in excess of the University's \$10,000 procurement threshold.

- > **Nominations, Honorary Awards and Legislation Committee** oversees nominations for Council membership, provides advice in relation to Honorary awards, and reviews all proposed legislation.
- > **Remuneration Committee** assists Council in the determination of the remuneration package and performance of the Vice-Chancellor. It also provides advice to the Vice-Chancellor on the remuneration package of executive level staff.

The Council delegates the implementation of University strategic direction and the management of day-to-day operations to the Vice-Chancellor, supported in this role by an executive team.

The affairs of the University are to be conducted by the Council

Council assumes stewardship of the University through a set of responsibilities set out in Section 8 of the *Charles Darwin University Act*. Council works to:

- > Monitor the performance of the Vice-Chancellor
- > Approve the mission and strategic direction of the University
- > Approve the budget and business plan of the University
- > Oversee the management of the University, including approving significant commercial activities
- > Regularly review delegations under the Act
- > Monitor systems of accountability implemented by the University
- > Review management practices and performance of the University
- > Oversee risk management across the University.

The composition of the Council must be appropriate to its duties and responsibilities

The University Council is based on a board-of-trustees model, with members appointed or elected acting solely in the interests of the University and not as delegates or representatives of a particular constituency.

The structure, composition and size of Council are determined by the *Charles Darwin University Act*. Direction in the Act ensures Council is able to discharge its responsibilities and duties adequately via the following membership:

- > Chancellor (appointed by the Council)
- > Vice-Chancellor
- > Chair of the Academic Board
- > Eight members appointed by the Administrator of the Northern Territory, representing a broad range of community interests and including financial and commercial expertise
- > One person elected by and from the full-time HE academic staff
- > One person elected by and from the full-time VET academic staff
- > One person elected by and from the undergraduate students, and
- > One person elected by and from the postgraduate students.

Education program for new Council members

The University has a professional development program for Council, with the objectives:

- > To ensure new members of Council receive an induction program and appropriate core documentation and information (induction)

- > To ensure members are informed about their duties generally, including the legislative and operational context of the University (provision of requisite background information)
- > To assist members of Council to develop and maintain a skill set that fits the governance and strategic needs of the University (improvement in planning and governance)
- > To enhance organisational performance by improving the (minimum) skill set of all members, as well as instilling and enhancing specialist skills in those members who will lead committees and/or Council activities.

Activities include a formal induction program, opportunities to attend various conferences, events and local functions planned around the rotation of Council meetings between the University campuses.

Written Code of Conduct

The University has a written Code of Conduct based on five ethical principles:

- > **Fairness:** We value fairness, characterised by openness and impartiality in the conduct of our study and work, in decision-making, and in supporting and attracting staff and students
- > **Respect:** We value respectful and polite conduct. We demonstrate consideration and regard for the rights, privacy and feelings of others, and for the differences across cultural backgrounds, beliefs and abilities
- > **Integrity and Professionalism:** We value integrity and professionalism in our activities and across academic, teaching and management functions. Professionalism is characterised

by competency, skill, quality service delivery, and the expectation that staff will conduct their duties in a responsible and conscientious manner

- > **Accountability:** We value accountability and take responsibility for our actions within the scope of our work, study and community engagement
- > **Equality of opportunity:** We value equality of opportunity and celebrate diversity.

Enterprise risk management and internal audit

The University internally manages the coordination of activities related to the organisational risk via the new Risk Management Framework. The University undertakes internal audit activities through insourced and outsourced means. The Audit and Risk Committee formally endorses an annual internal audit plan, monitors activities and reports to Council.

Satisfactory health and safety measures in place

The University takes a proactive risk management approach to workplace health and safety issues to meet the requirements of occupational health and safety policy and legislation. A dedicated health and safety team has day-to-day responsibility for activities in this area, working with the University Health and Safety Committee. The Council reviews health and safety measures as part of the regular risk management and internal audit activities.

Voluntary Code of Best Practice for Governance of Australian Universities

The Voluntary Code of Best Practice for the Governance of Australian Universities, developed by the University Chancellors' Council and approved by the Commonwealth

Ministerial Council for Tertiary Education and Employment, sets out the criteria thought necessary to demonstrate best practice. The Council adopted the revised Code of Best Practice in 2018. The Council considers that it is compliant with the Code.

Records Management

The University is working in compliance with Part 9 of the *Information Act*.

Freedom of Information

The University is committed to protecting the privacy of staff, students and other stakeholders. Its privacy statement contains the policy for managing personal information collected. This is part of the procedures in place to protect the privacy of personal information in accordance with the information privacy principles set out in the *Information Act* (Northern Territory). The University received 14 FOI applications in 2020.

Students and decision-making

Students under the *Charles Darwin University Act* are either undergraduates or postgraduates. Students at all levels are provided with multiple opportunities to participate in corporate and academic governance through committees including the University Council, Academic Board, Academic Board sub-committees, the Human Research Ethics Committee and the Colleges' and Schools' course advisory committees.

Council members

as at 31 December 2020



The Hon Paul Henderson AO
Chancellor



Professor Simon Maddocks
Vice-Chancellor and President



Professor Sue Carthew
Chair of Academic Board



Mr Ken Davies PSM



Mr Dick Guit



Professor Judith Whitworth AC



Associate Professor Alan Berman
Higher Education staff member



Mr Ray Simpson
Vocational Education and Training
staff member



Mr Peter Clee
Undergraduate student



Mr Craig Graham



Mr Nagendra Timilsina
Postgraduate student

Meetings of Committees

	Council Meetings		Finance and Infrastructure Development		Audit and Risk		Nominations Honorary Awards and Legislation	
	A	B	A	B	A	B	A	B
Paul Henderson AO	7	7	9	7	4	3	7	7
Simon Maddocks	7	7	9	9	4	4	7	7
Aggie Wegner	3	2	-	-	-	-	4	4
Sue Carthew	4	3	-	-	-	-	3	3
Ken Davies	7	7	-	-	-	-	-	-
Mr Craig Graham	4	3	-	-	-	-	-	-
Mr Dick Guit	4	4	-	-	-	-	-	-
Alan Morris	4	4	7	7	3	2	4	4
Jodie Ryan	3	3	-	-	-	-	-	-
Richard Ryan AO	7	5	9	8	4	3	7	7
Judith Whitworth AC	7	7	-	-	-	-	-	-
Alan Berman	7	6	-	-	-	-	-	-
Raymond Simpson	7	6	-	-	-	-	-	-
Nagendra Timilsina	7	1	-	-	-	-	-	-
Peter Clee	7	7	1	1	-	-	-	-

Legend

A = Number able to attend

B = Number attended

Principal Officers



Professor Simon Maddocks
Vice-Chancellor and President



Professor Mike Wilson
Provost and Vice President



Professor Bogdan Dlugogorski
Deputy Vice-Chancellor and Vice President



Meredith Parry
Deputy Vice-Chancellor and Vice President, Operations



Andrew Everett
Deputy Vice-Chancellor and Vice President, Global Strategy and Advancement



Associate Professor Noordin Shehabuddeen
Pro Vice-Chancellor, Vocational Education and Training



Anne Coulter
Chief Financial Officer



Professor Reuben Bolt
Pro Vice-Chancellor, Indigenous Leadership



Professor Robert Fitzgerald
Pro Vice-Chancellor, Education Strategy



Sam Jacob
Pro Vice-Chancellor, Student Engagement and Success (acting)

Awards and Achievements

Outstanding students, staff and alumni

NT Training Awards winners
CDU featured prominently at the NT Training Awards on 19 September 2020, with 12 VET students nominated as finalists in six individual categories. Six of the nominated students took home awards as winners or runners-up.

Dale Dhamarrandji, a CDU VET graduate from Nhulunbuy, represented the Northern Territory at the Australian Training Awards after winning the Aboriginal and Torres Strait Islander Student of the Year Award at the 2020 NT Training Awards. Dale completed a Certificate III in Mobile Plant Technology in 2020 and is the first Yolŋu diesel fitter at Rio Tinto Gove.

Sophie Reid won the VET in Schools Student of the Year Award. Four other CDU students were runners up in their categories. They are Luke Roberts (Aboriginal and Torres Strait Islander Student of the Year), Shannon Veltman (Austin Asche Apprentice of the Year), Zoe White (Vocational Student of the Year) and Brooke McKenna (School-based Apprentice / Trainee of the Year).

Architecture Award

CDU student Nicole Ng took out the NT Student Award at the 2020 NT Architecture Awards.

NT Export Awards

CDU Bachelor of Accounting student Manfred Mletsin won the Northern Territory Government Study NT Student of the Year Award at the 2020 NT Export and Industry Awards.



Dale Dhamarrandji and Bradley Read from Hastings Deering.

Rural Women's Award

PhD candidate Amy Kirke will represent the Northern Territory later in 2021 at the National Rural Women's Award after winning the AgriFutures NT Rural Women's Award in 2020 for a project to take science education into remote communities.

National Book Award

Senior Lecturer in Indonesian Studies Dr Vanessa Hearman was acclaimed by the Asian Studies Association of Australia (ASAA) with its inaugural Early Career Book Prize for *Unmarked Graves: Death and Survival in the Anti-Communist Violence in East Java, Indonesia*.

Science Award

CDU ecologist Dr Carla Eisemberg has won the Northern Territory Young Tall Poppy Science Award for 2020 for her outstanding research

that has the potential to influence health and sustainable harvest enterprises in remote communities.

STEM Award

CDU graduate Rikki Bruce received the \$20,000 Aboriginal and Torres Strait Islander STEM Professional Award. Ms Bruce won the Early Career Award for making a significant contribution to a STEM initiative and having demonstrated suitability and capacity to act as a role model for Aboriginal and Torres Strait Islander students. The award is presented to a professional with up to five years' professional experience after completing an undergraduate degree.

CDU Alumni Awards

CDU's alumni are valued members of the CDU community. They form a strong global network of graduates who are our brand ambassadors, role models for current students, and inspiration for those seeking to further their education.

In 2020, CDU launched the inaugural Alumni Awards, designed to showcase the best and brightest graduates who have become trailblazers and leaders, demonstrating excellence throughout their careers, and building on the foundation provided by CDU.

A total of 41 nominations were received. Of these, nine alumni received awards across five categories.

Our inaugural alumni award winners were:

Distinguished Alumnus Award

David Woodroffe

Indigenous Alumnus Award

David Woodroffe

Special Commendation: Jahna Cedar, Mark Mayo

Alumnus Award for Industry Excellence

Sophie Verass

Alumnus Award for Community Service

Emre Celik

Alumnus Award for Early Career Achievement

Teleiah Bayfield

Special Commendation: Mohd Naumann, Rikki Bruce

International Alumnus Award

Benjamin Poveda-Alfonso



From left: Indigenous Alumnus Award – Mark Mayo, International Alumnus Award – Benjamin Poveda-Alfonso, Alumnus Award for Early Career Achievement – Rikki Bruce, Indigenous Alumnus Award and Distinguished Alumnus Award – David Woodroffe.

Review of activities

A provider of transformative skills and learning

Improved learning experience

The first version of the University's *Transformative Teaching and Learning Strategic Plan* was developed in 2020. It was an important milestone for the University as it defines the educational goals that the University seeks to achieve over the next five years.

The plan responds to the transforming world of work and the need to prepare students as future ready workers through the collaborative co-design of innovative learning in smart digital environments. Over the next five years this strategic direction will be underpinned by a dedicated focus on quality assurance.

Improved Quality

Transition to online assessments: CDU Colleges were actively supported as they transitioned from on-campus to online assessments due to COVID-19. This was a collaborative approach with teaching staff, professional staff, students and learning technologists involved in developing assessment alternatives. A new grading feedback and annotation tool for staff and students provided improved capability for staff to provide grading feedback efficiently and for students to access feedback.

Orientation to Teaching: In 2020, Education Strategy delivered an Orientation to Teaching (OTT) course for new academics. Hosted online

due to COVID-19, the session was supported by the Teaching in Higher Education (THE) e-guide. It was designed to help new academics understand the teaching and learning context, identify support services and explore the online and blended learning environments and their role in facilitating effective learning.

Professional development: A professional development program was developed to build VET lecturer skills in digital teaching and learning. Topics include digital design, digital templates, digital communication, and collaboration tools.

Academic staff support: To shift rapidly to an online learning modality due to COVID-19, and working in close partnership with the NTG, CDU staff undertook further skills and training development. A curated suite of online training courses and a VET learning@home SharePoint site comprising various online resources were made available to VET lecturers. These were embraced by the lecturers and greatly assisted their teaching process.

HE lecturers were also offered extensive support to set up, deploy and monitor exams in Learnline, with exams delivered across 277 units. A range of resources were developed to support both students and lecturers undertaking online exams for the first time.

New online learning environment: Online units were transferred from the Blackboard Learn Original Experience to Blackboard Learn



CDU's student ambassadors leading a campus tour.

Ultra Experience. In 2020, 206 units were delivered in Ultra. To support the transition, extensive training and a range of online resources were provided to support HE lecturers developing units in this new environment.

Student support and service

Through financial support and assistance in managing student fees, student assistance grants, case management of at-risk students, increasing accessibility and removing barriers for student admission, our administrative and academic teams worked collaboratively to support students.

The students also developed innovative initiatives to support not only themselves but the broader community. CDU also provided several online resources to educate students about COVID-19, including how to access support services and adapt to changes in study.

COVID-19 pulse survey: A short survey was deployed in May to understand how students felt in the COVID-19 climate. A total of 2769 students responded (21% response rate). The survey produced excellent feedback and provided the Student Engagement team with the ability to contact students who required additional support.

Denise Horvath and Jackie Wynne are part of the CDU team which helped the university earn a Blackboard Inclusive Education award.

Relaunch of the Aspire program: CDU's flagship outreach program to NT high school students, Aspire, was relaunched in 2020, resulting in engagement with 446 Year 10 students across 21 senior schools. New partnerships with NGOs such as Melaleuca Refugee Centre, The Smith Family, Clontarf Foundation and the Stars Academy provided additional avenues for engaging with students outside of the high school environment. Widened outreach to schools such as Alice Outcomes and Laynhapuy Homelands School improved understanding of the barriers to education faced by some students.

Student Experience

Student Experience Program (SDX): The Student Experience Program is a multi-year, cross-university program of work designed to ensure the University has future facing, systems-led solutions for student administration and engagement.

The program was informed by a student feedback survey that gathered data from nearly 3000 students. The survey revealed key areas of focus with projects implemented in 2020 including a new placement system for students undertaking work-integrated learning, improving the approach to identify students at risk of attrition and solution design for a range of student management and engagement systems.

Student retention

CDU has long been working on student retention with plans in place to manage attrition risk and maximise student success. CDU's Retention Plan was presented to the Academic Board at the end of 2019 with many initiatives underway in 2020, including:



Top of the Class for Online Learning

CDU was recognised as one of the leading institutions in the world for online learning after receiving a Blackboard Hall of Fame Award. The University, which has been a client of Blackboard's since 2001, received the award for 'Providing Thought Leadership or Innovation in Education'. CDU was one of only seven Blackboard clients worldwide to receive the award and the only client in the Asia-Pacific. The award recognises high-performing and exceptional client partners of Blackboard, which is CDU's online learning management system. The university also picked up a Blackboard award for 'Inclusive Education'.

- > Improving onboarding with virtual orientation, peer-to-peer mentoring program, online resources for staff and students and a new pre-approved Access and Inclusion adjust system.
- > Increasing academic skills through an accessible 24/7 online tutoring program, an academic literacy framework, increased access to peer-assisted study sessions (PASS) and an expanded suite of online academic learning resources.
- > Building a vibrant student community through better access to funding for extracurricular activities to improve student experience, an increasingly representative student body, a Safer Communities framework, and an online career resource.
- > Managing academic progression through the establishment of an engagement and progression team, personalised learning success plans, and implementing a twice-yearly re-engagement campaign for students on intermission.



Alisha Chapman is one of many graduates who was able to secure full-time employment after finishing with CDU. She is currently working as a primary school teacher in Nhulunbuy.

Five-star CDU among best in country for graduate outcomes

Charles Darwin University's track record for graduate outcomes went from strength to strength in 2020.

CDU was awarded with five 'five-star' ratings in the Good Universities Guide. These were for full-time employment and median salary in the postgraduate categories, plus undergraduate full-time employment and median salary categories, as well as the First-Generation characteristics category.

New Course Aims to Heal Through Creative Arts

The healing power of art, music, play and dance is the foundation of a new course launched in 2020. The Graduate Certificate and Diploma in Creative Therapies will teach students how to apply creative healing practices from Indigenous and cross-cultural perspectives when working with people who have experienced trauma. The course follows the success of the "Turn 'em around" healing model, developed by CDU lecturer and researcher in the College of Health and Human Sciences Dr Michelle Moss and Larrakia artist and healer Anthony Duwun Lee. The course blends Western approaches with Indigenous healing practices to help alleviate the impact of trauma in some of Australia's most disadvantaged communities.



Larrakia artist and healer Anthony Duwun Lee and CDU's Dr Michelle Moss with the Turn 'em around marionettes that have inspired a new creative therapies course on offer at CDU from semester 2.

Globally recognised for Indigenous leadership

The key strategic activity undertaken in 2020 was the development, refinement and launch of the *Indigenous Leadership Strategy 2021-2025* (ILS).

The Strategy embraces a whole-of-University approach that focuses on Indigenous specific strategies aligned to each of the five strategic pillars of CDU's Strategic Plan, *Connect Discover Grow*. The development and refinement of the ILS included consultation with key stakeholders from across the University, as well as with relevant external stakeholders. The ILS will support CDU in its commitment to improve Indigenous outcomes in HE and VET.



Indigenous Pre-Accounting Enabling Program coordinator Dr Guzyal Hill, student Corrine Coombes and Northern Territory Treaty Commission director Steve Rossingh at the launch of the program.

Support for Indigenous students

Capacity building: A group of nine CDU Indigenous postgraduate students completed a week-long masterclass in Capacity Building for Indigenous PhD Students through the National Indigenous Research and Knowledges Network (NIRKAN) in December 2020, led by NIRKAN node leader and CDU researcher Dr Linda Ford and with sessions by national Indigenous research leaders, Yolŋu research leaders and CDU staff. Students were awarded their certificates of completion in January 2021.

Plan to address Indigenous accounting shortage: A new CDU initiative aims to make a difference to the number of Indigenous accountants working across the Northern Territory and Australia. The program is a partnership between CDU, industry and employers that will support Indigenous students to undertake introductory studies and build leadership skills, leading to further university education and formal qualifications in accounting. One of the key aspects of the new program

is the collaboration between CDU, industry, and employers to support students to enter and complete the program.

Encouraging more Aboriginal people into the legal profession: In February, CDU's Asia Pacific College of Business and Law offered an Indigenous Pre-Law Program to encourage more Aboriginal and Torres Strait Islander people to study law in the Northern Territory. Aboriginal and Torres Strait Islander lawyers make up just two per cent of lawyers in the Territory; however, Aboriginal and Torres Strait Islander people make up roughly 30 per cent of the population and are significantly over-represented across the justice system. By participating in the program, students found out more about studying law, gained foundational legal study skills and met inspirational First Nations lawyers and leaders.

Indigenous Alumnus honoured
An Indigenous CDU graduate won the Indigenous Alumnus and top Alumnus awards at the inaugural

CDU Alumni Awards in October. David Woodroffe was a Northern Territory University law graduate in 1999 and one of the first Indigenous law graduates in the NT. He has since forged an exceptional career as a lawyer, advocate and leader of his people, serving as Principal Legal Officer for the North Australian Aboriginal Justice Agency.

Research outcomes

Graduates celebrate the recognition of research skills: Indigenous researchers working on country had their specialist knowledge recognised by a new credentialing system offered through CDU. The Northern Institute is delivering three credentials for Indigenous people working in community-based research and celebrated its first two graduates of the program: Stephen Dhamarrandji and Emmanuel Yunupirju. Stephen earned the community-based researcher credential through a tailored program suited to the grassroots work he undertakes alongside CDU

researchers. Emmanuel achieved his micro-credentialing badge after working as a co-researcher on a monitoring and evaluation project for the Northern Land Council's Community Planning and Development program.

Grant for New Research Centre:

The Molly Wardaguga Research Centre has successfully secured \$2.5 million in National Health and Medical Research Council funding for a project focused on providing the Best Start to Life for First Nations Women, Babies and Families. The funding will allow the Centre to expand and build on a current program that has resulted in a 50% reduction in Indigenous preterm births. It will involve work to redesign the current system to ensure greater First Nations governance and to establish and evaluate Aboriginal Birthing Centres

that provide culturally and clinically safe services to reduce risk factors and improve health outcomes.

Research grant to support early Indigenous Education: A project led by CDU that aims to build on the strong cultural foundation of young Indigenous children as they move into early education received an Australian Government Indigenous Research Exchange grant of almost \$200,000. The project 'Understanding pathways to support Yolŋu children and families to achieve strong learning in two systems' is a collaboration between Indigenous communities, educational and research partners. The project aims for Yolŋu (North-Eastern Arnhem Aboriginal) families, educators and researchers to work together to address community priorities.



Dr Anne Lowell and Dr Elaine Lăwurrpa Maypilama are leading a project to support Yolŋu children and families to achieve strong learning in two systems.



Yolŋu Studies Lecturers Brenda Muthamuluwuy, Joy Bulkanhawuy and Gawura Wanambi.

CDU leads the way in teaching Indigenous Languages

CDU offered courses in three Indigenous Australian languages this year, more than any other university in the country. Students interested in learning an Indigenous language can choose from Yolŋu Matha from East Arnhem Land, Arrernte from Central Australia, and Bininj Kunwok from West Arnhem Land. All courses are available online and in various formats, including short courses, undergraduate and postgraduate study options. The Yolŋu Studies program has been offered at CDU for more than 25 years, while Arrernte has recently relaunched and Bininj Kunwok was offered for the second time after starting in 2019.

Research bridges cultural disconnect: PhD candidate Ellie Norris has brought a fresh approach to standard financial reporting that places greater emphasis on Indigenous cultural values. Ellie's research explores the meaning of accounting in an Indigenous not-for-profit setting and aims to capture some of the reporting experiences of Indigenous organisations. The project combines Ellie's professional experience as a practising accountant, with the need to explore whether conventional accounting standards should be adapted for Indigenous cultural values.

Language Researchers Awarded ARC Grant: A team of Indigenous and non-Indigenous researchers at CDU were awarded a grant to study Aboriginal language programs in the Northern Territory and Western Australia. The \$366,000 Australian Research Council Discovery grant will enable the team to work with communities to construct a substantial evidence base, leading to better understandings about how Aboriginal languages are revitalised and maintained. The project, 'Investing in Aboriginal Languages,' comprises three broad themes: evaluation, innovation and sustainability. It will proceed through a two-way collaboration with Aboriginal people, designed to elevate local voices and build local capacity for designing and evaluating programs, technologies and businesses for keeping Aboriginal languages strong.



NAIDOC week

Delayed because of COVID-19, NAIDOC celebrations were moved from July to October, creating an immersive educational and cultural experience for CDU students and staff. Activities include dance, painting, a smoking ceremony, a bush medicine lecture, and traditional bush tucker tastings. Events were hosted right across the Top End by the Larrakia Nation and other organisations. The unique experience allowed participants to learn traditional cultural practices from Larrakia Elders, artists, and dancers.

The Vincent Lingiari Memorial Lecture (VLML)

In 2020, CDU celebrated the 20th Vincent Lingiari Memorial Lecture (VLML). The lecture has built a respected national profile and, to date, has been a traditional lecture-style event. Due to COVID restrictions on mass gatherings and regional travel within the NT, 2020 provided an opportunity to re-envision the VLML so that it was still run as an event, but to present it in an engaging new format to suit a digital (online or television) presentation. Subtitled *Our legacy of Activism, Advocacy and Calls to Action*, the VLML launched on SBS/NITV Monday 14 December, and was made available to live stream on SBS On Demand until the end of February 2021.

This year, NITV presenter John Paul Janke led a panel consisting of Professor Marcia Langton AO, Senator Pat Dodson and Professor Bruce Pascoe in a discussion on the legacy of activism in Australia.



CDU Vice-Chancellor Professor Simon Maddocks, Minister for Resources, Water and Northern Australia, Keith Pitt and NAIF CEO Chris Wade.

NAIF loan to CDU expansion receives full approval

Charles Darwin University's (CDU) expansion plans have moved forward, with the Northern Australia Infrastructure Facility (NAIF) fully approving a loan up to \$151.5 million to support the University's growth. NAIF's Investment Decision, which has been approved by the Minister for Resources, Water and Northern Australia, Keith Pitt, will enable the Darwin City Deal's Education and Community Precinct to progress, comprising a new CDU city campus, and a central city library (co-locating parts of existing libraries at CDU and NTG). NAIF's loan is in addition to \$97 million already committed by the Australian Government through the Darwin City Deal initiative and will also support some new infrastructure at the Casuarina Campus.

Critically engaged in our region

Education and Community Precinct

The \$250 million Education and Community Precinct is a key part of the Darwin City Deal, bringing together the Australian and Northern Territory Governments, City of Darwin, and CDU to achieve a shared vision for Darwin's Central Business District.

The Precinct will accommodate both the NT and CDU library, extensive teaching and learning spaces, office space, recreational spaces for students, an art gallery and event spaces.

Once complete in early 2024, the Precinct will house CDU's Asia Pacific College of Business and Law, the College of Indigenous Futures, Arts and Society, IT, Teaching and the University's International College.



CDU Vice-Chancellor Professor Simon Maddocks and Senator Sam McMahon break ground on the site of the new campus.

Ground works commence on Education and Community Precinct

The transformation of Darwin's city centre is officially underway with construction commencing on the Education and Community Precinct. The project will support hundreds of local jobs and has already ploughed financial stimulus into the NT economy through project contracts awarded to local companies. The precinct will create 350 on-site jobs and a further 380 jobs across the supply chain through to 2024, making it one of the biggest building projects undertaken in Darwin during recent times.

Regional Engagement

Destination Australia

The University was successful in its Destination Australia Round 2 funding application in which the Australian Government Department of Education, Skills and Employment awarded \$643,500 (over four years) to deliver 24 scholarships at Casuarina (16), Waterfront (4) and Palmerston (4) campuses. Of the 24 scholarships, 12 were for domestic students, and 12 for international students and qualification types ranging from Certificate IV to PhD. The program aims to attract and support international and domestic students to study in regional Australia, to grow and develop regional Australian tertiary education providers and offer students a high-quality learning experience.

Newmont Australia

Newmont Australia signed a \$250,000 scholarship commitment to the Charles Darwin University, to assist in capacity building amongst local community-based organisations and to improve socio-economic outcomes for Tanami Warlpiri communities. The scholarships aim to support Top End and Centrally located NT residents in completing courses relating to the mining industry as well as aspects of community and education. Newmont Australia also generously donated \$39,000 to CDU's COVID-19 Student Emergency Appeal.

Defence

Defence Science: CDU executed the Defence Science Partnering Deed with the Defence Science and Technology Group, Department of Defence. The partnership intends to conduct activity related to defence-focused research and could include research activities and collaborations; secondments and exchanges; funding of scholarships and academic positions; and equipment loans and infrastructure

access. CDU continues to pursue opportunities in Defence research.

Soldier Recovery Centre: CDU deepened its engagement with the Australian Defence Force, particularly with the Soldier Recovery Centre at Robertson Barracks in Darwin delivering VET-related training and engagement activity to support soldiers suffering various medical ailments. Of notable interest is CDU's Health Immersive Virtual Education (HIVE) project which delivered support using new VR/AR teaching tools to explore highly complex concepts in a virtual environment.

CDU and SPEE3D: CDU and SPEE3D built on the prototyping with the Australian Navy in 2019 and executed contracts with the Department of Defence for a pilot programme to deliver Industry 4.0 training. In a 12-month trial designed to test the feasibility of deploying 3D metal printers both on-base and in the field, SPEE3D partnered with the Advanced Manufacturing Alliance (AMA) and CDU to deliver the program with soldiers from the Australian Army's 1st Brigade.

Army Training: Industry 4.0 training in 'Design Principles - 3D Printing', was delivered to the Australian Army under strict COVID protocols. This training served as a case study for use of the SPEE3D printer in the field. CDU staff participated in the field exercise which was conducted in the heat and humidity of the NT.

US Marines Visit: The University hosted a visit by US Marine Attaché to Australia Lieutenant Colonel Mark Weinrich, Captain Ethan Dalton and Lieutenant Tianxing Hu of the US Marines, to discuss education and training opportunities for US Marines. The US Marines identified CDU's world-class Humanitarian Assistance/Disaster Management Program that may act as a regional supplement to support Marine Rotational Force – Darwin. They also identified the opportunity for

Professional Military Education focusing on providing expertise in regional multilateral and ADF considerations. The visit included discussion about SPEE3D and Advanced Manufacturing Alliance (AMA) capability to meet Defence needs.

Community Celebrations

Charles Darwin Black Tie Dinner: On 12 February, CDU welcomed over 190 members of the Darwin community to the 2020 Charles Darwin Black Tie Dinner. Celebrating the 211th anniversary of the birth of Charles Darwin, guests were treated to a special performance by ARIA nominated Territorian Emily Wurramara, and a keynote address by global technology entrepreneur and CDU Alumnus Dr Mark Englund. The event raised over \$30,000, directed to CDU students through the establishment of new scholarships and College prizes.



Charles Darwin Day: The birthday anniversary of the University's namesake, Charles Darwin, was also celebrated within the University on 12 February with a talk by visiting Professor Frank Zachos, Head of Mammal Collections at the Natural History Museum in Vienna, Austria. Professor Zachos' topic was 'What is a species? Problems and answers in Darwin's time and today'.

Art and Culture

CDU Art Collection

The CDU art collection grew in 2020 with 65 acquisitions of artworks (6 textiles, 4 ceramics, 28 Balinese paintings, masks and sculptures, 2 photographs, 21 limited editions prints, 1 bark painting and 3 sculptures/installation works) created by Indigenous, non-Indigenous and Southeast Asian artists. This brings the total collection to more than 3,400 artworks.

Over 500 artworks are on display on campuses at Palmerston, Casuarina and the Waterfront with regular changeovers occurring in 2020.

Engagement with Indonesia: TAKSU:

The Art of Bali exhibited two major cultural gifts of Balinese paintings, sculptures, masks and puppets donated to the CDU Art Collection by Mrs Mary Hill (in honour of the late Chris Hill 2014) and Mr Michael Abbott AO QC in 2018.

PLACE exhibition: A Charles Darwin University Art Gallery curated exhibition celebrated the 10th anniversary of the CDU Art Gallery featuring 40 artworks from the CDU Art Collection.

Contemporary Indigenous visual art on display: *The Salon de Refusés 2020* exhibition was presented at CDU Art Gallery in partnership with Salon Art Projects for the fifth consecutive year.

Linking the Top End and the Red Centre: *Bitumen & Dirt – Wayne Eager: 30 Years in the Territory* was a survey exhibition featuring 78 artworks from public and private collections around Australia, including 13 from the CDU Art Collection. The exhibition charted Eager's career since 1990 and will tour to Araluen Arts Centre, Alice Springs in 2021.



Visitors at the CDU Art Gallery viewing *Bitumen & Dirt: Wayne Eager: 30 Years in the Territory*, October 2020. Photograph by Helen Orr.

Alumni

CDU's Alumni program grew in 2020, with the university connected to more than 29,000 alumni, up from 17,519 in 2019. CDU Identity Management (single sign-on) was launched and is now available to all alumni, offering free access to Outlook 365, the CDU Career Portal, online Library resources and LinkedIn Learning.

Major Donations

The university continued to attract donations from individuals, industry business and government including:

- > CSIRO Indigenous Scholarship - CSIRO donated \$75,000 to support further engagement with the sciences amongst Indigenous Australians.
- > YRC Trust Pty Ltd renewed their support of the Karmi Dunn Sceney Scholarship, to provide financial support and encourage Australian Indigenous or Torres Strait Island students from the Yilli Rreung region to complete a Bachelor's degree in Business, Commerce or Accounting. The scholarship is valued at \$10,000.
- > Barbara Singer Environmental Scholarship, supported by the Department of Environment and Natural Resources, recommitted to a five-year pledge across 2020-2025, equalling \$15,000 over five years.
- > Majarlin Kimberley Centre for Remote Health Scholarship, valued at \$30,000, to provide financial support to students from the Kimberley region to study an accredited undergraduate (or professional Masters) course within the allied health or nursing and midwifery professions.
- > NEC IT Solutions Australia Pty Ltd pledged \$20,000, to fund a \$10,000 Regional Information Technology Scholarship and a \$10,000 IT scholarship.
- > AKRON Group NT Scholarship - Akron Group has committed a total of \$15,000 over the next three years to financially support three driven and hardworking Territorians enrolled in a Higher Education degree in the areas of Business or Engineering.

- > The Department of Territory Families, Housing and Communities, has pledged \$70,000 to support at least four new ongoing HE and VET scholarships from 2021-2025 to support talented students who have resettled in Australia as humanitarian or refugee entrants.
- > Connellan Airways Trust has committed to \$30,000 to support new students from 2021-2023 with the Connellan Airways Trust Outback Scholarship, which aims to support people in isolated, rural and remote places, enabling the advancement of people in Outback Australia.
- > The Department of Corporate and Digital Development pledged \$30,000 to support six scholarships from 2021-2023 to support Information Technology students who may be engaged in or considering a future in research in the field of IT.
- > The City of Darwin committed \$15,000 to the renewal of the George Brown Memorial Scholarships from 2021-2025 to provide financial support and work experience to students enrolled in an environmental course at CDU and to honour George's contribution to the environmental development of Darwin.
- > HWL Ebsworth Lawyers Scholarship committed \$15,000 to provide financial support, vacation employment and a valuable introduction into private legal practice to the region's best and brightest.
- > Radical Systems Pty Ltd has committed to \$30,000 for the Radical Systems IT Scholarship, from 2021-2023, to support an enthusiastic and talented new CDU Technology student to realise their goals by providing financial support and mentorship opportunities for students in their first year of study.
- > Vocus Communications extended its support to \$10,000 to support four new students in 2021.
- > Sabrina's Reach for Life and Centro Italiano Assistenza Scolastica e Sociale, together have funded the second Sabrina J Di Lembo Memorial scholarship, valued at \$15,000, in honour of the memory of CDU student Sabrina Di Lembo for students passionate about mental health.
- > Kennelly Constructions Indigenous Research Bursary, is designed to financially support an Indigenous student enrolled in the Diploma of Indigenous Research with \$30,000 to be used for study-related expenses such as fees, equipment, tech support and research-related travel.

International Engagement

Indonesian Consular Visit: The newly appointed Indonesian Consul to Darwin visited on 19 August. A subsequent discussion was held with Indonesian Consulate staff regarding a potential collaboration with the Indonesian National Board for Disaster Management – Badan Nasional Penanggulangan Bencana (BNPB).

Timor-Leste Consular Visit: The newly appointed Timor-Leste Consul visited on 21 August. A Memorandum of Understanding for CDU to provide English language support, professional development courses, and short courses onshore and offshore to Timor-Leste has subsequently been sent to the Government of Timor-Leste for consideration.

Japan Consular Visit: The Vice-Chancellor and Director CDU Global hosted the Consul General of Japan's visit to CDU on 27 October to discuss opportunities for short courses and study abroad opportunities. The Consul General was pleased to hear that Japanese students would be participating

in the first charter flight of international students returning to Australia.

Singapore High Commission

Secretary: In November, CDU hosted a visit from Ms Abigail Ho, First Assistant Secretary of the Singapore High Commission in Canberra.

Video Conference with Ambon

University: CDU hosted a video conference with Universitas Pattimura, (in Ambon Indonesia) to launch the 'International Class for English Language Teaching and Learning: from Theory to Practice,' which will be delivered by the English Language, Literacy and Numeracy Unit in the College of Health and Human Sciences.

Confucius Institute: CDU and the Confucius Institute hosted a meeting with the Deputy Head of Mission, Embassy of Sweden, to discuss international engagement.

Nepalese Ambassador: CDU hosted a Webex meeting with Ms Felicity Volk, the Australian Ambassador Designate to Nepal, where many of CDU's international students come from.

Confucius Institute

A new five-year agreement to continue the CDU Confucius Institute (CI) was signed by the three partner universities, Charles Darwin University, Anhui Normal University and Hainan University on 17 December. The CDU CI maintained its one Dependent Confucius Classroom (at Woodroffe Primary School) and seven off-campus Chinese language teaching-points (Darwin High School, Larrakeyah Primary School, Leanyer Primary School, Nakara Primary School, Parap Primary School, Nightcliff Primary School and Manunda Terrace Primary School) in 2020. The CDU CI is an official testing centre for the Chinese Proficiency Test (HSK) and conducted testing for students at all levels from HSK 1 to HSK 6 in 2020.

COVID-19 Impact: COVID-19 travel restrictions in 2020 meant that volunteer teachers from China couldn't come to Darwin and so the CDU CI employed Chinese international students from the Master of Education program as teaching assistants in its teaching points.

Chinese language classes: A second innovation in 2020 was the initiation of language classes for the children of the Chinese diaspora in Darwin. The Australia Chinese Friendship Society (ACFS) approached the CDU CI to provide language lessons to the children of their members. These weekend classes have proved popular with children and parents and have expanded to include dance classes.

Local celebrations: The CDU CI organized celebrations of the major Chinese festivals (Lunar New Year, Dragon Boat Festival and Mid-Autumn Festival) with local Chinese societies and additionally held cultural events each month.

Chinese Bridge Competition: The CDU CI hosted its biggest event of the year, the online finals of the Chinese Bridge Chinese Proficiency Competition for Secondary School Students in Australia. This was an all-day event for the 12 state and territory winners from the preliminary rounds of the competition.

The need to conduct this competition fully online due to COVID-imposed travel restrictions provided another first for CDU as the 2020 host and for the competition in Australia.

Sponsorships

COVID-19 impacted heavily on events and social gatherings, so event-based sponsorships were limited in 2020.

Darwin Symphony Orchestra:

The University signed an MOU in December to continue as Principal Sponsor of the Darwin Symphony Orchestra, an important cultural and creative community icon in the NT.

Northern Territory Literary Awards:

CDU continued its sponsorship of the annual Northern Territory Literary Awards. The Charles Darwin University Creative Non-Fiction category is a Non-Fiction Award for a factually accurate work written with attention to literary style and technique.

Netball NT: Sponsorship of Netball NT continued throughout 2020.

Awards, events, and conferences:

The University also supported the NT Young Achiever Awards, the Developing Northern Australia Conference and the Deadly Rugby League Football Carnival.



A truly international university

The COVID-19 pandemic had major impacts on CDU's global strategy and international study community. CDU was able to quickly mobilise support, offering the opportunity for students who could not travel to study from their home country.

In November, the University delivered another Australian first – a pilot flight of new and returning international students brought to Darwin to study with CDU. This was the first group of international students permitted to enter Australia under the COVID-imposed international travel restrictions and was only able to be organised with support from both the Australian and the NT Governments.

CDU was one of only two universities in Australia to achieve growth in international enrolments in 2020.

Source Countries

CDU's international student growth exceeded the KPI target in 2020 by 8.8%. Growth in enrolments was recorded from Nepal, India, China PRC, Bangladesh, Vietnam, Pakistan and Sri Lanka. Nepal and India remained the top source countries for our international student cohort, followed by China PRC.

New Agreements

The University signed new agreements with international institutions:

Country	Institution	Type of Agreement
China	Guangdong AIB Polytechnic	Memorandum of Understanding (MoU) and Articulations in IT & Business
China	Guangzhou University	MoU
Greece	University of Aegean, University of Macedonia	Trilateral agreement
Indonesia	Universitas Mataram	MoU
Indonesia	Universitas Nusa Cendana	MoU
Japan	Kyoto University	Student Exchange Agreement
Norway	University of Bergen	Student Exchange Agreement
Philippines	Centre for Culinary Arts Manila	MoU
UK	University of Liverpool	Student Exchange Agreement

Operations and Student Support

Visa Framework

The University's Simplified Student Visa Framework (SSVF) Evidence Level Index of Level 1 was maintained throughout 2020, demonstrating the Australian Department of Home Affairs' (DoHA) positive assessment of CDU's ability to manage student visa risk. Learnings were achieved from an internal review of application processing conducted in 2020, resulting in significantly improved application processing times. Entry requirements were adapted to overcome challenges associated with COVID-19, including the closure of standard English language testing centres such as IELTS, TOEFL and PTE in key source countries.



New International CDU College

The new CDU International College was launched in conjunction with UP Education at the CDU Waterfront campus in February. CDU Global worked collaboratively with UP Education on marketing and recruitment initiatives and events to support College applications. The College opened its doors in early March to the first intake of international students. Courses offered include CDU's Foundation First Year Diplomas, Masters Preparation Program and Masters Qualifying Programs and will prepare international students to undertake undergraduate and postgraduate programs at CDU.

Internal engagement

In July, the CDU Global summit was conducted to provide international marketing and recruitment staff the opportunity to receive product knowledge from the Colleges and VET. A webinar series was conducted to share information with internal stakeholders on CDU Global's recruitment and marketing activities, international student support provisions and assistance with CRICOS registration.

Marketing and Recruitment

Study leads increased significantly year on year which may be attributable to the announcements of regional scholarships and extended post study work opportunities alongside increased efforts in digital and direct marketing recruitment initiatives. This trend continues due to the arrival of the first charter flight of International students in November 2020. CDU Global was quick to respond to pandemic conditions and commenced focusing on online recruitment and digital marketing activities in the first quarter of 2020. Notably, this included the use of webinars, digital campaigns and increased agent engagement.



CDU Vice-Chancellor Professor Simon Maddocks together with UP Education CEO of University Partnerships Marnie Watson at the launch of the new CDU International College located at the Darwin Waterfront campus.



Xiujuan Xu and Bixia Liu were two of the international students welcomed back to CDU's Casuarina campus

Australian First: International Students Return

CDU became the first university to successfully bring a pilot flight of 63 international students to Australia on 30 November 2020, receiving national and international media coverage.

Students travelled from mainland China, Hong Kong, Indonesia, Vietnam, and Japan to meet a chartered flight from Singapore to Darwin and undertook 14 days quarantine at the NT Howard Springs facility.

The group included new and continuing students studying across a range of VET, undergraduate and

postgraduate programs in Law, Nursing, IT, Teaching, Accounting, Engineering, Environmental Science, Social Work and Commercial Cookery.

A comprehensive plan was developed to support students including care packages during the flight and upon arrival at Howard Springs Quarantine Facility, daily phone calls and a schedule of virtual events including English language, academic and employability workshops, exercise classes, and safety awareness sessions.

They were officially welcomed back onto campus in December amid much ceremony and celebration.

A successful research-intensive university

The impact of COVID-19 on the research portfolio was profound, and it is expected that the long-term impacts are yet to be fully understood. Many students are still impeded by the impacts on data collection as travel bans continue, and the Office of Research and Innovation (ORI) is providing support to researchers and students to manage funding and academic milestones.

New Initiatives

CDU introduced a number of initiatives to enhance the growth of research outcomes at CDU.

Charles Darwin International PhD Scholars (CDIPS) Scheme: CDU funded 35 strategic PhD scholarships in 2020 to attract high-quality international students to pursue research at CDU. At the end of 2020, a total of 28 CDIPS scholarships had been granted.

CDU Partnership Scholarships (CDU-Partners): CDU awards up to 10 CDU-Partners each year to support research collaborations with industry, governments and NGOs. Supervisors, potential students, and Colleges (or Scholarship Champions) are encouraged to approach governments and community organisations, NGOs and businesses (or partners) to promote their impact-focussed research and to obtain the support needed to apply to this scholarship opportunity.

Outstanding Future Researcher Program (OFRP): This scheme involves recruiting high performing early and mid-career researchers through a competitive EOI process. Four out of seven identified positions have been successfully

filled through a highly competitive international recruitment drive.

An Early Career Research Facilitator: This position was created to support the progress and productivity of early-career researchers.

Australian Research Funding

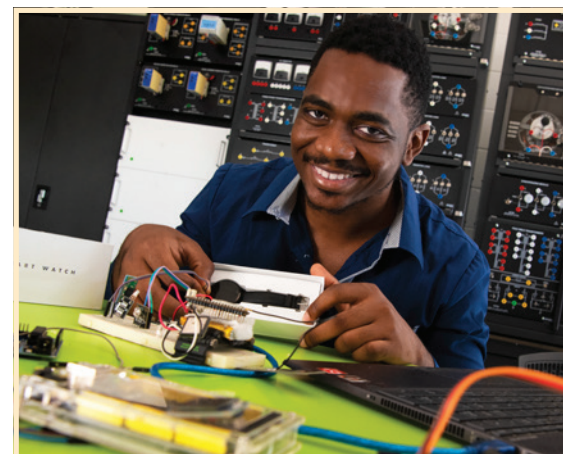
CDU researchers were awarded more than \$2 million in funding in 2020 from the Australian Research Council. Research projects on investigating the resurgence of crocodiles in Australia, Indigenous languages, the microbiology of animal skin, monitoring marine megafauna and fire management for species conservation were awarded Discovery and Linkage grants.

Partnerships

CDU and SPEE3D: CDU partnered with technology developer SPEE3D to use 3D printing technology to coat door handles with copper in high traffic areas as a possible solution to help reduce the viability of viruses such as COVID-19. Research showed that items covered in copper could reduce the survival of the virus, potentially reducing transmission. SPEE3D worked in collaboration with the Advanced Manufacturing Alliance (AMA) at CDU to conduct the initial trial to coat a touch plate and door handle on the Casuarina campus in Darwin.

CDU and Guangzhou University: In May, a partnership between CDU and Guangzhou University was formalised. The partnership is aligned with CDU's focus on the development of research-led collaborative partnerships in China

Joel Benesha at one of CDU's technology labs, where he developed the smartwatch prototype



CDU Graduate Trials life Saving Smartwatch

Bachelor of Software Engineering graduate Joel Benesha developed a potentially lifesaving smartwatch designed to help address remote health issues. The innovative prototype uses Telstra's 4G sim network and several sensors to provide feedback to doctors on how to best aid remote patients. An emergency location button can be pressed in a serious medical incident to allow a patient to be found quickly, while a flashing light and vibration system helps bridge language barriers and alerts patients when a doctor is visiting their community. The smartwatch was recognised at the Northern Territory Young Achiever Awards, where Joel was awarded the CDU Innovation Award. Joel is currently exploring options to trial the device in remote communities.

and, more specifically, the fast-growing and rapidly developing Guangdong/Greater Bay region – identified by Austrade as a viable area of growth and partnership across the HE and VET sectors.

Inspired NT and CDU: In a partnership between Inspired and CDU, science kits celebrating the International Day of Light were made available to school students. The home kit included tools and instructions to create an optical illusion character and a foldable mini-spectrometer. The simple, at home experiment gave students an insight into how the study of light has shaped the development of science across the world.

Engagements

Innovative CDU research was showcased in 2020 through events and activities including:

NTG workshop: In October, CDU researchers from the Research Institute for the Environment and Livelihoods (RIEL) and the Energy Research Institute were part of a strategic workshop with senior representatives of the NTG. The workshop aimed to identify priority

areas, synergies and opportunities for collaboration in environment (including waste management) and livelihoods.

Ask the Specialist: Menzies PhD student Vicki Kerrigan produced the insightful and popular Ask the Specialist podcast series, which offers ideas to improve the delivery of culturally respectful care, answering doctors' questions about working with Aboriginal patients, challenging negative stereotypes and elevating the patient's perspective.

The Darwin Harbour Advisory Committee: Chaired by Professor Karen Gibb from RIEL, the Darwin Harbour Advisory Committee worked to broaden the current Darwin Harbour report cards to include social, economic, environmental and Indigenous cultural values.

Detection for Protection: CDU researcher Dr Vinuthaa Murthy (RIEL) and Dr Hao Wang (ERI) have been collaborating with the NT Department of Primary Industry and Resources (DPIR) to develop a scent profile and synthesize artificial scent lures specifically for detection of the

highly contagious citrus canker disease affecting the NT's citrus produce.

Savanna Fire Forum: The 2020 Savanna Fire Forum organised by RIEL's Darwin Centre for Bushfire Research and the Indigenous Carbon Industry Network brought together over 300 participants from Northern Australia including Indigenous Rangers (from Cape York, the Kimberley and the Top End), Indigenous Groups, pastoralists as well as local, federal and state/territory rural fire agencies from QLD, NT and WA.

Waste of Solar: The Northern Institute's (NI) Alice Springs based researcher Dr Deepika Mathur published the report End-of-Life Management of Solar PV Panels with project partners Regional Development Australia NT (RDANT) and Desert Knowledge Australia (through the Intyalheme Centre for Future Energy). This report addresses the waste management issue of solar panels in remote Australia, where complexities are multiplied by vast distances and the absence of economies of scale.



PhD candidate David McKenzie asks "Why do farmers think differently"?

Researcher Seeks to Unlock Farmer's Mind

A CDU researcher has been investigating the contrasting decision-making behaviours of farmers who face fire, flood, drought and other adverse natural hazards. With a background in Agricultural Science and Psychology, PhD candidate David McKenzie is interested in how farmers adapt to natural hazards and how they make decisions to avert serious consequences. The PhD is titled "Strengthening Risk Reduction to Natural Hazard Consequences." It involves two parts: part one will consider case studies of several Australian farmers and an analysis of village-based agriculture in Indonesia and the second part will involve workshops where farmers will be asked to consider their future, a worst-case scenario and potential effects on business, community and self. Workshops were also held that helped develop a business model that can be replicated in a new community.

Expanding CDU's Research profile in 2020

Ongoing engagement with The Conversation: A total of 39 articles, written by 28 researchers from CDU were published in *The Conversation* in 2020 accounting for over 1,207,247 reads, including a piece that was selected to be featured in *The Conversation Year Book 2020* which represents one of fifty chosen out of 4000.

Threatened Species Commissioner: CDU/RIEL researcher Professor John Woinarski was included in the Expert Panel convened by the Threatened Species Commissioner to the bushfire crisis in 2020.

Economics of nature conservation: RIEL's Professor Stephen Garnett and NI's Associate Professor Kerstin Zander have contributed to inform the most comprehensive report to date on the economic implications of protecting nature which calls for 30% of the planet to be protected.

Aboriginal Language Protection: Northern Institute researchers Associate Professor Linda Ford and Emily Ford presented an online public lecture on the subject *Always was, always will be Aboriginal Language – Ma!* as guests of University of Melbourne's Research Unity for Indigenous Language in December.

Learning in Language: In an Australian first, researchers at Northern Institute have produced video resources in Yolŋu Matha language to support speakers of those languages to access online learning materials.

Energy and Resources Institute: CDU launched a new research Institute, the Energy and Resources Institute (ERI), with Director Professor Suresh Thennadil, that aims to develop world class expertise in the energy and mining sectors, particularly expertise relevant to the NT and remote areas.

Awards and Fellowships

Eureka Finalists: CDU researchers were part of two teams announced as finalists in categories of the prestigious Australian Museum Eureka Prizes.

Tall Poppy Award: The prestigious Tall Poppy Award from the Australian Institute of Policy and Science (AIPS) for the NT has been awarded to RIEL researcher, Dr Carla Eisenberg for her research on relationships between wildlife ecology, harvest and conservation to assist communities.

International Society for Social Studies of Science Award: A team of researchers at the Northern Institute comprising Dr Michaela Spencer, Dr Cathy Bow, Yasunori Hayashi, Leonie Norrington, Dr Simon West and Dr Jennifer Macdonald, won international recognition for excellence in the field of science and technology studies (STS) at a virtual conference hosted in Prague.

Northern Territory Natural Resource Management Awards: CDU/RIEL researchers won four of the nine awards. These are:

- > Dr Amanda Lilleyman and the Larrakia Land and Sea Ranger Group won the Indigenous Natural Resource Management Award
- > EnviroCollective which includes environmental science students Brittany Hayward-Brown, Justin Bott, Jay Padamata, Erica Smith as well as Dr Penny Wurm and Dr David Liddle won the Environment and Conservation Award
- > Wagiman/TRaCK project which includes Associate Professor Alison King, Associate Professor Dave Crook, Dion Wedd, Brendan Adair, Dr Krystle Keller as well as Professor Michael Douglas, currently at UWA, who is a University Professorial Fellow at RIEL, won two awards - The Best Collaboration in Natural Resource Management Award and the Research in Natural Resource Management Award.

Research Institute for the Environment and Livelihoods academic Dr Alan Andersen was one of the CDU scientists recognised on the list.



Influential Academics at CDU

CDU academics have been named as some of the most influential scientists in the world as part of a newly released database compiled by Stanford University. The 21 scholars, from a range of fields including biomedicine, ecology, zoology, engineering, IT, psychology and public health appeared on the list, which highlights the top two per cent of the world's most influential scientists. The database features more than 200,000 of the top scientists of the world and was compiled based on the citation impact during the calendar year of 2019.

Dr Jim Lee has been investigating the potential of STEMfit technology in the classroom.



STEMfit Engaged NT Kids in Learning

CDU Lecturer in Exercise and Sport Science, Dr Jim Lee has been researching the use of wearable technologies in STEM education, using students' own performance data to engage them in science, technology, engineering and mathematics classes. Together with Jeff Parker and Associate Professor Danny James, Dr Lee has delivered the final report to the Northern Territory Department of Education Innovation Fund for School Improvement. The report demonstrates the potential of STEMfit technology in classrooms. STEMfit is a wearable device used to capture performance data. Successfully used by elite athletes, the challenge was to translate the technology from elite athletes to school kids. Dr Lee trialled the technology at four schools – Clyde Fenton Primary School and Timber Creek, Bulla Camp and Amanbidji schools. The trial helped students engage with STEM concepts in a relatable way.

AgriFutures Rural Women's Award:

RIEL PhD candidate Amy Kirke won the coveted Northern Territory 2020 AgriFutures Rural Women's Award for her planned work in much needed scientific learning in rural communities of the Territory.

ACIAR Student Award:

RIEL PhD candidate Jenny House won the 2020 ACIAR Student Award with her project on 'Sharing lessons and knowledge for inclusive community-based fisheries management'.

Distinguished Service Award:

Professor Phil Giffard has been recognised for his exceptional service and contributions to science by the Australian Society for Microbiology (ASM) with a Distinguished Service Award.

Key Research Grants:

- > North Australia Fire Information Service (NAFI) project received further funding of \$790,834 to support the operation of the North Australia and Rangelands Fire Information service for fire scar mapping and recording fire history. The funding was provided by Commonwealth, State and Territory departments.
- > The Research Institute for the Environment and Livelihoods (RIEL) won a \$1.3 million bid from the Australian Government to evaluate the potential environmental impacts of fracking while producing geological and environmental data, tools and knowledge that will assist regulators and industry with planning, assessment and reporting. This work is led by Professor Jenny Davis from RIEL.
- > The Advanced Manufacturing Alliance (AMA) has signed a contract worth \$449,000 to conduct training for the Australian Navy funded by the Department of Defence.

- > Professor Karen Gibb was awarded \$199,300 to research cold supply chains in the north Australian Tropical Rock Oyster industry for the Fisheries Research and Development Corporation (FRDC).
- > Associate Professor Hamish Campbell and Professor Sam Banks from RIEL have started a project funded from the Federal Department of Agriculture, Water and Environment under the Biosecurity Innovation Scheme with North Australian Quarantine Survey as partners with \$270,000 being awarded.
- > A project entitled 'Using distribution mapping to better inform gamba grass management' led by Dr Natalie Rossiter-Rachor from RIEL was awarded \$100,000 by the Department of Environment and Natural Resources.
- > Barkly Region jobs profile and workforce plan received \$118,557 to undertake an evaluation project funded by NT Department of Trade Business and Innovation.
- > \$125,653 was received for evaluation services to National Aboriginal and Torres Strait Islander Corporation (NATSIC). NATSIC's NDIS Information, Linkages and Capacity Building – National Information Program is funded by NATSIC to increase access to high quality, culturally accessible, accurate and easy to understand information developed by experts.
- > CDU received \$100,000 from the Australian Tax Office to conduct a Tax Clinic to assist small businesses and individuals who cannot afford tax advice.
- > The Dead or Deadly and Bulwal Balaang Young Women's Program received \$189,233 for work with Waminda specified committees and personnel to conduct an evaluation of the Bulwal Balaang Young Women's program.
- > CDU received \$250,000 from the Australasian Fire and Emergency Service Authorities Council Limited to empower remote Indigenous communities in emergency management training.
- > Professor Louise Maple Brown received \$2,923,325 from the Medical Research Future Fund for her project 'A life course approach to reduce intergenerational diabetes in remote northern Australia through improved systems of care and consumer engagement.'
- > CDU researcher Dr Sigit D. Sasmito was awarded a National Geographic Explorer Grant. His project aims to understand the role of carbon emissions when mangroves are replaced by oil palm plantations. This project is undertaken in collaboration with CDU's RIEL, CIFOR and Bogor Agricultural University, Southern Cross University and the University of North Sumatra.
- > A CDU research team led by Associate Professor Hamish Campbell is part of the successful bid by NT Health that won an iMOVE CRC project worth \$1.18 million on integrating autonomous aircraft into the health care supply chain for remote communities in the NT.
- > A \$134,200 agreement for funding for the North Australia Fire Information (NAFI) services was entered into under the Northern Territory Risk Reduction Program of the NT Department of the Chief Minister, supporting risk reduction through the provision of online high resolution burnt area mapping for Greater Darwin and Katherine.
- > CDU's Darwin Centre for Bushfire Research won a consultancy worthy \$100,000 to address the West Arnhem greenhouse emissions monitoring and auditing (WAFMA).
- > Associate Professor Natasha Stacey and her team won a \$111,932 project from the Fisheries Research and Development Corporation (FRDC) for Investigation of Indigenous knowledges and nutritional health and wellbeing benefits and values of seafood for supporting Indigenous fisheries development.
- > The CDU research team led by Dr Anne Lowell received \$199,515 from the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) for a project about understanding pathways to support Yolŋu children and families to achieve strong learning in two systems.



Summary of financial information

Financial Performance

The University's net result from continuing operations was \$42.8 million in surplus for 2020. This reflects a significant turnaround in financial performance compared to the deficit of \$8.8 million in the previous year. Revenue increased by 14% overall from last year due to an increase in Higher Education student enrolments, Research and other government income. The University's net result from continuing operations for 2020 included a total of \$10 million in revenue relating to capital projects as well as \$14 million being the value of land transferred to CDU at nil consideration as part of the City Deal.

Expenditure in 2020 was lower compared to the previous year by \$14 million, and this is due to the deferral of recruitment and other operating activities to conserve budget in response to the COVID19 pandemic. The University also undertook structural changes to its workforce both in the teaching and administration areas to achieve efficiency and ensure longer term sustainability.

Financial Position

The University's net assets at the end of 2020 increased by \$41 million compared to last year. Material movements in assets relates to cash balances and receivables in current assets and the increase in capitalised cost of a major capital project currently in progress namely the Education and Community Precinct (ECP) in non-current assets. Total liabilities increased by \$18 million due to income received in advance relating to research and other externally funded projects.

The University's financial position at the end of 2020 was strengthened by the net cash surplus of \$44 million from its operating activities as a result of improved revenue and a reduction in payments to suppliers and employees.

Future Direction

The University is committed to transforming the way it operates to ensure that it builds on the performance of 2020. The completion of major structural changes in its teaching and administrative areas mean fewer staff and therefore technology modernisation and investments into corporate systems will be necessary to ensure that business processes are efficient and cost-effective while student experience, teaching quality and research outcomes remain at the forefront. Growth in international students is expected to be limited with ongoing border restrictions in 2021, and therefore increasing efforts will be invested towards growing domestic students and other non-government revenue.

Since the announcement of the City Deal in November 2018, the ECP is rapidly progressing with excavation work already commenced on site. The ECP is a \$250 million multi-year project with multiple stakeholders, and once delivered will ensure that the University has modern and world class education facilities that will attract both domestic and international students to study with CDU. The project will also deliver economic benefits and inject vitality into the Darwin CBD.

Income Statement

For the year ended 31 December 2020

	Group		Parent Entity	
	YTD 2020 \$'000	YTD 2019 \$'000	YTD 2020 \$'000	YTD 2019 \$'000
Income from continuing operations				
Australian Government financial assistance				
Australian Government grants	103,556	109,099	88,123	88,294
HELP- Australian Government payments	37,595	28,998	37,595	28,998
NT Government financial assistance	26,462	30,043	19,492	20,751
HECS- HELP student payments	7,744	7,075	7,742	7,074
Fees and charges	107,219	100,955	103,642	92,300
Consultancy and contracts	24,468	22,117	17,011	14,252
Other revenue	31,976	19,813	29,633	16,927
Investment revenue	4,908	3,099	4,475	2,377
Gains on disposal of assets	354	101	238	96
Gains on disposal of subsidiaries	2,085	-	-	-
Share of profit or (loss) on investments accounted for using the equity method	354	(220)	354	(220)
Total income from continuing operations	346,721	321,080	308,305	270,849
Expenses from continuing operations				
Employee-related expenses	190,572	196,589	160,916	162,732
Depreciation and amortisation	16,732	17,727	16,097	16,259
Repairs and maintenance	6,328	6,098	5,994	6,982
Impairment of assets/ (reversal)	(302)	956	1,194	2,611
Other expenses	88,695	105,414	81,298	91,027
Total expenses from continuing operations	302,025	326,784	265,499	279,611
Net result before income tax	44,696	(5,704)	42,806	(8,762)
Net result after income tax for the period	44,696	(5,704)	42,806	(8,762)
Net result from continuing operations	44,696	(5,704)	42,806	(8,762)

Statement of Comprehensive Income

For the year ended 31 December 2020

	Group		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Net result after income tax for the period	44,696	(5,704)	42,806	(8,762)
<u>Items that will not be reclassified to profit or loss</u>				
Gain on value of available for sale financial assets	842	16,996	842	16,951
Other	(10)	(21)	-	-
Decrease on revaluation on property, plant & equipment	-	(4,346)	-	(4,346)
Total other comprehensive income	832	12,629	842	12,605
Total comprehensive income	45,528	6,925	43,648	3,843
Total comprehensive income from continuing operations	45,528	6,925	43,648	3,843

Statement of Financial Position

For the year ended 31 December 2020

	Group		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	148,518	92,527	116,011	72,027
Receivables	5,174	7,930	4,557	3,092
Inventories	507	480	507	480
Other financial assets	7,078	5,141	5,023	5,147
Assets classified as held for sale	-	80	-	80
Other assets	5,531	7,350	5,021	6,846
Total current assets	166,808	113,508	131,119	87,672
Non-current assets				
Biological assets	966	859	966	859
Investment property	175	210	-	-
Investments accounted for using the equity method	1,338	984	1,338	984
Other financial assets	41,013	40,165	40,711	39,869
Property, plant and equipment	479,652	465,823	477,727	463,188
Intangible assets	-	492	-	-
Total non-current assets	523,144	508,533	520,742	504,900
Total assets	689,952	622,041	651,861	592,572
LIABILITIES				
Current liabilities				
Trade and other payables	8,921	11,910	7,284	9,810
Lease liability	2,309	2,365	2,087	1,692
Borrowings	-	400	-	-
Provisions	32,312	29,828	27,379	24,445
Other liabilities	57,634	18,190	60,329	41,598
Total current liabilities	101,176	62,693	97,079	77,545
Non-current liabilities				
Provisions	2,342	2,508	2,062	2,139
Lease liability	3,860	5,165	3,273	4,384
Total non-current liabilities	6,202	7,673	5,335	6,523
Total liabilities	107,378	70,366	102,414	84,068
Net assets	582,574	551,675	549,447	508,504
Equity				
Reserves	254,922	262,499	253,970	253,208
Restricted funds	32,162	22,063	32,162	22,063
Retained earnings	295,490	267,113	263,315	233,233
Total equity	582,574	551,675	549,447	508,504

Statement of Changes in Equity

For the year ended 31 December 2020

	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
GROUP				
Balance at 1 January 2019	23,581	249,472	301,462	574,515
Retrospective changes	-	-	(29,765)	(29,765)
Balance as restated	23,581	249,472	271,697	544,750
Net result	-	-	(5,704)	(5,704)
Other comprehensive income	-	12,629	-	12,629
Total comprehensive income / (loss)	-	12,629	(5,704)	6,925
Transfers (to) / from restricted reserves	(1,518)	-	1,518	-
Transfers from / (to) revaluation reserves	-	398	(398)	-
Balance at 31 December 2019	22,063	262,499	267,113	551,675
Balance at 1 January 2020	22,063	262,499	267,113	551,675
Retrospective changes	-	-	(14,629)	(14,629)
Balance as restated	22,063	262,499	252,484	537,046
Net result	-	-	44,696	44,696
Other comprehensive income	-	832	-	832
Total comprehensive income	-	832	44,696	45,528
Transfers from / (to) restricted reserves	10,099	(8,329)	(1,770)	-
Transfers (to) / from revaluation reserves	-	(80)	80	-
Balance at 31 December 2020	32,162	254,922	295,490	582,574
PARENT				
Balance at 1 January 2019	23,581	240,867	243,331	507,779
Retrospective changes	-	-	(3,118)	(3,118)
Balance as restated	23,581	240,867	240,213	504,661
Net result	-	-	(8,762)	(8,762)
Other comprehensive income	-	12,605	-	12,605
Total comprehensive income / (loss)	-	12,605	(8,762)	3,843
Transfers (to) / from restricted reserves	(1,518)	-	1,518	-
Transfers (to) / from revaluation reserves	-	(263)	263	-
Balance at 31 December 2019	22,063	253,208	233,233	508,504
Balance at 1 January 2020	22,063	253,208	233,233	508,504
Retrospective changes	-	-	(2,179)	(2,179)
Balance as restated	22,063	253,208	231,054	506,325
Net result	-	-	42,806	42,806
Other comprehensive income	-	842	-	842
Total comprehensive income	-	842	42,806	43,648
Transfers from / (to) restricted reserves	10,099	-	(10,625)	(526)
Transfers (to) / from revaluation reserves	-	(80)	80	-
Balance at 31 December 2020	32,162	253,970	263,315	549,447

Statement of Cash Flows

For the year ended 31 December 2020

	Group		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Cash flows from operating activities				
Australian Government Grants	138,419	136,307	122,986	115,502
OS-HELP (net)	415	(52)	415	(52)
NT Government grants*	41,556	29,834	34,586	20,542
HECS-HELP student payments	8,772	7,074	8,772	7,767
Receipts from student fees and other customers	159,020	143,814	131,590	123,681
Interest received	863	1,751	390	1,201
Dividend received	4,462	2,733	4,450	2,714
Proceeds from sale of biological assets	215	358	215	358
Payments to suppliers and employees	(282,066)	(299,826)	(243,781)	(253,852)
Lease interest payments	(122)	(154)	(107)	(147)
Low value / short term lease payments	(1,391)	(3,214)	(1,325)	(2,521)
Net cash from operating activities	70,144	18,625	58,191	15,193
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment	415	575	299	570
Proceeds from sale of subsidiaries	1,811	-	-	-
Payments for property, plant and equipment	(14,175)	(6,591)	(14,046)	(5,847)
Payments for biological assets	(76)	(22)	(76)	(22)
Net cash used in investing activities	(12,025)	(6,038)	(13,823)	(5,299)
Cash flows from financing activities				
Repayment of lease liabilities	(2,128)	(2,158)	(1,975)	(1,542)
Repayment of borrowings	-	(1,000)	-	(1,000)
Other financing inflows / (outflows)	-	-	1,591	(6,838)
Net cash used in financing activities	(2,128)	(3,158)	(384)	(9,380)
Net increase in cash and cash equivalents	55,991	9,430	43,984	514
Cash and cash equivalents at the beginning of the financial year	92,527	83,097	72,027	71,513
Cash and cash equivalents at the end of the financial year	148,518	92,527	116,011	72,027

* VET Training contract previously classified under NT Government Grants has now been classified under Fees & charges.

Honorary awards roll

Master of Arts

Mr Peter Strachan HonMArts (2020) Deceased

Doctor of Arts

Mr Gawirrin Gumana HonDArts (2007)

Mrs Judith Ann Weepers HonDArts (2007)

Doctor of Economics

Mr Jose Sun-Say Yu HonDEc (1999)

Dr Neil Conn AO HonDEc (2001)

Dr Susilo Bambang Yudhoyono AC HonDEc (2017)

Doctor of Education

Mr Dato Seri Samy Vellu HonEdD (1998)

Mrs Nancy Giese AO OBE HonEdD (2004) (Deceased)

Emeritus Professor Ron McKay HonEdD (2006)
(Deceased)

Ms Raymattja Marika HonEdD (2007) (Deceased)

Mr Peter Plummer HonEdD (2009)

Ms Waymamba Yinamara Gaykamangu HonEdD (2014)

Mr Kevin Davis AM HonEdD (2015)

Ms Kathy Guthadjaka HonEdD (2018)

Doctor of Laws

The Hon Austin Asche AC QC HonLLD (1994)

The Hon Brian Martin AO MBE HonLLD (2007)

The Hon Dean Mildren RFD QC HonLLD (2013)

Doctor of Letters

Dr Harold Garner HonDLitt (1997) (Deceased)

Dr George Chaloupka HonDLitt (1998) (Deceased)

Ms Miriam Rose Ungunmerr-Baumann HonDLitt (2002)

The Hon Mr Ted Egan AO HonDLitt (2002)

Mrs Patricia Miller AO HonDLitt (2006)

Mr RG (Dick) Kimber AM HonDLitt (2006)

Mr John Ah Kit HonDLitt (2009)

Mr Thomas Calma HonDLitt (2010)

The Hon Daryl Manzie HonDLitt (2010)

Professor Ian Chubb AC HonDLitt (2011)

Professor Judith Whitworth AC HonDLitt (2011)

Mr Kay Rala Xanana Gusmao HonDLitt (2012)

Mr Jack Thompson HonDLitt (2012)

Ms Elaine L  wurrpa Maypilama HonDLitt (2013)

The Hon Tom Harris HonDLitt (2015)

The Hon Christopher Burns HonDLitt (2016)

Mr Otto Bulmaniya Campion HonDLitt (2020)

Ms Grace Miguyie Daniels HonDLitt (2020)

Mrs Janie Mason HonDLitt (2020)

Mr Alan Morris AO HonDLitt (2020)

Mr Sabaratnam Prathapan HonDLitt (2020)

Doctor of Science

Emeritus Professor James Thomson AM HonDSc (1992)
(Deceased)

Fr Frank Flynn AC HonDSc (1993) (Deceased)

Dr John Hargrave AO MBE HonDSc (1995)

Emeritus Professor Malcolm Nairn AM HonDSc (1999)

Professor John Mathews HonDSc (2000)

Dr Len Notaras AM HonDSc (2008)

Dr Alan Walker HonDSc (Posthumously awarded, 2008)

Dr Sadhana Mahajani HonDSc (2010)

Professor Jonathan Carapetis HonDSc (2013)

Professor Grahame Webb HonDSc (2013)

Professor John Wakerman HonDSc (2013)

Mr Jiro Okada HonDSc (2014)

Professor Ross Baillie HonDSc (2017)

Dr Dean Patterson HonDSc (2018)

Doctor of the University

General Peter Cosgrove AC MC HonDUni (2001)

The Hon Paul Everingham AO HonDUni (2003)

Dr Valerie Asche HonDUni (2007) (Deceased)

Emeritus Professor Helen Garnett PSM HonDUni (2016)

The Hon Sally Thomas AC HonDUni (2018)

Companion of the University

Mr Keith Pennell OAM (2001)
Mr Paul Sitzler OAM (2003) (Deceased)
Mrs Minna Sitzler AM (2003)
Mr Michael Martin OAM (2011)
Ms Angelica Poulos (2011)
Mr Ian Kew (2011)
Mr Earl James AM (2012)
Mrs Wendy James OAM (2012)
Professor David Parry (2012)
Ms Elizabeth Martin OAM (2012)
Ms Diana Jarvis (2013)
Ms Terry Underwood AM (2013)
Mr Allan Garraway (2013)
Ms Veronica Dobson AM (2013)
Mr Neil Ross (2015)
Mr Richard Giles (2015)
Mr Rex Wild QC (2016)
Mrs Annette Burke (2016)
Mr Franck Gohier (2017)
Mrs Deborah Fracaro (2019)
Mr Raymond Adams (2020) (Deceased)

Award of Emeritus Professor

Emeritus Professor Alan Powell
Emeritus Professor Ron McKay (Deceased)
Emeritus Professor Malcolm Nairn AM
Emeritus Professor James Thomson AM (Deceased)
Emeritus Professor David Carment AM (2008)
Emeritus Professor Mary Ann Bin-Sallik (2008)
Emeritus Professor Helen Garnett PSM (2009)
Emeritus Professor Charles Webb (2012)
Emeritus Professor Barney Glover (2015)
Emeritus Professor Steve Shanahan (2020)
Emeritus Professor Jai Singh (2020)

Award of Emeritus Chancellor

The Hon Austin Asche AC QC HonLLD (2010)
Mrs Nancy Giese AO OBE HonEdD (2010) (Deceased)
The Hon Sally Thomas A, HonDUni (2018)

Glossary

ACSC

Australian Cyber Security Center

AIATSIS

Australian Institute of Aboriginal and Torres Strait Islander Studies

AMA

Advanced Manufacturing Alliance

ARC

Australian Research Council

ASM

Australian Society for Microbiology

ASAA

Asian Studies Association of Australia

ASQA

Australian Skills Quality Authority

ATSI

Aboriginal and Torres Strait Islander

CDU

Charles Darwin University

CEITE

College of Engineering, IT and Environment

CHHS

College of Health and Human Sciences

CI

Confucius Institute

CIFAS

College of Indigenous Futures, Arts and Society

CNM

College of Nursing and Midwifery

COE

College of Education

CRICOS

Commonwealth Register of Institutions and Courses for Overseas Students

DPIR

Department of Primary Industry and Resources

ELG

Executive Leadership Group

ERA

Excellence in Research for Australia

ERI

Energy and Resources Institute

FRDC

Fisheries Research and Development Corporation

HDR

Higher Degree by Research

HE

Higher Education

IHD

International House Darwin

ILS

Indigenous Leadership Strategy

IRU

Innovative Research Universities

MOU

Memorandum of Understanding

NAIF

Northern Australia Infrastructure Facility

NDIS

National Disability Insurance Scheme

NHMRC

National Health and Medical Research Council

NI

Northern Institute

NIRKAN

National Indigenous Research and Knowledges Network

NTG

Northern Territory Government

ORI

Office of Research and Innovation

OTT

Orientation to Teaching

PVC

Pro Vice-Chancellor

RIEL

Research Institute for the Environment and Livelihoods

RNA

Respect Now Always

RTO

Registered Training Organisation

SES

Student Engagement and Success

SDX

Student Experience Program

SSVF

Simplified Student Visa Framework

THE

Times Higher Education

TEQSA

Tertiary Education Quality and Standards Agency

VET

Vocational Education and Training

Our campuses and centres

Casuarina (main campus)

Ellengowan Drive
Darwin NT 0909

Waterfront

21 Kitchener Drive
Darwin NT 0800

Palmerston

University Avenue
Palmerston NT 0830

Jabiru

PO Box 121
Jabiru NT 0886

Katherine

Lot 5626 (16km North of Katherine)
Stuart Hwy
Katherine NT 0850

Tennant Creek

PO Box 1425
Tennant Creek NT 0861

Alice Springs

Grevillea Drive
Alice Springs NT 0870

Brisbane

410 Ann Street
Brisbane QLD 4000

Sydney

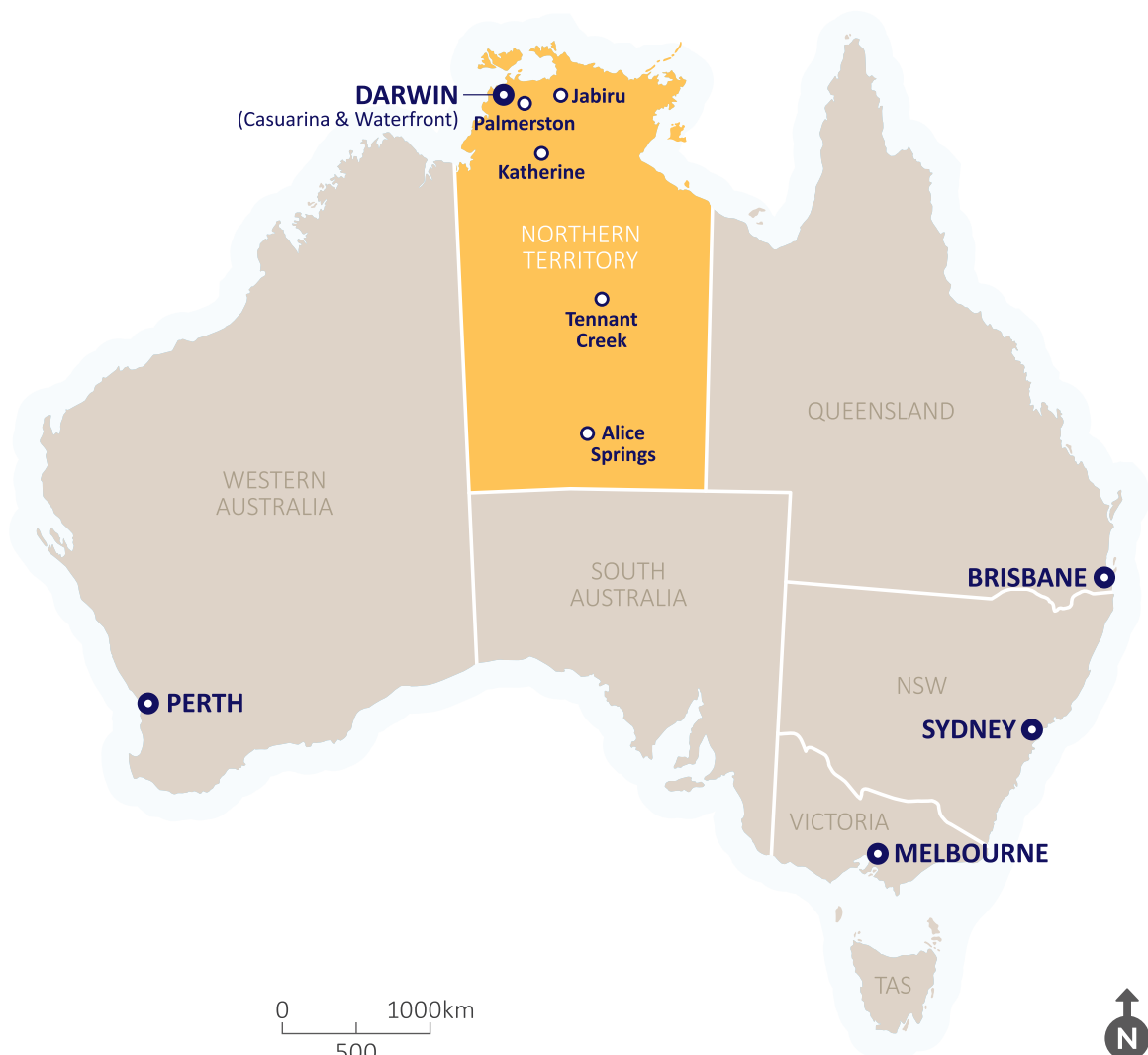
815 George Street, Haymarket
Sydney NSW 2000

Melbourne

185-187 Boundary Road
North Melbourne VIC 3051

Perth

12 Georges Terrace
Perth WA 6000





Charles Darwin University
Darwin NT Australia

T: +61 8 8946 6666

W: cdu.edu.au

CRICOS Provider No. 00300K (NT/VIC)

03286A (NSW)

RTO Provider No. 0373