



# Charles Darwin University

## Annual Report

2023 year in review

*You make CDU*



**The Hon Mark Monaghan**  
**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 2023, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.



**The Hon Paul Henderson AO**

Chancellor  
30 June 2024

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The Charles Darwin University (CDU) Annual Report 2023 is produced in two volumes. Volume 1, "2023 year in review" contains statutory reports. Volume 2, "2023 financial statements" contains the financial statements of CDU, and its related entities.

CDU Annual Reports and Financial Statements can be found at  
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# Acknowledgement of Country and recognition of Australian First Nations traditional owners and cultures

Charles Darwin University acknowledges and respects the many Australian First Nations traditional custodians of the land upon which our campuses and centres are located.

We acknowledge and pay our respect to the Larrakia who are the traditional custodians of the land upon which our Darwin Casuarina, Waterfront and Palmerston campuses are located.

We acknowledge and pay respect to the Arrernte who are the traditional custodians of the lands upon which our Alice Springs campus is located.

We acknowledge and pay our respect to the Jawoyn, Wardaman and Dagomon who are the traditional custodians of the lands upon which our Katherine campuses are located.

We acknowledge and pay our respect to the Gadigal who are the traditional custodians of the lands upon which our Sydney campus is located.

We acknowledge and pay our respect to the Turrbal and Yuggera who are the traditional custodians of the lands upon which our Brisbane centre is located.

We acknowledge and pay our respect to the Woiworong who are the traditional custodians of the lands upon which our Tennant Creek centre is located.

We acknowledge and pay our respect to the Yolngu who are the traditional custodians of the lands upon which our Nhulunbuy centre is located.

We also acknowledge and pay our respects to the Mirrar (Jabiru), the Kungarakaran (Batchelor and Adelaide River), the Anindilyakwa (Groote Eylandt) and the Tiwi (Tiwi Island) people.

We acknowledge Australian First Nations peoples' long tradition of sustaining their communities and environments over thousands of years. They are the first educators and first innovators.

They are the holders of knowledge that makes an important contribution to the improvement of our local, national and global communities.

We extend our respect to Elders – past, present and emerging – and to all First Nations people.



# Contents

<b>Message from the Chancellor</b>	<b>01</b>
<b>Message from the Vice-Chancellor and President</b>	<b>02</b>
<b>2023 year in review</b>	<b>03</b>
<b>KPIs</b>	<b>09</b>
<b>2023 Key Statistics</b>	<b>11</b>
Our structure	
<b>Corporate Governance</b>	<b>26</b>
Council Members	
Meetings of Committees	
Principal Officers	
<b>Awards and Achievements</b>	<b>32</b>
Vice-Chancellor's Teaching and Learning Awards	
2023 CDU Alumni Awards highlights	
Alumni Statistics	
<b>Review of activities</b>	<b>35</b>
Goal 1 – Enhance delivery and expand opportunities in regional, rural and remote training and education	
Goal 2 – Be the most recognised university for Australian First Nations training, education and research	
Goal 3 – Advance our research capacity and capability to deliver reach and impact	
Goal 4 – Grow our reach and impact across the Northern Territory, Australia and beyond	
Goal 5 – Prioritise environmental and organisational sustainability	
Goal 6 – Create a student experience where every student can connect and succeed	
Goal 7 – Be an employer of choice where people feel supported and happy	
<b>Summary of financial information</b>	<b>61</b>
<b>Honorary awards roll</b>	<b>67</b>
<b>Our campuses and centres</b>	<b>70</b>





## Message from the Chancellor

Charles Darwin University (CDU) is continuing to evolve to meet the changing needs of our community, both as an internationally respected degree education institute and in training a workforce with the skills and tools needed to deliver for the Northern Territory.

We recognise that CDU, just like the Northern Territory, is part of something more and strive to contribute to our wider communities around the country and across the world.

The University has invested more into areas that will need a new generation of highly skilled workers, including advanced manufacturing, public health, and social services.

Additionally, there has been a focus on expanding offerings and footprints at our regional campuses.

In Darwin there were also changes in 2023 that continued to reinforce the Northern Territory as a world-class education destination. Danala | Education Community Precinct took shape and became part of the city skyline. It's an impressive looking building. Once completed, it promises to invigorate the city with thousands of students receiving their education in the world class facility and contributing to the Darwin community.

Our team of trainers in rural operations are based at our working farm at the Katherine rural campus, but they travel thousands of kilometres each month across the most remote reaches of the NT and Western Australia's cattle country to deliver training on properties.

Service delivery in remote areas of Australia is difficult, and it's only through the work of our dedicated trainers, being supported by our professional teams that gets it done. CDU goes to great lengths to reach people who want an education and to improve skills. At the University, it's about going into our community, not always expecting them to come to us.

Again, it is the people at CDU that are the keys to our success. Thank you to the CDU Council, our alumni, our donors, our partners and our communities who have contributed to our success.

And to the CDU staff, may I take this opportunity to thank them for their commitment to quality in education, training, research and professional services.

It's through their effort that we are in a place to continue deliver world-class education in the Northern Territory and give our students opportunities for the future.

Thanks again.

The Hon Paul Henderson AO  
Chancellor



## Message from the Vice-Chancellor and President

If you asked me what 2023 was like for the University on a scale of one to five, with one being awful and five being an excellent year, then I would put this year at four. A good year.

I call this scorecard the Bowman Scale.

We have had some challenges and headwinds in 2023 that we did not expect, but these challenges certainly didn't define the year. We made good decisions to ensure we could benefit as the education and training space changes.

Our budget tightening has put us on a path of correction, without the need for a massive restructure, that other education providers across the country are being forced to consider and execute. The challenges have also made us look at the higher education products we offer students, and our continued investment in academic quality.

In 2023, we saw the return of international students to our campuses. International students are some of the bravest people in the world. They leave their families to travel to another country to pursue their personal dreams of a world-class education. I love seeing international students on our Darwin and Sydney campuses, and their contribution to our university community cannot be overstated.

Also, in 2023, we restructured our five colleges into three faculties, and formed CDU TAFE. The decision to have CDU TAFE was a strategic move to have vocational experts taking control of our vocational offerings. This change helped us to hit recruitment benchmarks, and to expand our course offering to improve the workforce needs of the Northern Territory.

We strengthened our dual sector focus and ensured we were an institute that partnered with students on their education journey.

There have been some setbacks. When Australians were asked to consider enshrining First Nations voices in the Constitution, the University made a firm commitment to stand with our First Nations people in wanting a Voice to Parliament. While it was not the outcome we wanted and the University came under fire from certain community groups, I wouldn't change a thing about our stance. Universities need to be places where change is nurtured and the hard questions are asked, and there is no harder topic than social inequality.

In 2023, there was also sorrow with the death of Md Isfaque Rahman (Sifat) from Bangladesh in his home. The violence shocked the whole CDU community, but the response from students was inspirational. To see how the international student community came together to firstly support each other, and then to demand safer communities showed just how much a university is, and should always be, an institution for change.

It's a point that I hope is shared and remembered as you read through this annual report. Adversity and difficult times often lead to opportunity for change, and a university needs to be a change leader for its community.

Thank you.

Professor Scott Bowman AO  
Vice-Chancellor and President



# 2023 year in review

## Research, Teaching and Training

### Optimising the structure of degree education

In January, the University merged our five colleges into three faculties. The College of Nursing and Midwifery and the College of Health and Human Sciences merged to form the Faculty of Health. The College of Indigenous Futures, Education and the Arts joined the Asia Pacific College of Business and Law to create the Faculty of Arts and Society. Finally, the College of Engineering, IT and Environment evolved into the Faculty of Science and Technology.

### Launch of CDU TAFE

CDU renewed its focus on vocational education and training with the launch of CDU TAFE. In February 2023, CDU brought the leadership of VET courses out of the colleges and established CDU TAFE. This was in response to the changing nature of vocational education and training, and its role in supporting industry.

### Embedding First Nations knowledge into our curriculum

A committee has been formed with a focus on embedding First Nations knowledge into the University's curriculum. Faculty staff, First Nations Leadership staff and the Digital Learning team are working together on this initiative.

### Expanded course offerings

The University continued to expand its course offerings to include more qualifications, including the new Master of Pharmacy in the

Faculty of Health, and the Master of Information Technology (Artificial Intelligence) in the Faculty of Science and Technology.

### Rankings improvement

CDU made considerable progress in the Shanghai Academic Rankings of World Universities (ARWU). In the 2023 rankings, CDU placed in the top 700 (601-700) universities in the world, an improvement on the 2022 ranking of 801-900.

### Focus on sustainable goals in research

The University continues to strengthen its relevance to the issues facing developing nations and the United Nations' Sustainable Development Goals (SDG). The University was ranked in the top 200 of the Times Higher Education Impact Rankings, which measures global social and economic impact based on the SDGs. Also, the University's Higher Degree by Research Conference in 2023 used the SDGs to define students' research outputs, and participants were encouraged to address how their research contributed to the SDG in their presentations.

### Investment in technology and advanced manufacturing

The University's North Australia Centre for Autonomous Systems, in partnership with RMIT University, the Australian Government's Department of Education, and the Northern Territory Government, has developed the new Diploma of Advanced Manufacturing to assist NT manufacturers in transitioning to Industry 4.0. The course will be

delivered in the University's new CDU-RMIT Industry 4.0 TestLab.

The CDU-RMIT Industry 4.0 TestLab will enhance advanced manufacturing in the Northern Territory by improving the skills and capabilities of Small to Medium Enterprises (SMEs), as well as address the workforce needs of Australia's defence and aerospace industries.

### New cyber security training hub

The University launched a new hub for training frontline troops in the fight against cyber threats. The Cyber Territory Skills Hub is a virtual centre bringing together the University, the Northern Territory and Federal governments and industry partners in the training of people to improve cyber awareness and management. Students can be involved in the centre by enrolling to study a new Certificate IV in Cyber Security at CDU TAFE.

### Fee-free TAFE delivery

Fee-free TAFE was an initiative of the Federal Government to remove barriers to education and provide training in industries that need skilled workers. Removing fees for in-demand courses, helped to attract close to 2300 applications and the enrolment of 600 students from across the NT. The most common industries studied being agriculture, business, and the healthcare sector.

### Graduates filling essential workforce shortages

In 2023, the first cohort of students graduated from the Bachelor of Paramedicine and the Master of Aeromedical Retrieval. Both courses helped to deliver skilled workers in the health industry that the Territory needs.

### Strengthening curriculum

The five-day Higher Education Curriculum Design Program (CDP) training in 2023 helped 30 academics and trainers develop a strong curriculum. The program has been so successful that it received almost 60 applications by the end of 2023 for the 2024 intensive. The co-design model to create curriculum, champions the idea that those affected by the changes need to be part of the decision-making process.

### Universities Accord submission

In April 2023, the University's senior leaders took the opportunity to engage with government and policy makers through a submission to the University Accord. The submission highlighted the importance of regional universities. The University recommended paid placements to help alleviate the financial burden on students and get more people into the regional workforce.

The submission also featured recommendations that focused on how the Accord could unlock the aspirations of students from disadvantaged backgrounds, especially First Nations students.



## University Partnerships

### Maiti Nepal Partnership

A new agreement between CDU and women's rights organisation Maiti Nepal was signed on International Women's Day, to support educational opportunities for women and children rescued from trafficking and exploitation. The Memorandum of Understanding (MoU) will see CDU fund scholarships for women to attend vocational and higher education courses in Nepal with two outstanding students receiving full scholarships to study at CDU.

In addition, Maiti Nepal will offer study abroad opportunities for CDU students to assist with social innovation initiatives in education, health and business; and a platform to conduct research and other practical assignments on subjects related to the organisation's work and expertise.

### Yothu Yindi Foundation

CDU Vice-Chancellor Professor Scott Bowman and Yothu Yindi Foundation (YYF) Chair Djawa Yunupingu in Nhulunbuy signed a MoU in February. The partnership helps YYF's mandate to advance Yolŋu culture and allows the University to better engage with the East Arnhem community.

### Darwin Symphony Orchestra

The University was proud to continue its support of the Darwin Symphony Orchestra throughout 2023. The orchestra not only contributes to the Northern Territory's cultural and musical performance scene, but its educational programs, such as the Young Artists Program, help young Territorians to discover pathways to become professional musicians.

### Diverseco partnership on micro-credentials

An industry partnership with Diversco was developed to deliver micro-credential courses for the training of a highly specialised workforce in the NT. The University has a long and successful history of fee-for-service training to help associations and employers to upskill staff as required with high quality training modules, particularly in the agriculture, manufacturing, and cyber industries.

### Partnerships for student placement

The University has a strong partnership arrangement with health providers to give students opportunities for practical training. The partnership with CareFlight in the NT, through a MoU, continues that tradition of giving students opportunities and builds the health workforce needed in the Territory. The MoU allows for the University's health students to undertake clinical placements with CareFlight.





### CDU partners with Australian International Islamic College

The University signed a MoU with the Australian International Islamic College in December. CDU Vice-Chancellor Professor Scott Bowman and Australian International Islamic College founder, His Eminence the National Grand Mufti of Australia Imam Abdul Quddoos Azhari signed an agreement to develop academic and cultural exchanges in learning, teaching and research.

### Strengthen Central Australia Research

The University recognises the importance of understanding our arid environments and is investing in partnerships with specialised research partners, such as Desert Knowledge Australia (DKA). The partnership with DKA strengthens research, education, and innovation in the region.

## Campuses

### Opening of Gulwa | Austin Asche Hall

Graduation celebrations returned to Casuarina campus for the first time in 12 years with the redevelopment of Red 2. The new Gulwa | Austin Asche Hall retained the basketball court infrastructure, enclosing the space and converting it into a hall venue with air conditioning and audio/visual capabilities. It is now the hub for Casuarina's Open Day, Orientation (O-Week), and other student engagement events.

### Centre for Better Health Futures

Vice-Chancellor Professor Scott Bowman joined Federal Treasurer Jim Chalmers, Chief Minister Natasha Fyles, Education Minister Eva Lawler, and Member for Solomon Luke Gosling to turn the first sod of the Centre for Better Health Futures at the Casuarina campus in June. The 3648 square-metre building will house a combination of clinical and preclinical simulation environments, laboratory environments and

research infrastructure. In total, \$25.8 million has been invested in the Centre, including \$10 million committed from the Federal Government and \$15.8 million from CDU. SHAPE Australia received the construction tender.

### New Nhulunbuy classrooms

The University has expanded its Northern Territory-wide presence with the purchase of a new facility in Nhulunbuy on the Gove Peninsula in East Arnhem Land. The Top End facility is earmarked for a University learning hub that will increase access to education and training for the people of Nhulunbuy and support nearby communities in the wider region. The commercial property, purchased in January, will be used for the University's TAFE and higher education programs.

### Sydney campus expansion

With new courses being offered at the Sydney campus and growth in international students, the decision was made to expand the campus.

## Danala | Education and Community Precinct

Located centrally on Cavenagh Street, Danala | Education Community Precinct is a key part of the Darwin City Deal, bringing together the Australian and Northern Territory governments and the University to achieve a shared vision for Darwin's Central Business District.

### 2023 Milestones

Work ramped up in 2023, with the project tracking to key milestones and budget.

In **May**, high level services installation, which included hydraulics, mechanical ductwork, fire services, electrical and communications progressed well.

In **June**, super structure works were completed as the building construction reached the top floor. Work continued on the external façade, internal fit-out and the landscaping works.



In **November**, the façade of the campus was completed ahead of the wet season, capping off the building's main protection against Darwin's tropical heat and humidity.

Opening of the Danala | Education Community Precinct for University staff and students is expected in November 2024.

## 2023 ECP Milestone timeline



**MAY**

High level services installed.

Super structure works were completed.

**JUNE**



**NOVEMBER**

The façade of the campus was completed.



## Community Engagement

### Prime Minister and Deputy Prime Minister visits

Australia's Prime Minister Anthony Albanese visited the University when he dropped into Spee3D to look at the metal printing technology in action in November. Three weeks later the Deputy Prime Minister and Minister of Defence Richard Marles visited to learn more about the University's ongoing projects with the Defence Department.



### Friends of CDU

Friends of CDU was launched in April to enhance the relationship between the University and the community. The sponsor program gives benefactors an opportunity to help fund scholarships, research initiatives, language and culture programs and other activities that benefit the University and its students.

### Territory FM community radio excellence

The University's radio station Territory FM has been recognised for its continued excellence in community radio in the Top End with two national awards. The broadcaster was honoured by the Community Broadcasting Association of Australia Conference with two awards, the Excellence in Music Presenting, and the Best Radio Program – Music awards.



## New manufacturing and trades training

The latest addition to the University's Trades Precinct got underway in November, with construction commencing on the CDU Trades Training Centre at the Casuarina campus. Northern Territory Minister for Skills, Training and International Education Joel Bowden joined CDU Vice-Chancellor Professor Scott Bowman, CDU TAFE Pro Vice-Chancellor Mike Hamilton and Aspire Design and Construct Executive Director Lisa Jenkinson to view the initial progress on site.

The Trades Centre's ongoing design and construction will be led by local Darwin company Aspire Design and Construct. The two-storey centre features a heavy equipment precinct, an assembly area, a construction space, and classrooms.

The \$10 million project includes a \$4.8 million investment from the Northern Territory Government's VET Capital Grant for the ongoing development of Vocational Education and Training facilities, with the remainder funded through the University.

## People

### Your Voice Staff Engagement Survey

A 2023 survey of staff showed a positive increase in staff engagement, wellbeing and confidence in management practices compared to the previous survey in 2021. 1,147 staff completed the survey, compared to 892 respondents in the previous year. The results helped the University to win a Change Champion award in recognition of the exceptional improvements in our work practices and employee engagement.

**89%** of CDU staff understand how their job contributes to the overall success of CDU.

**89%** feel their immediate manager genuinely supports equity amongst all genders

**89%** of CDU staff are aware of the CDU Values.



## Key appointments

**Michael Hamilton** was appointed as Pro-Vice Chancellor and Chief Executive of CDU TAFE.

**Kimberley Pickens** was appointed as Chief Marketing and Communications Officer.

**Brendon Douglas** was appointed as Vice-President, Governance and University Secretary.

**Vicki O'Halloran** was appointed as Vice-President, Community and Connection.

**Shannon Holborn** was appointed as Vice-President, Global and External Relations.

**Dr Karen Cavanagh** was appointed as Director, Research and Innovation.

**Anthony Hornby** was appointed as Director, Property and Facilities.

**Dr Adam Lam** was appointed Director of CDU Global.

**Dr Tara Brabazon** was appointed as Dean of Graduate Research.

**Kelly McCarthy** was appointed as Deputy CEO Central Australia of CDU TAFE.

**Robert Schwerdt** was appointed as Deputy Chief Executive Professional Service Industries of CDU TAFE.

**Suresh Job** was appointed as Deputy Chief Executive Trades and Primary Industries of CDU TAFE.

**Lisa-Marie Stones** was appointed as Director Student and Academic Services.

**Jo Seiler** was appointed Dean of Nursing and Midwifery.



## Charles Darwin University

**STRATEGIC PLAN** 2021-2026

## Key Performance Indicators

We will measure our success by meeting the following targets:

Category	No.	Strategic KPI	Baseline	2023	2023 Difference Target v Actual
Volume and Reach	1.1	Increase in the proportion of Northern Territory residents who enrol to study with CDU each year	7.4%	Target 7.9%	Actual 7.3%
					▲ -0.6%
	1.2	Increase in domestic student enrolments	26,962	Target 25,837	Actual 25,904
					▲ 67
Student Experience	2.1	Improvement in Student Net Promoter Score	5.27	Target 11	Actual 19.3
					▲ 8.3
First Nations	3.1	Improvement in unit success rate for First Nations Degree & Higher Degree by Research Education Students	61%	Target 66%	Actual 63.8%
					▼ -2%
	3.2	Improvement in unit success rate for First Nations VET students	83.1%	Target 85%	Actual 78%
					▼ -7%
Research Quality and Impact	4.1	Growth in annual Higher Education Research Development Collection (HERDC) income	\$17.9 million	Target \$28m	Actual \$26m
					▼ -\$2 million
	4.2	Improvement in Q1 or equivalent research publications	408	Target 671	Actual 696
					▲ 25
Partnerships and Reputation	5.1	Improvement in Times Higher Education Reputation Index	3.3	Target 12	Actual 17.4
					▲ 5.4
Organisational Sustainability	6.1	Improvement in Your Voice Staff Survey employee NPS	-24	Target 12	Actual -7
					▼ -19
	6.2	Net surplus	Break even	Target 1.4%	Actual -4.7%
					▼ -6.1%







# 2023 Key Statistics

Student numbers<sup>1</sup>



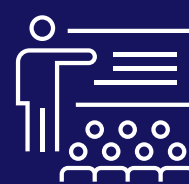
## 22,338

**total number of  
students in 2023**



## 29,834

**total course  
enrolments**



## 11,341

**total Equivalent  
Full-time Student  
Load (EFTSL)**

## 13,033

**Degree & Research  
student headcount**

## 13,465

**Degree & Research  
course enrolments**

## 7,694

**Degree & Research  
EFTSL**

## 9,305

**Vocational Education  
and Training student  
headcount**

## 16,369

**Vocational Education  
and Training course  
enrolments**

## 3,647

**Vocational  
Education and  
Training EFTSL**

<sup>1</sup> Students with an enrolment in both Higher Education and Vocational Education and Training (VET) in the reporting year are counted once in each sector. 2022 figures reported this year may vary from those reported in the 2022 annual report, due to late reconciliation adjustments which occurred after the 2022 publication of the key statistics; and changes to data standards applied in 2023 and reflected retrospectively to historical data for reporting comparison.

	Category	2022	2023	% Change 2022–2023
Delivery Locations <sup>2</sup>	CDU Campuses & Centres	11	11	
	Other Urban Delivery Locations	8	8	
	Other Regional and Remote Delivery Locations	89	95	
	Other Interstate Delivery Locations	4	6	
	Other Overseas Delivery Locations	0	2	
Course Profile <sup>3</sup>	Certificates	46	43	
	Diplomas (TAFE / HE), Associate Degrees, UG Certificates, and Enabling	51	44	
	Undergraduate Coursework	56	51	
	Postgraduate Coursework	84	86	
	Postgraduate Research	2	2	
	Non-Award Short Course	34	51	
Student Diversity - CDU Students Overall	% Domestic	91.7%	86.6%	-5.1%
	% International	8.3%	13.4%	5.0%
	# International Student Home Countries	70	79	
	% of International Students from Asian Countries	79.7%	83.2%	
	% First Nations Australians	16.3%	16.7%	0.4%
	% 25 years of age and older	67.3%	67.4%	0.1%
	% Female	55.8%	52.8%	-3.0%
	% Non-Binary	0.1%	0.2%	0.1%
	% Male	44.1%	47.2%	3.0%
	% Low Socio-economic	13.3%	13.8%	0.5%
	% Regional or Remote Home Location	67.6%	65.9%	-1.7%
	% Non-English Speaking Background	18.1%	23.9%	5.8%
	% Disability	45.4%	42.7%	-2.7%
Student Diversity - By Sector	Degree & Research Education			
	% Domestic	84.8%	73.0%	-11.8%
	% International	15.3%	27.0%	11.7%
	% First Nations Australians	7.0%	6.3%	-0.7%
	% 25 years of age and older	77.4%	72.8%	-4.7%
	% Female	71.2%	65.0%	-6.2%
	% Non-Binary	0.1%	0.2%	0.0%
	% Male	28.7%	34.8%	6.2%
	% Low Socio-economic	12.5%	10.4%	-2.1%
	% Regional or Remote Home Location	51.3%	45.3%	-6.0%
	% Non-English Speaking Background	15.3%	24.0%	8.7%
	% Disability	8.6%	9.1%	0.5%

<sup>2</sup> Locations where a Degree, Research or Vocational Unit of study was delivered in the academic year. CDU Campuses and Centres are CDU owned or leased premises where training is delivered. Other locations are places where training and learning is delivered outside of a CDU Campus or CDU Centre - for example delivery of TAFE training on a Rural Station in the Northern Territory.




<sup>3</sup> Course profile in a year includes any CDU course with reported student enrolments under the Higher Education or TAFE reporting guidelines in a given year.



	Category	2022	2023	% Change 2022–2023
Student Diversity - By Sector	<b>TAFE</b>			
	% Domestic	98.4%	97.8%	-0.6%
	% International	1.6%	2.2%	0.6%
	% First Nations Australians	25.4%	25.3%	-0.1%
	% 25 years of age and older	57.3%	63.0%	5.6%
	% Female	40.8%	42.7%	1.9%
	% Non-Binary	0.0%	0.2%	0.2%
	% Male	59.2%	57.3%	-1.9%
	% Low Socio-economic	14.2%	16.6%	2.4%
	% Regional or Remote Home Location	85.1%	84.8%	-0.3%
	% Non-English Speaking Background	20.9%	23.8%	2.9%
	% Disability	6.2%	6.5%	0.4%
Research <sup>4</sup>	Research income (\$'000), all categories	\$87,036,700	\$84,330,462	-3.1%
	Higher Degree by Research EFTSL	264.5	261.5	-1.1%
	Higher Degree by Research completions (all)	49	50	2.0%
Staff (Full Time Equivalent)	<b>Total</b>	<b>1483</b>	<b>1499</b>	<b>1.1%</b>
	% Female	63%	63%	
	Academic	599	606	1.1%
	% Female	54%	54%	
	Professional	884	893	1.0%
	% Female	70%	68%	
Financial	Total revenue (consolidated), \$'000	\$363,415	\$385,635	6.1%
	Total expenses (consolidated), \$'000	\$341,168	\$403,950	18.4%
	Total equity, \$'000	\$706,078	\$674,603	-4.5%

<sup>4</sup> 2022 research income figures differ from those published in the 2022 Annual Report, due to changes to the figures after the annual report was published in 2022. Total Research income includes Research Income reported in the Higher Education Research Data Collection (HERDC) and additional research income funded via Research Block Grants. 2023 HERDC research income and completion figures are pre-audit/submission and may vary slightly once audited/submitted. Audit/submission occurs after the publication of the annual report. Post audit and submission figures for 2023 will be reflected in the 2024 Annual Report.

## 2023 Degree Education and Research Student Statistics

Category	2022	2023	% Change 2022–2023	% Change over 5 years	
Student Headcount	12,970	13,033	0.5%	13.6%	
Course Enrolments	13,389	13,465	0.6%	14.6%	
Equivalent Full-time Student Load (EFTSL)	7,534	7,694	2.1%	23.3%	
Commencing Student Headcount	4,258	5,394	26.7%	16.0%	
Commencing Course Enrolments	4,396	5,612	27.7%	18.0%	
Commencing EFTSL	2,293	3,062	33.5%	28.7%	
(All elements below represented as <b>Course Enrolments</b> )					
Student Type <sup>5</sup>					
Domestic	11,354	9,836	-13.4%	1.4%	
International	2,042	3,632	77.9%	76.7%	
Funding Source <sup>6</sup>					
Commonwealth Supported	10,758	9,216	-14.3%	-1.3%	
Domestic Fee Paying (coursework)	342	348	1.8%	225.2%	
Domestic Higher Degree by Research	295	302	2.4%	16.6%	
International (coursework)	1,946	3,536	81.7%	76.6%	
International Higher Degree by Research	54	63	16.7%	26.0%	
Other	1	4	300.0%	N/A	
Course Level					
Enabling	1,102	1,108	0.5%	-14.0%	
Undergraduate	9,319	8,340	-10.5%	0.9%	
Postgraduate Coursework	2,614	3,511	34.3%	91.5%	
Higher Degree by Research	349	365	4.6%	18.1%	
Non-Award	5	141	2720.0%	161.1%	
Study Load					
Full-time	4,537	4,488	-1.1%	30.5%	
Part-time	8,852	8,977	1.4%	8.0%	
% Part-time	66%	67%			
Course Attendance Mode					
	External/Online	7,218	6,499	-10.0% ↓	-0.7%
		54%	48%		
	Mixed Mode	3,678	3,185	-13.4% ↓	26.5%
	Internal/On campus	2,493	3,781	51.7% ↑	40.4%

<sup>5</sup> Students can change from International to Domestic student type mid way through a year and therefore the sum of enrolments across student type exceeds the total course enrolments reported. Also, new reporting standards now use funding source and Citizenship status to determine student type. Previously Funding Source was used to determine Student Type, and therefore all students receiving and RTP scholarship, Fee Offset and/or stipend were counted as domestic.

<sup>6</sup> Students can change funding source during a year and therefore the sum of enrolments across funding sources exceeds the total course enrolments reported.



Category	2022	2023	% Change 2022–2023	% Change over 5 years
<b>Course Location</b>				
Online <sup>7</sup>	7,867	6,960	-11.5%	-7.9%
Casuarina	4,636	4,854	4.7%	61.8%
Darwin Waterfront	630	1,094	73.7%	95.7%
Alice Springs	46	35	-23.9%	-30.0%
Katherine	4	5	25.0%	N/A
Sydney	199	512	157.3%	208.4%
Perth	1	1	0.0%	N/A
Brisbane	3	4	33.3%	N/A
Batchelor Institute	3	0	-100.0%	-100.0%
<b>Unit Delivery Location (EFTSL)</b>				
Online Studies	4,813.8	4,157.0	-13.6%	15.1%
Casuarina Campus	2,083.9	2,479.9	19.0%	31.4%
Darwin Waterfront Campus	377.9	659.7	74.6%	78.0%
Alice Springs Campus	16.3	20.0	22.7%	135.3%
Katherine Town Campus	2.6	3.6	38.5%	N/A
CDU Sydney	232.9	372.8	60.1%	283.9%
CDU Perth	2.0	0.0	-100.0%	N/A
Batchelor Institute	4.9	0.0	-100.0%	-100.0%
Overseas	0.0	1.1	N/A	-42.1%
Number of Delivery locations	8	8		
<b>Field of Study (Broad FOE)</b>				
Health	5,394	4,330	-19.7%	10.8%
Society and Culture	2,447	2,419	-1.1%	15.1%
Education	1,921	1,776	-7.5%	13.8%
Information Technology	568	1,152	102.8%	265.7%
Management and Commerce	764	1,129	47.8%	-12.4%
Mixed Field Programmes	1,065	1,069	0.4%	-16.0%
Engineering and Related Technologies	617	836	35.5%	50.1%
Agriculture, Environmental and Related Studies	266	281	5.6%	19.1%
Natural and Physical Sciences	219	259	18.3%	16.7%
Miscellaneous	109	202	85.3%	61.6%
Creative Arts	11	8	-27.3%	-92.5%
Architecture and Building	8	4	-50.0%	-93.1%

<sup>7</sup> Course Attendance Mode is External or Course Location Is External.

Category	2022	2023	% Change 2022–2023	% Change over 5 years
<b>Student Enrolment Diversity - All Students</b>				
Domestic	11,354	9,836	-13.4%	1.4%
International	2,042	3,632	77.9%	76.7%
First Nations Australians <sup>8</sup>	936	847	-9.5%	6.8%
25 years of age and older	10,367	9,796	-5.5%	13.1%
Female	9,530	8,753	-8.2%	7.8%
Non-Binary	18	21	16.7%	950.0%
Male	3,841	4,691	22.1%	29.2%
Low Socio-Economic <sup>8,9</sup>	1,672	1,403	-16.1%	1.4%
Regional or Remote Home Location <sup>8</sup>	6,638	5,763	-13.2%	-8.6%
Non-English Speaking Background	2,051	3,238	57.9%	35.4%
Disability	1,151	1,227	6.6%	91.7%
<b>% Student Enrolment Diversity - All Students</b>				
% Domestic	84.8%	73.0%	-11.8%	-9.5%
% International	15.3%	27.0%	11.7%	9.5%
% First Nations Australians <sup>8</sup>	7.0%	6.3%	-0.7%	-0.5%
% 25years of age and older	77.4%	72.8%	-4.7%	-1.0%
% Female	71.2%	65.0%	-6.2%	-4.1%
% Non-Binary	0.1%	0.2%	0.0%	0.1%
% Male	28.7%	34.8%	6.2%	3.9%
% Low Socio-economic <sup>8,9</sup>	12.5%	10.4%	-2.1%	-1.3%
% Regional or Remote Home Location <sup>8,9</sup>	51.3%	45.3%	-6.0%	-9.0%
% Non-English Speaking Background	15.3%	24.0%	8.7%	3.7%
% Disability	8.6%	9.1%	0.5%	3.7%
<b>Domestic Equity Cohort Participation Rates<sup>10</sup></b>				
% First Nations Australians	6.9%	7.2%	0.3%	-0.3%
% Low Socio-economic <sup>9</sup>	14.7%	14.1%	-0.6%	-0.1%
% Regional or Remote Home Location <sup>9</sup>	57.9%	58.8%	0.9%	-8.0%
% Non-English Speaking Background	5.6%	5.4%	-0.2%	-3.0%
% Disability	8.9%	11.2%	2.3%	5.2%
<b>Domestic Equity Cohort Access Rates<sup>11</sup></b>				
% First Nations Australians	8.7%	9.2%	0.5%	-0.6%
% Low Socio-economic <sup>9</sup>	15.5%	14.5%	-1.0%	-1.1%
% Regional or Remote Home Location <sup>9</sup>	64.0%	62.4%	-1.6%	-4.9%
% Non-English Speaking Background	4.4%	6.2%	1.8%	-2.4%
% Disability	11.2%	13.0%	1.8%	6.4%

<sup>8</sup> First Nations status, Low Socio-economic status, and Home location remoteness is only reported for Domestic students. International student are excluded from these categorisations.

<sup>9</sup> New ABS data standard for ASGS Remoteness Categories and ASES Socio-economic Statuses applied in 2023; to 2023 data and retrospectively to home postcode for prior reporting years.

<sup>10</sup> Participation Rates only calculated for domestic students and is EFTSL from all domestic students in the equity cohort, divided by the EFTSL from all domestic students.

<sup>11</sup> Access Rates only calculated for domestic students and is EFTSL from all commencing domestic students in the equity cohort, divided by the EFTSL from all commencing domestic students.



Category	2022	2023	% Change 2022–2023	% Change over 5 years
<b>Student Permanent Home Location</b>				
Northern Territory	4,320	3,948	-8.6%	-7.5%
Rest of Australia	7,241	6,217	-14.1%	16.4%
Overseas	1,828	3,297	80.4%	55.8%
Unknown	0	3		-89.7%

<b>International</b>				
Total	2,042	3,632	77.9%	76.7%
Commencing	886	2,381	168.7%	223.1%
International as % of Total Enrolments	15.3%	27.0%	11.7%	-9.5%

<b>Top 10 Countries of Origin for International Students</b>				
Nepal	423	990	134.0%	99.6%
India	328	739	125.3%	39.4%
Bangladesh	161	430	167.1%	194.5%
China (excludes Special Administrative Regions and Taiwan)	229	260	13.5%	36.1%
Pakistan	75	200	166.7%	222.6%
Vietnam	148	166	12.2%	110.1%
Sri Lanka	69	91	31.9%	139.5%
Philippines	56	73	30.4%	-36.0%
Indonesia	44	42	-4.5%	20.0%
Nigeria	27	35	29.6%	-14.6%

<b>Top 10 Countries of Origin % of Total International Course Enrolments</b>				
% Nepal	20.7%	27.3%	6.5%	-3.1%
% India	16.1%	20.3%	4.3%	5.4%
% Bangladesh	7.9%	11.8%	4.0%	-4.7%
% China (excludes Special Administrative Regions and Taiwan)	11.2%	7.2%	-4.1%	2.1%
% Pakistan	3.7%	5.5%	1.8%	-2.5%
% Vietnam	7.2%	4.6%	-2.7%	-0.7%
% Sri Lanka	3.4%	2.5%	-0.9%	-0.7%
% Philippines	2.7%	2.0%	-0.7%	3.5%
% Indonesia	2.2%	1.2%	-1.0%	0.5%
% Nigeria	1.3%	1.0%	-0.4%	1.0%

<b>Total Number of Countries of Origin for International Students</b>	65	69
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<b>Graduate Outcomes<sup>12</sup></b>				
Australian Government had not published the National Graduate Outcomes Data for International students at the time of publication and therefore whole of university Graduate outcomes can not be reported for 2023.				

<sup>12</sup> Graduate Outcomes are taken from the Graduate Outcomes Survey (GOS) administered under the Commonwealth Government's Quality Indicators of Learning and Teaching (QILT).

## 2023 Vocational Education &amp; Training Student Statistics

Category	2022 <sup>13</sup>	2023	% Change 2022–2023	% Change over 5 years
Student Headcount	7,664	9,305	21.4%	7.5%
Course Enrolments	13,702	16,369	19.5%	34.9%
Achieved Actual Hours Curriculum (AHC) <sup>14</sup>	2,119,839	2,625,924	23.9%	16.1%
Equivalent Full-time Student Load (EFTSL) <sup>15</sup>	2,944	3,647	23.9%	16.1%
Commencing Student Headcount	6,451	7,405	14.8%	10.3%
Commencing Course Enrolments	11,024	12,670	14.9%	27.2%
Commencing AHC	1,652,257	1,903,152	15.2%	16.7%
Commencing EFTSL	2,295	2,643	15.2%	20.0%

(Unless otherwise reported all elements below represented as **Course Enrolments**)

Student Type <sup>16</sup>				
VET in Schools	1,498	1,403	-6.3%	-16.7%
Apprentice / Trainee	3,964	3,915	-1.2%	122.7%
NTG Subsidised Other <sup>17</sup>	6,785	8,998	32.6%	18.4%
International	214	357	66.8%	63.0%
Other <sup>18</sup>	1,253	1,736	38.5%	96.6%

Course Level <sup>16</sup>				
Certificate I - III	7,470	7,502	0.4%	6.2%
Certificate IV	1,682	2,168	28.9%	104.0%
Diploma	398	392	-1.5%	1.3%
Non-Award	4,157	6,329	52.2%	74.7%

Part-time or Full-time <sup>19</sup>				
Full-time	2,283	2,947	29.1%	53.6%
Part-time	11,419	13,422	17.5%	31.4%
% Part-time	83%	82%		

Attendance Mode (Units) <sup>16</sup>				
External / Online	1,013	1,263		
Internal/On Campus	12,628	14,825		
Workplace	654	1,787		
RPL	960	888		

<sup>13</sup> 2022 and 2018 data varies from the published data in previous Annual Reports. This is caused by updates to reporting data standards and alignment to AVENTISS annual submissions.

<sup>14</sup> Includes only Achieved AHC. Achieved AHC excludes AHC from Credit Transfer units, and only counts 85% of AHC that is partially completed in the reporting year, consistent with the funding portions applied to these units.

<sup>15</sup> EFTSL = 720 AHC

<sup>16</sup> Metric is based on a unit level attribute and a student can have multiple unit level attributes within a course enrolment. Therefore the sum of course enrolments in this section exceed the total Course enrolments.

<sup>17</sup> NTG Subsidised Other - Student Type includes students enrolled where part/all of the cost of training is offset by an Northern Territory Government contracted subsidy, other than VET in Schools and Apprentices and Trainees.

<sup>18</sup> Other Student Types includes all other enrolments not reported in the above student types.

<sup>19</sup> Part-time if student is enrolled in 540 AHC of Funded Enrolled AHC with an activity start date in the reporting year. This was previously reported at a course enrolment level (ie a student with 2 x course enrolments of 300 AHC each = 600 total AHC would have previously been reported as part time and is now reported as full-time in the year).



Category	2022 <sup>13</sup>	2023	% Change 2022–2023	% Change over 5 years
<b>Top 10 Unit Delivery Locations (Achieved AHC)</b>				
Casuarina Campus	944,039	1,051,236	11.4%	9.4%
Alice Springs Campus	347,587	384,890	10.7%	31.7%
Palmerston Campus	208,626	331,573	58.9%	11.9%
CDU Waterfront Darwin	149,725	255,025	70.3%	113.0%
Nhulunbuy (Gove)	22,675	45,359	100.0%	225.3%
Katherine (Rural College)	35,452	41,107	16.0%	-8.5%
Yulara	16,899	27,098	60.4%	-24.1%
Kakadu National Park	28,559	26,647	-6.7%	210.4%
Tennant Creek	25,397	24,702	-2.7%	-4.3%
Online	13,546	24,542	81.2%	-43.9%
<b>Total Number of Delivery Locations</b>	108	116		
<b>Unit Delivery Remoteness<sup>20</sup> (Achieved AHC)</b>				
Urban	1,742,121	2,177,304	25.0%	16.7%
Regional	10,794	22,164	105.3%	6.4%
Remote	351,097	409,408	16.6%	12.3%
Interstate	15,827	17,048	7.7%	
% of Total AHC delivered in Remote Locations	15.5%	15.6%	0.8%	-3.2%
<b>Field of Study (Broad FOE)</b>				
Mixed Field Programmes	4,296	5,309	23.6%	148.2%
Engineering and Related Technologies	2,933	2,671	-8.9%	-9.0%
Agriculture, Environmental and Related Studies	1,309	2,534	93.6%	56.3%
Management and Commerce	1,463	1,936	32.3%	23.2%
Food, Hospitality and Personal Services	766	1,309	70.9%	26.2%
Society and Culture	733	576	-21.4%	-35.8%
Architecture and Building	965	539	-44.1%	-22.2%
Education	345	517	49.9%	146.2%
Health	474	463	-2.3%	-13.3%
Creative Arts	291	294	1.0%	-10.6%
Information Technology	102	220	115.7%	29.4%
Natural and Physical Sciences	25	1	0.0%	0.0%

<sup>20</sup> Based on the delivery location of unit training and remoteness categories based on the NT Government remoteness loading categories - this is different to the Australian Geographical standards for categorising remoteness areas.

## 2023 Key Statistics

Category	2022 <sup>13</sup>	2023	% Change 2022–2023	% Change over 5 years
<b>Industry Group</b>				
General Education and Training	4,352	5,429	24.7%	152.9%
Primary Industry	1,432	2,544	77.7%	56.6%
Business and Clerical	880	1,375	56.3%	44.3%
Tourism and Hospitality	594	1,199	101.9%	32.8%
Community Services, Health and Education	1,019	873	-14.3%	-10.4%
Utilities	791	827	4.6%	12.7%
Engineering and Mining	751	668	-11.1%	-33.1%
Building and Construction	1,066	663	-37.8%	-33.0%
Automotive	836	645	-22.8%	6.3%
Arts, Entertainment, Sports and Recreation	558	536	-3.9%	-12.0%
Transport and Storage	465	516	11.0%	3.0%
Sales and Personal Service	343	431	25.7%	-5.9%
Food Processing	199	237	19.1%	14.5%
Computing	102	189	85.3%	11.2%
Finance, Banking and Insurance	131	133	1.5%	0.8%
Cookery	142	69	-51.4%	-43.4%
Science, Technical and Other	0	31		
Process Manufacturing	41	4	-90.2%	-20.0%
<b>Student Diversity and Equity</b>				
Domestic	13,488	16,012	18.7%	34.4%
International	214	357	66.8%	63.0%
First Nations Australians	3,480	4,137	18.9%	19.3%
25 years of age and older	7,857	10,305	31.2%	43.9%
Female	5,588	6,990	25.1%	42.9%
Non-Binary	0	26		
Male	8,114	9,379	15.6%	29.6%
Low SES	1,942	2,719	40.0%	35.7%
Regional Home Location	6,010	6,921	15.2%	35.6%
Remote / Very Remote Home Location	5,655	6,965	23.2%	36.4%
Non-English Speaking Background	2,858	3,891	36.1%	21.0%
Disability/ies	848	1,071	26.3%	61.8%



Category	2022 <sup>13</sup>	2023	% Change 2022–2023	% Change over 5 years
<b>% Student Diversity and Equity</b>				
% Domestic	98.4%	97.8%	-0.6%	-0.4%
% International	1.6%	2.2%	0.6%	0.4%
% First Nations Australians	25.4%	25.3%	-0.1%	-3.3%
% 25 years of age and older	57.3%	63.0%	5.6%	3.9%
% Female	40.8%	42.7%	1.9%	2.4%
% Non-Binary	0.0%	0.2%	0.2%	0.2%
% Male	59.2%	57.3%	-1.9%	-2.3%
% Low SES	14.2%	16.6%	2.4%	0.1%
% Remote / Very Remote Home Location	41.3%	42.5%	1.3%	0.5%
% Non-English Speaking Background	20.9%	23.8%	2.9%	-2.7%
% Disability/ies	6.2%	6.5%	0.4%	1.1%
<b>Student Home Location</b>				
Northern Territory	11,583	13,729	18.5%	37.8%
Rest of Australia	207	307	48.3%	83.8%
Overseas	222	377	69.8%	65.4%
Unknown	1,690	1,956	15.7%	10.0%
<b>International</b>				
Total	214	357	66.8%	28.9%
Commencing	186	338	81.7%	43.2%
International as % of Total Enrolments	1.5%	2.1%	0.6%	-0.1%
<b>Top 10 Countries of Origin in 2023</b>				
China (excludes SARs and Taiwan)	52	60	15.4%	200.0%
Indonesia	33	46	39.4%	24.3%
Fiji	0	36	N/A	800.0%
Samoa	17	34	100.0%	325.0%
Philippines	4	25	525.0%	19.0%
Nepal	16	19	18.8%	1800.0%
India	10	17	70.0%	750.0%
Taiwan	11	10	-9.1%	-66.7%
Timor-Leste	2	9	350.0%	-89.0%
Thailand	3	7	133.3%	133.3%

Category	2022 <sup>13</sup>	2023	% Change 2022–2023	% Change over 5 years
<b>Top 10 Countries of Origin in 2023 % of Total International Course Enrolments</b>				
% China (excludes SARs and Taiwan)	24.3%	16.8%	-7.5%	9.6%
% Indonesia	15.4%	12.9%	-2.5%	-0.5%
% Fiji	7.9%	10.1%	2.1%	8.6%
% Samoa	7.5%	9.5%	2.0%	6.6%
% Philippines	5.1%	7.0%	1.9%	-0.6%
% Nepal	4.7%	5.3%	0.6%	5.0%
% India	3.7%	4.8%	1.0%	4.0%
% Taiwan	3.3%	2.8%	-0.5%	-8.0%
% Timor-Leste	2.8%	2.5%	-0.3%	-27.1%
% Thailand	2.8%	2.0%	-0.8%	0.9%
<b>Total Number of Countries of Origin for International Students</b>	35	45		
<b>Graduate Outcomes<sup>21</sup></b>				
% Graduates in Employment 4 months after graduation	78.7%	84.0%	5.3%	
Graduate Satisfaction <sup>22</sup>	91.5%	94.1%	2.6%	



<sup>21</sup> Graduate outcomes taken from the Student Outcomes Survey (SOS) conducted for the first time in 2016.

<sup>22</sup> Graduate satisfaction reflects the overall satisfaction index from the annual Student Outcomes Survey (SOS).



## 2023 Higher Degree by Research

Category		2022	Est. 2023	% Change 2022–2023
Total Research Income <sup>23</sup>		\$87,036,700	\$84,330,462	-3.1%
HERDC Research income	Total HERDC Research Income	\$67,801,635	\$66,124,486	-2.5%
	Category 1, National competitive grants	\$40,461,994	\$35,684,589	-11.8%
	Category 2, Other public sector research funding	\$15,527,389	\$19,527,976	25.8%
	Category 3, Industry and other funding	\$11,199,816	\$9,753,659	-12.9%
	Category 4, CRC income	\$612,436	\$1,158,262	89.1%
Research Block Grants		\$19,235,065	\$18,205,976	-5.4%
Higher Degree by Research completions	Total	49	50	2.0%
	PhD	46	44	-4.3%
	Masters	3	6	100.0%
Higher Degree by Research load, EFTSL	Total	264.5	261.5	-1.1%
	PhD	241.5	245.8	1.8%
	Masters	23.0	15.8	-31.5%
Weighted publications	Total	380.1	422.6	11.2%
	Books	22.5	13.8	-38.9%
	Book chapters	20.2	24.0	19.0%
	Journal articles	324.8	371.9	14.5%
	Conference proceedings	12.6	12.9	2.5%

<sup>23</sup> Total Research income includes Research Income reported in the Higher Education Research Data Collection (HERDC) and additional research income funded via Research Block Grants. HERDC research income figures are pre-audited figures and may vary slightly prior to submission completions are presubmission estimates

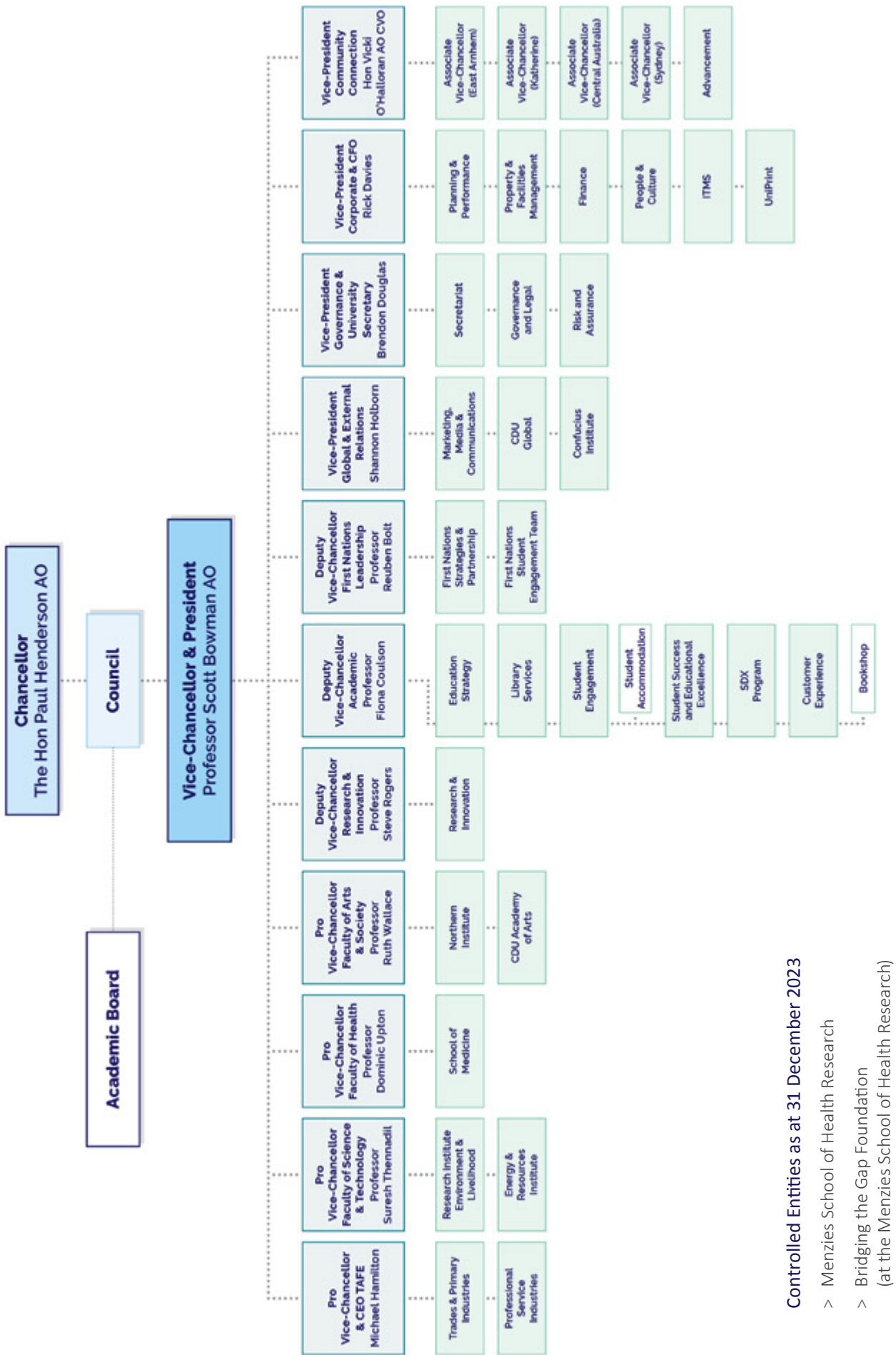
## Staff Profile

Category		2022	2023	2022 Females	2023 Females	2022 Female %	2023 Female %
HE & TAFE academic staff (FTE)	Total Academic FTE	599	606	324	329	54%	54%
	Level E	50	49	18	21	37%	42%
	Level D	43	50	31	35	72%	70%
	Level C	103	99	59	51	57%	52%
	Level B	188	185	111	112	59%	61%
	Level A	215	223	104	110	48%	49%
Professional Staff (FTE)	Total General FTE	884	893	615	611	70%	68%
	HEW 10 and above	104	104	56	51	54%	49%
	HEW 9	74	77	51	52	68%	67%
	HEW 8	136	151	93	105	69%	70%
	HEW 7	164	162	115	114	70%	70%
	HEW 6	139	142	102	104	73%	73%
	HEW 5	155	151	108	101	70%	67%
	HEW 4	80	73	62	56	78%	77%
	HEW 3	22	18	17	15	79%	84%
	HEW 2	9	8	9	7	100%	88%
	HEW 1	2	6	2	5	100%	83%





# Our structure



Controlled Entities as at 31 December 2023

- > Menzies School of Health Research
- > Bridging the Gap Foundation (at the Menzies School of Health Research)

# 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*.

Five 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. The Executive Committee of Council assists the Chancellor in determining the key performance indicators and remuneration package of the Vice-Chancellor and President and reviews their performance. The Executive Committee also provides advice to the Vice-Chancellor on the remuneration package of executive level staff.
- > **Academic Board** is the principal academic body charged with the academic governance of the institution with oversight of teaching, learning, research and research training. The Academic Board focuses strongly on the assurance and enhancement of the academic quality and standards of all programs and awards, as well as matters of academic integrity.
- > **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, capital expenditure and investments.
- > **Audit, Risk and Compliance Committee** assists the Council in exercising governance, due care, diligence and skill in relation to discharging the following broad duties: internal controls and risk management, external and internal audit, and regulatory compliance and delegations.
- > **Nominations, Honorary Awards and Legislation Committee** oversees nominations for Council membership, provides advice and recommendations in relation to Honorary awards, and reviews any proposed legislation.

The Council is responsible for the University's strategic direction, and delegates its implementation 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 2003*. Direction in the Act ensures Council can 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 TAFE academic staff
- > One person elected by and from the undergraduate students, and
- > One person elected by and from the postgraduate students.

Committees, Council and Academic reporting are continually being reviewed and improved to ensure the University meets all its obligations under the National Regulator Standards.

### Education program for new Council members

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

- > To ensure new members of Council receive an induction program and appropriate core documentation and information
- > To ensure members are informed about their duties, including the legislative, regulatory and operational context of the University
- > To assist members of Council to develop and maintain a skill set that fits the governance and strategic needs of the University
- > To enhance organisational performance by improving the skill set of all members and chairs of Council committees.

Activities include a formal induction program, opportunities to attend various conferences, events and local functions in Darwin and other University campuses.

### Written Code of Conduct

The University has a Code of Conduct for employees and has an effective suite of policies in relation to Fraud and Corruption as well as Privacy, Whistleblowing and Freedom of Information. Disclosures of such matters are facilitated by the use of eforms, and regular reports are provided to Council through the Audit, Risk and Compliance Committee.

### Policy management

Governance now has two dedicated policy officers, one overseeing Academic and Research, the other Corporate. The quality of CDU's policies and procedures ensures the University has a Governance Policy Library that is fit for purpose and meets all legal obligations.

The University has a Policy Framework that governs the development, implementation and review of policy, procedures and committee terms of reference. The Policy Framework ensures that the University's policies are current, relevant and consistent with the University's strategic goals and relevant governing legislation and regulatory obligations.

### Legal

The CDU in-house legal team is now embedded and has developed templates to assist and streamline the legal process. The legal precedent library is on CDU's intranet and is available to all staff. This has resulted in faster turnaround times and consistency of approach ensuring the University's legal agreements are handled efficiently and professionally.

### Enterprise risk management and internal audit

The University continues to embed its risk and assurance frameworks in line with the enterprise risk roadmap, which is regularly reviewed to reflect CDU priorities. The roadmap reflects the key activities to strengthen the University's risk management and assurance processes, with progress against and changes to the roadmap milestones reported quarterly to and endorsed by the Audit, Risk and Compliance Committee.

The Risk and Assurance function continues to enhance risk and assurance practices, optimise and leverage risk and assurance functions, and provide oversight and advice to improve the University's risk and assurance frameworks.

Highlights for 2023 were:

- > Annual Risk Appetite Review to reflect any significant changes to the key activities that give risk from CDU's internal or external environment that affect the risk profile and to ensure risk appetite and tolerance levels are consistent with the objectives and capabilities of CDU.

- > Implementation of the 2023 CDU Internal Audit Plan, development of management action plans in response to audit findings and recommendations and the conduct of follow up audits to review implementation of the management actions.
- > Conduct of the bi-annual risk review and reporting to the relevant governance committees on the strategic, corporate and emerging risks that impact CDU's ability to achieve its strategic goals.
- > Design effectiveness assessment of the new, proposed CDU Delegations Framework in relation to the governance, risk and compliance over authority of the delegation to approve and make decisions, and to provide assurance to Council on design effectiveness prior to implementation of the new framework.

The University continued to benefit from the input and insight of both our Internal Audit Panel and the oversight of our regulators, as a key component in identifying and managing risks.

### Health and safety

The University takes a proactive risk management approach to workplace health and safety 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, incidents and incident management as part of its cycle of reports.

### 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 12 FOI applications in 2023.

### Modern slavery

CDU is committed to contribute to the elimination of modern slavery by 2030, and in collaboration with the wider University sector has strengthened its management of suppliers to identify and prevent suppliers that have been known to contain modern slavery in their practices from being selected in future procurement.

### Students and decision-making

CDU students may be undertaking vocational, undergraduate or postgraduate study. Students at all levels are provided with multiple opportunities to participate in corporate and academic governance through committees including the University Council, Academic Board, and the Teaching and Learning Committees and the Research Committees of the Colleges.



## Council Members

as at 31 December 2023



**The Hon Paul Henderson AO**  
Chancellor



**Mr Ken Davies PSM**  
Deputy Chancellor



**Professor Scott Bowman AO**  
Vice-Chancellor and President



**Dr Louise King**  
Chair of Academic Board



**Mr Dick Guit**  
Member appointed by  
the Administrator



**Mr Craig Graham**  
Member appointed by  
the Administrator



**Mrs Janelle Marr**  
Member appointed by  
the Administrator



**Mr Mark Munnich**  
Member appointed by  
the Administrator



**Emeritus Professor  
Charles Webb**  
Member appointed by  
the Administrator



**Dr Ruth Schubert**  
Member appointed by  
the Administrator



**Associate Professor  
Alan Berman**  
Higher Education staff  
member



**Mr Ray Simpson**  
Vocational Education and  
Training staff member



**Mr Nikolaos Ergas**  
Undergraduate student



**Mr Ramesh Prasad Pandey**  
Postgraduate student



## Meetings of Committees

	Council Meetings		Finance and Infrastructure Development		Audit Risk and Compliance Committee		Nominations Honorary Awards and Legislation	
	A	B	A	B	A	B	A	B
Hon Paul Henderson AO	6	5	4	2	5	4	5	5
Professor Scott Bowman AO	6	5	4	4	5	3	5	5
Dr Louise King	6	4	4	0	5	2	5	3
Mr Ken Davies PSM	6	3	4	0	5	0	5	5
Mr Dick Guit OAM	6	4	4	2	5	0	5	0
Mr Craig Graham	6	5	4	0	5	0	5	0
Mr Mark Munnich	6	4	4	0	5	0	5	0
Hon Vicki O'Halloran AO CVO	2	2	1	0	1	0	2	0
Mrs Janelle Marr	6	5	4	0	5	0	5	0
Emeritus Professor Charles Webb	6	6	4	0	5	0	5	0
Dr Ruth Schubert	6	5	4	0	5	0	5	0
Mr Ray Simpson	6	4	4	0	5	0	5	0
Associate Professor Alan Berman	6	4	4	0	5	0	5	0
Mr Nikolaos Ergas	5	4	4	0	5	0	3	0
Mr Ramesh Prasad Pandey	5	4	4	0	5	0	3	0
Professor Hilary Winchester AM	1	1	0	0	0	0	0	0

## Legend

A = Number of Meetings eligible to attend

B = Number of Meetings attended

*Includes out of session meetings/resolutions*

## Principal Officers



**Professor Scott Bowman AO**  
Vice-Chancellor and President



**Mr Brendon Douglas**  
Vice-President Governance and  
University Secretary



**Mr Rick Davies**  
Vice-President Corporate  
and Chief Financial Officer



**Ms Shannon Holborn**  
Vice-President Global  
and External Relations



**Professor Reuben Bolt**  
Deputy Vice-Chancellor,  
First Nations Leadership



**Professor Fiona Coulson**  
Deputy Vice-Chancellor, Academic



**Professor Steve Rogers**  
Deputy Vice-Chancellor, Research  
and Innovation



**Ms Vicki O'Halloran AO CVO**  
Vice-President Community Connection



**Professor Ruth Wallace**  
Pro Vice-Chancellor, Faculty of Arts  
and Society



**Professor Dominic Upton**  
Pro Vice-Chancellor, Faculty of Health



**Professor Suresh Thennadil**  
Pro Vice-Chancellor, Faculty of Science  
and Technology

# Awards and Achievements

## The 2023 Alumni Awards

The Charles Darwin University Alumni Awards continue to grow in popularity, with 73 nominations received for the awards in 2023. A Darwin-born tech entrepreneur and innovator was one of a handful of individuals recognised for their extraordinary achievements at the awards gala held at Darwin's Convention Centre in November.

Larrakia and Warumungu woman Dr Christine Fejo-King was recognised at the Alumni Awards, receiving the First Nations Alumni Award and the prestigious Distinguished Alumni Award.

Dr Fejo-King graduated from the then-Northern Territory University with a Bachelor of Social Work in 1999, and has worked for decades in policy development for care and protection, youth justice, early intervention support, social and emotional wellbeing and more.

### Other winners:

Yuba Raj Panta  
Alumni Award for Community Service  
Matthew Hull  
Alumni Award for Early Career Achievement  
Dr Mark Englund  
Alumni Award for Industry Excellence

Dr Jayson Ibanez  
International Alumni Award

### Special commendations were awarded to:

David Beckham  
Alumni Award for Early Career Achievement  
Professor Yvonne Cadet-James  
First Nations Alumni Awards  
Ovania Auxiliadora de Fatima Mendonca  
International Alumni Award  
Dr Aly de Groot  
Alumni Award for Industry Excellence  
Lawrence Fletcher  
Alumni Award for Industry Excellence  
Shanae Kuo  
Alumni Award for Community Service



Larrakia and Warumungu woman Dr Christine Fejo-King (centre) was recognised with the First Nations Alumni Award and the prestigious Distinguished Alumni Award.



## 2023 Vice-Chancellor Awards

The Vice-Chancellor's Awards are going from strength to strength with the 2023 awards attracting more entries and interest.

Raul David won the Higher Education Teaching Excellence for creating an active experimental learning experience for audit and accounting students - a discipline that's usually by-the-numbers.

Mr Davis also established the free tax clinic for people on low incomes, such as students. It was not just a community service; it gave CDU students real-world experience into Australia's tax system.

The winner of the VC Award for TAFE Teaching Excellence was Willie Melville of the CDU TAFE Civil Engineering delivery team.

He has held a long-standing partnership with Ironbark Aboriginal Corporation, spanning seven years, delivering training on live worksites in Daly River communities and is recognised as one of the most proficient educators in remote delivery.

The winner of the Vice-Chancellor Award for First Nations Research and Innovation was Dr Tracy Woodroffe.

Dr Woodroffe is a proud Warumungu Luritja woman, and teacher for over two decades with the NT Department of Education.

The other VC award winners were:

### Early Career Teaching Excellence

Mr Shane Pomeroy

### Early Career Research

Dr Milad Bazli (winner), Dr Guzyal Hill (highly commended) and Dr Steven Kho from the Menzies School of Health Research (highly commended)

### Excellence in Teaching Support

CDU Careers Centre (Student Engagement)

### Higher Degree by Research Supervision

Dr Gabrielle McCallum from the Menzies School of Health Research

### Higher Education Teaching Excellence

Dr Maneka Jayasinghe (highly commended), Dr Bhanu Bhatia (highly commended) and Debajyoti Chakrabarty (highly commended)

### Research Impact

GroundUp Research Team, Professor Mamoun Alazab (highly commended) and Communicate Study Partner

### Research Partnerships or Industry Engagement

Menzies Timor-Leste Team, Remote and Rural Service Research Team (highly commended), and North Australia Centre for Autonomous Systems (highly commended)



Raul David receiving the Higher Education Teaching Excellence award from the Vice-Chancellor.



Professor Michael Christie receives an award on behalf of GroundUp Research team.

## Alumni Statistics



**38,071**  
connected alumni

↑ **1,286** increase  
from 2022



MORE THAN  
**30,000**  
alumni are  
receiving the  
**alumni newsletter**

**9,691**

alumni have updated  
their details via the  
**alumni website**  
since 2019



**48%** of  
**LinkedIn Learning**  
**Licenses** have been issued,  
with 1,271 course completions



**73**  
**nominations**  
were assessed  
for the 2023  
CDU Alumni Awards



**195**  
**alumni donated**  
to the university in 2023

# Review of activities

## Goal 1 – Enhance delivery and expand opportunities in regional, rural and remote training and education



### Aspire Program expands to regions

It was announced in October 2023 that the successful Aspire program, which helps guide high school students into tertiary education will expand to the regional campuses. The program supports, guides and encourages high school students to pursue tertiary education by introducing them to university life, pathways and supports to set and achieve their academic goals.

Aspire Program Officer Louise Turner said the team was excited to bring the experiences, information, and guidance of Aspire to more Territory students.

“Aspire is about exposing students to university and breaking down those barriers towards higher education. It’s about building self-confidence, resilience, and awareness so they have a better understanding of themselves and their own strengths to take pathways into higher education,” Ms Turner said.

### First Nations Ranger Training project

Work to improve Australian First Nations student participation in training and education programs in East Arnhem Region (EAR) included the commencement of Ranger training for Yirralka Ranger Program, white card and homeland schools’ delivery. By understanding the needs of the region the EAR team took a coordinated approach by offering short courses that extend school pathway programs into local employment opportunities, this model was successful and saw an uptake of student enrolments and completions.

### Filling remote health needs

To meet the needs of the remote health and medical workforce of Northern Australia, three Health Summits were hosted in the East Arnhem region, part of these summits included reviewing areas of skills gap and the launch of micro-credentials to upskill local medical staff.

### New Nhulunbuy classrooms

The University expanded its Northern Territory-wide presence with the purchase of a facility in Nhulunbuy on the Gove Peninsula in East Arnhem Land. The Top End facility is a learning hub that will



increase access to education and training for the people of Nhulunbuy and support nearby communities in the wider region. The commercial property, purchased in January, will be used for the University's TAFE and higher education programs. The building will include a workshop, a student study area and an administrative centre including student services and staff offices.

### New course offerings in Katherine

The Katherine Rural campus is the rural and agricultural training hub for the University. In 2023, a more diverse range of courses were offered including short courses, culinary arts, barista training and auto and civil.

### Pathway courses introduced in the regions

A new on-campus pre-program at the Katherine Rural campus was established to meet local demand and address skill shortages. The program aims to establish employment pathways and engage school aged students in areas like customer service training, housing maintenance and barista skills. Two new courses were developed and implemented that can create pathways into Veterinary Nursing through animal studies.

### Record graduate numbers in Alice Springs

One significant milestone for the Alice Springs campus in 2023 was the record number of graduates.

Almost 400 students graduated from the Alice Springs campus for the year, with approximately 20% being First Nations students. One course that saw significant uptake and completion was the new industry-based training Certificate I in Tourism (Australian Indigenous Culture), this course had over 10 graduates all local First Nations students with a passion for tourism and have secured employment within the field.

### Massive lift in on-station delivery

CDU had a record number of students enrolled in on-station programs in rural operations and agricultural courses. Almost 300 students were visited by CDU's workplace assessors across 35 remote outback cattle stations.



### Snake wrangling course introduced at Katherine and Alice Springs

A new course offering at Charles Darwin University's rural campuses is looking to save lives, while caring for Northern Territory's snakes. For the first time CDU is offering a Snake ID, capture and relocate course, the short course will benefit people who regularly encounter snakes in their work or living spaces or for people who would like to enhance their knowledge of snakes and reptiles in Australia.

The two-day course will cover three units of competency from the Animal Care and Management Training package, which is recognised nationwide, and is the only accredited snake training in the Northern Territory.

### TAFE in Central Australia

The launch of CDU TAFE delivered a renewed focus on vocational training. A newly created role, Deputy Chief Executive Central Australia helped TAFE to better meet the needs of regional and remote communities in the Central Australia region.

### Better Health Futures Symposium

The Symposium, hosted by the University in partnership with Menzies School of Health Research, Central Australian Aboriginal Congress, Aboriginal Medical Services Alliance Northern Territory and NT Health, brought together the diverse perspectives and experience of influential leaders, rural and remote health experts, educators and researchers to address health challenges spanning the Northern Territory. There was a focus on getting more First Nations people involved in the health sector.

## Knowledge Intersections Symposium

As part of the MoU signed with Desert Knowledge Australia, CDU and Batchelor Institute hosted the sixth Knowledge Intersections Symposium. This year the symposium focused on knowledge-holders and researchers living and working in Central Australia. The Symposium created a space for people to listen and interact with fellow arid zone researchers and ended in a workshop on how to strengthen research and connect the research community within the region.

## Health Pathways in Central Australia Region

The University's Dean of Nursing and Midwifery, Jo Seiler, visited the region and hosted a Nursing Pathways forum ahead of the 2024 graduate nurse program. This qualification is tailored to offer nurses additional career pathways within the healthcare system, including education, research and clinical nursing.

## TAFE lecturer awarded TAFE Educator of the Year

CDU TAFE Business and Accounting lecturer Wendy Blight received the Vocational Education Trainer of the Year for the Central Region at the Department of Education Teaching in the Territory Excellence Awards. Ms Blight was nominated by Department of Education staff and students for her outstanding work with the Vocation Education in School students and Northern Territory Police, Fire and Emergency Services Cadet students.



## City Hall graduation

Almost 330 students graduated at the 2023 Sydney graduation ceremony at Sydney Town Hall.

The number of graduating students each year has grown, and 2023 marked another big year for the ceremony at Sydney City Hall. About 250 graduands attended the ceremony who were recognised for completing a range of degrees within Vocational Education, Higher Education and PhDs. Almost half of the graduates were from NSW with all others from across all states and territories. The Occasional Address was given by former CDU Vice-Chancellor and current Vice-Chancellor and President of Western Sydney University Professor Barney Glover AO, who opened the Sydney campus ten years ago. Professor Glover remarked on the campus's impact since its inception and its remarkable growth.

## Sydney student numbers increase

In 2023, there was a rapid growth in the number of students studying at the Sydney campus with more than 400 Sydney-based students studying across a range of courses—an increase from 223 students in second semester in 2022.

## Partnership with First Nations parents

A Memorandum of Understanding (MOU) between Charles Darwin University (CDU) and the Remote Indigenous Parents Australia National Indigenous Corporation (RIPA) will aim to create more connected and inclusive schools and communities in the Northern Territory. The collaboration, titled The RIPA Experience Parents and Families Engagement Project, involves members undertaking research and training based on CDU Northern Institute's Ground Up Research and Monitoring and Evaluation methodology.

## **Goal 2 – Be the most recognised university for Australian First Nations training, education and research**

### **Graduating First Nations student numbers**

More than 400 First Nations students graduated from CDU in 2023 across many qualifications, including Bachelor of Nursing, Bachelor of Psychological Sciences, Diploma of Laws and Diploma of Health. In June, a record number of 80 First Nations students graduated in Alice Springs, totalling more than 20 per cent of the cohort that completed their studies at the Alice Springs campus.

### **First Nations enrolments in 2023**

In 2023, the University had 16.7 per cent of students identifying as First Nations Australians. This included an 18.9 per cent increase in First Nations Australia studying a course through the CDU TAFE from 3,480 in 2022 to 4,137 in 2023.

### **First Nations Ambassador welcomed**

CDU welcomed Australia's inaugural Ambassador for First Nations People, Justin Mohamed, in August for his first visit to the University. The Ambassador, who is a Gooreng Gooreng man from Bundaberg (QLD), met with representatives and students to connect, share, and exchange information around the University's First Nations strategic direction and the important future work of the Ambassador for First Nations Peoples moving forward.



### **Charles Darwin University's support for the YES vote**

In May, the University officially endorsed the YES vote in the national referendum into whether a First Nations Voice to Parliament should be enshrined in the Australian constitution. CDU's Statement of Support for the Voice to Parliament was approved by the University Council, with Deputy Vice-Chancellor First Nations Leadership and Engagement, Professor Reuben Bolt, saying it was imperative the University 'of' and 'for' the Northern Territory publicly endorses and support First Nations advancement in Australia. Vice-Chancellor Professor Scott Bowman said the vote aligned with the University's goals of more First Nations leadership in decision making, and the University's long history of engagement and respect for First Nations peoples. The declaration event was attended by CDU executives and staff, author, signatory and advocate of the Uluru Statement from the Heart, Thomas Mayo, Solomon MP Luke Gosling, former Education Minister Eva Lawler, Senator Malarndirri McCarthy and the Hon Ngaree Ah Kit.





### Professor Stan Grant Jnr presents the 22nd Vincent Lingiari Memorial Lecture

Critically acclaimed journalist, author, radio and television presenter, documentary film maker and Wiradjuri and Kamilaroi man Professor Stan Grant Jnr delivered the 22nd Vincent Lingiari Memorial Lecture. Professor Grant's lecture titled *Two kinds of time: how we can meet each other again in Australia* explored the clash of understanding between European notions of time, measured in progress and production, vis-à-vis First Nations' concept of circular time, an "everywhen" that is imbued with meaning.

The highly acclaimed and respected journalist addressed a crowd of more than 300 people at the Casuarina campus to discuss how the biggest challenge of our age is living with the weight of our history.

### The Voice Panel and debate event

To spread awareness about the proposed Voice to Parliament, CDU hosted a series of events including lectures, debates and panel discussions which considered the points of view on both sides of the debate. The lecture was co-delivered by Professor Reuben Bolt and Associate Professor Alan Berman. The student debate was judged by his Hon. Justice Graham Hiley. The panel discussion was moderated by former NT Deputy Treaty Commissioner Ursula Raymond with speakers David Kurnoth from Larrakia Nation, Professor Gracelyn Smallwood AM from James Cook University, Dr Paul Royce from Mission Australia, and Rob McPhee from Danila Dilba Health Service.

### Human rights campaigner Professor Tom Calma on The Voice

Leading human rights, social justice campaigner and Kungarakana and Iwaidja man Professor Tom Calma AO spoke about the Voice to Parliament in his inaugural Faculty of Health public lecture. In *The Voice: A vision for a better future for all Australians* Professor Calma



Human rights campaigner Professor Tom Calma.

discussed the history of Aboriginal and Torres Strait Islander peoples' journey to be heard and influence policy and programs, delving into the processes and technical aspects of the Voice to Parliament.

### First Nations Introduction to University programs launched

The University launched more programs aimed at providing First Nations people with the academic skills, confidence and support to succeed in higher education. The First Nations Introduction to University Program gives students insight into studying health, arts and humanities, teacher education

and STEM. These courses complement CDU's suite of First Nations pre-enabling programs.

### MoU with the Yothu Yindi Foundation

CDU signed a Memorandum of Understanding with the Yothu Yindi Foundation to better support Aboriginal communities with customised education, training, research, and leadership opportunities in the East Arnhem region. The partnership ratifies a cooperative relationship to improve and expand tertiary outcomes that are tailored to the specific needs of Yolngu people.



NT Senator the Hon Malarndirri McCarthy visited CDU to meet with the First Nations Leadership Team and students who access the Indigenous Student Success Program.

### Minister for Indigenous Australians visits First Nations students

Linda Burney MP, Minister for Indigenous Australians visited CDU to meet with the First Nations Leadership Team and students who access the Indigenous Student Success Program. The program helps universities provide support to First Nations students with their higher education studies, offering a tutorial service, financial assistance for study travel, academic guidance, scholarships for essential learning materials, pastoral care and advocacy.

### Garma Festival

Several members of CDU's senior executive team attended the Garma Festival, an annual celebration of Yolŋu life and culture in northeast Arnhem Land. CDU had a significant presence at the festival where there is a melting pot of ideas and First Nations knowledge sharing. CDU showcased a session chaired by Deputy Vice-Chancellor – First Nations Leadership Professor

Reuben Bolt regarding collaborative projects with Yolŋu and First Nations Leadership Director Kim Robertson, giving an overview of CDU's programs and initiatives for enrolled First Nations students, high school students and prospective students.

### Gurindji freedom banners exhibition

The story of the historic Wave Hill Walk-off in 1966 was on display at the CDU Art Gallery in an exhibition of the Gurindji freedom banners. The 10 iconic banners tell the Gurindji account of when Vincent Jurlama Lingiari AM went on strike with Gurindji, Ngarinyman, Mudburra, Bilinarra and Warlpiri workers from Wave Hill Station, located in the Victoria River District on the northern edge of the Tanami Desert.

### New tourism training in Central Australia

CDU introduced new First Nations tourism training in Ntaria (Hermannsburg) with industry

partners, as part of Certificate I in Tourism (Australian Indigenous Culture), in partnership with First-Nations owned tourism businesses in the region. The training is building capacity in Central Australia tourism industry, where there is significant demand for First Nations tour guides who can provide authentic cultural perspective and knowledge of the country's desert heart.

### Research highlights how waterholes influence First Nations people's patterns of migration

Research by Nyunga man Dr John Binda Reid explored how waterholes influence First Nations people's patterns of migration in Central Australia. Dr Reid worked with representatives from 11 communities and six language groups to examine the drivers of Aboriginal male migration and found a direct correlation to a breakdown of Aboriginal identity and traditional values, particularly when encroachment on the waterholes began.





Fourteen CDU First Nations students took home the trophy in the basketball final against the University of Sydney at the Indigenous Nationals games.

### Indigenous Nationals games wins

Fourteen CDU First Nations students took home the trophy in the basketball final against the University of Sydney at the Indigenous Nationals games. The team named *Dungudbila* – the Larrakia word for kangaroo – competed against university students from across Australia in four sports: basketball, netball, touch footy, and volleyball. The games were also an opportunity for First Nations students to network and celebrate their heritage and culture in a positive environment. This was the second year that CDU has sent a team to the national competition, which was held at Monash University.

### Establishment of significant First Nations Leadership committees

Three critical CDU governance committees were established in 2023: The Vice-Chancellor's First Nations Engagement Committee, First Nations Leadership Steering Committee, and the First Nations Workforce Advisory Committee.

The committees are dedicated to increasing the First Nations workforce and the number of future successful First Nations Students in the higher education sector. The committees are responsible for developing, implementing, and reviewing strategic initiatives for First Nations tertiary education and strive to engage with and support local First Nations community organisations in meaningful ways, build on current relationships and foster future partnerships between government, education providers, NGOs and industry.

### Bidjipidji School Camp

35 First Nations students from remote Northern Territory schools got a taste of university life in the third annual Bidjipidji School Camp, which promotes positive pathways into further education. The 2023 program gave students in years 10, 11 and 12 an opportunity to visit CDU's Casuarina and Waterfront campuses to participate in diverse academic sessions, panel discussions, interactive cultural activities, excursions and social events.

They attended CDU Open Day and built their knowledge and aspirations for further study.

### National Apology Panel

CDU commemorated the 15th anniversary of the Australian Government's National Apology to the Stolen Generation with a discussion panel featuring Larrakia Academic-in-Residence Dr Bilawara Lee OAM, former First Nations Leadership Associate Director Dr Curtis Roman, First Nations Leadership Director and PhD candidate Kim Robertson and NT Stolen Generations Aboriginal Corporation Chief Executive Maisie Austin OAM. The speakers discussed their thoughts on former Prime Minister Kevin Rudd's 2008 Apology and generously shared personal and family experiences of past government policies to an audience of more than 200 people.

### Chief Scientist Dr Cathy Foley visits CDU

Australia's Chief Scientist Dr Cathy Foley AO PSM visited CDU for consultations on Australia's National Science and Research Priorities and National Science Statement. The workshop allowed participants to provide advice and share knowledge about the recognition of First Nations knowledges. The discussion was around each individual's views on leading national challenges, opportunities and strengths.



## Goal 3 – Advance our research capacity and capability to deliver reach and impact

### Rise in research ranking

CDU made remarkable progress in research rankings compared to last year. In the Shanghai Academic Rankings of World Universities 2023 rankings, CDU placed in the top 700 (601-700) universities in the world improving upon our 2022 ranking of 801-900. A standout was CDU's performance in ecology, which placed in the top 500, highlighting our world-leading Research Institute for Environment and Livelihoods.

### Research boost pushes CDU into Top 60 under 50

CDU achieved 60th position in Times Higher Education's Young University Rankings 2023; a substantial improvement from its previous ranking of 104th in 2022. The Young University Rankings includes universities under 50 years old. CDU's ranking improved due to high scores in publication citations, international outlook, and research.

Times Higher Education also ranked CDU in the top 200 for Impact Rankings in 2023. The Impact Ranking benchmarks research against the United Nations' 17 Sustainable Development Goals. The University ranked in the top 200 in the areas of, Good Health and Wellbeing, Gender Equality, Reduced Inequalities, Life Below Water and Life on Land, with environment and ecology research at CDU identified as being above world standard.

### More researchers make top 2%

28 outstanding CDU researchers were listed in the top 2% of the most influential researchers in their field in 2023 (Stanford – Elsevier study 2023). This was an increase on 24 in the top 2% in 2022. 23 academics from CDU and five from the Menzies School of Health Research were ranked in the upper tier of influential researchers.

### Research impact

The Office of Research and Innovation (ORI) has put significant effort towards implementing a Sustainable Research Impact Strategy (2022-2027) to create a sustainable CDU research culture.



A satellite image from NAFI of the bushfires in the Barkly region in late 2023 that threatened Tennant Creek.

### NAFI proves invaluable asset in recent bushfire emergency

The North Australia and Rangelands Fire Information (NAFI) service received an unprecedented number of map requests during the Barkly region bushfires that occurred in late 2023. NAFI, a fire information web portal supported through CDU's Darwin Centre for Bushfire Research (DCBR), received about 180,000 map requests a day during the bushfires, which authorities say tore through more than 9,300 square kilometres of land, and threatened Tennant Creek. CDU's Northern Institute fire researcher, Dr Rohan Fisher said NAFI has become deeply embedded into the culture of fire management across Northern Australia.

## 2023 Research Performance



### International exposure

Research garnered a surge in international exposure in 2023. CDU research had 1,321 articles or broadcast mentions in international media in the year, which reached a potential audience of more than 2.8 billion people. This was an increase from 608 articles in 2022.

### The Conversation articles

Across 2023 CDU had 50 articles published by 35 authors which were read across the globe. This was an increase on 2022 which saw 41 articles published by 34 authors.

### PhD completions and HDR graduates

There were 51 students who completed their PhD or Masters by Research in 2023. This was an increase on 46 Higher Degree by Research (HDR) graduates in 2022. The total number of HDR students at CDU in 2023 across Masters and PhD programs was 358.

### Researcher seminars

Building on strong seminar series in 2022, Research Institute for the Environment and Livelihoods (RIEL) hosted 22 seminars in 2023. Seminars were attended by internal and external stakeholders, both on campus and online, with as many

as 32 speakers presenting their research over the year. Presenters included PhD candidates, early career researchers and senior academics from CDU and other tertiary institutions such as the Australian National University, Ibaraki University, East China Normal University and Western Sydney University and valued

partner organisations such as the Bureau of Meteorology and the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

The Northern Institute held monthly People. Policy. Place. seminars across 2023 as well as hosting several guest seminars and events.



### CDU and NT Government launch Territory's first measure of social capital

CDU researchers worked in partnership with the Northern Territory Government (NTG) to release the NT's first Social Capital Index, which showed that more than half of the measured opportunities for community connection are being used by Territorians to build social capital. The Social Capital Index gives value to the importance of community strength in making a good life for everyone in the Territory. The index was constructed using responses from more than 3,000 people surveyed in the My Territory Connections Survey. CDU demographers and the NT Government have been working together to help address any gaps identified in the NT Social Outcomes Framework to help the NTG create informed social policy.

### Partnerships

#### Northern Territory Government (NTG)

The CDU-NTG Partnership Agreement continues to be a dynamic alliance, delivering not only the education and training crucial for a skilled workforce in the Northern Territory, but also ensuring our research is relevant and necessary.

In 2023, the partnership provided vital direction for key projects, such as the Industry PhD program, which connects NTG research projects and CDU PhD students and has provided benefits across four initial projects.

For example, CDU's Research Institute for Northern Agriculture (RINA) are working with the Northern Territory Department of Industry, Tourism (DITT) to study biting midges and their ability to carry potentially serious or severe disease that can affect livestock.

#### Federal Government

Our research is significant beyond our immediate region, at national and international scales. CDU is a leader in Indigenous and remote research in tropical and arid environments relevant to many developing regions globally that lack the resources and infrastructure to conduct such extensive research themselves. Federal funding priorities such as Closing the Gap and sustainability are a key driver in CDU's research agenda.

#### Ghost nets a national issue

The Federal Government provided CDU's North Australia Centre for Autonomous Systems (NACAS) with funding of almost \$400,000 as part of the Ghost Nets Innovative Solutions Grants. Ghost nets are abandoned, lost or discarded fishing nets which can cause injury or death to marine species that may become entangled in them.



Ghost nets are abandoned, lost or discarded fishing nets which can cause injury or death to marine species.

To help combat ghost nets, CDU is using drones and artificial intelligence software routines to identify and quantify the volume of ghost nets from remote and difficult to access coastlines in the Gulf of Carpentaria.

#### Climate change impacts on turtles

The Federal Government provided a grant of \$500,000 as part of the Marine Turtle Climate Change Resilience and Nest Protection Program grant opportunity. This funding will see CDU partner with the Australian Institute of Marine

Science (AIMS), Indigenous Rangers and the Federal Government to investigate how sea level rise and increasing sand temperature is affecting Northern Australia's turtle populations.

#### First Nations-led environmental markets

At the Northern Institute, Dr Rachel Groom is leading critical research into national strategies for Indigenous engagement in Australia's rapidly developing blue carbon and environmental markets. Funded by the National Environmental



Professor Steve Rogers (left) and the Member for Solomon the Hon Luke Gosling (right) with the Marine Turtle Climate Change Resilience Project team.



Science Program, the study aims to capture and safeguard the rights and interests of Indigenous peoples and communities across Australia to ensure empowerment as the Federal Government pursues market solutions to sustainability.

### Resilience framework developed to combat NT's extreme heat

Working in conjunction with the Northern Western Australia and Northern Territory Drought Resilience Adoption and Innovation Hub (Northern Hub) established by the Australian Government, CDU researchers investigated the role community leaders play in building resilience during times of drought. Researchers will then use this information to develop a drought resilience framework to help prepare and strengthen the community's response when drought occurs.

### Marine partnership

CDU teamed up with the Australian Institute of Marine Science (AIMS) to boost the Northern Territory's marine research capabilities. The AIMS@CDU Partnership will leverage a long-standing collaboration to align priorities, enable joint research projects, post-doctoral research fellowships and supervision of HDR Students and ensure better outcomes for North Australia's precious marine resources.

### Manufacturing future

CDU and SPEE3D partnered on an Industry PhD project through the CDU Advanced Manufacturing Alliance. Researchers will explore and develop techniques for the safe and reliable use of metal additive manufacturing in high-risk industrial applications. The research will develop common risk reduction methods that can be implemented by industries to decrease the uncertainty associated with metal additive manufacturing and ultimately improve the take-up rate Australia-wide.



Programs to grow and retain women working in the Northern Territory's commercial seafood industry.

### Inclusion in fisheries

CDU Professor of Environmental Science, Natasha Stacey and PhD candidate, Nilanjana Biswas have teamed up with the Fisheries Research and Development Corporation, the Northern Territory Seafood Council and Women in Seafood Australasia through the national Industry PhD program to grow and retain women working in the Northern Territory's commercial seafood industry.

### Tackling remote waste

CDU Senior Research Fellow Dr Deepika Mathur and PhD Student

Ellie Norris partnered with the West Arnhem Regional Council to explore the opportunities and challenges of waste management in remote areas. The researchers examined landfill sites for five communities in the West Arnhem Region: Jabiru, Gunbalanya, Maningrida, Minjilang (Croker Island) and Waruwi (South Goulburn Island). The research provided a framework to help councils gauge the affordability of different approaches and help them budget for and prioritise the removal of waste streams from very remote communities.



CDU's Vice-Chancellor Professor Scott Bowman and AIMS CEO Dr Paul Hardisty at the signing of the agreement.

### Research Support

#### Building research impact literacy

A research impact related workshop series (Understand, Plan, Do, Share) is offered each year for CDU and Menzies researchers. In 2023, workshops received over 400 registrations and 260 attendees. Systems to collect research impact stories and evidence are being developed to ensure the real-world impact CDU creates over time is captured, showcased, and monitored.

#### Library agreement for fee free publications

In 2023, 117 publications were accepted by publishers that were covered by the fee free publication agreement. The majority of these publications were journal articles. According to data available from the publishers, an estimated \$520,833 was saved by CDU by using fee free publications in 2023.

#### Early Career Research (ECR) Program

CDU's Early Career Development program fosters the next generation of researchers creating a strong research culture that enables research excellence. Since its introduction 26 participants have completed the Foundation Program, and 20 participants have completed the Career Turbocharge program.

#### High-performance scholarships

CDU awarded nine CDU-NTG partnership Research Training Program (RTP) scholarships to supervisors based on merit and potential real-world impact. The scholarships were awarded to

projects in the themes of social and public policy and natural resource management. The high-performance scholarships were focused on projects that had a clear pathway to delivering impact or fostering change. Recipients received a higher stipend to reflect the importance of the projects.

#### VC's Awards for Excellence in Research

Five Vice-Chancellor's Excellence Awards for Exceptional Performance in Research were awarded in the categories of: First Nations Research and Innovation; Early Career Research; Research Impact; Innovative Research Partnerships or Industry Engagement; and Higher Degree by Research Supervision.

#### Higher Degree by Research (HDR) Conference

The HDR Conference was held in June with 50 people attending in person and online. The theme of the conference was "Deep Engagement, Lasting Impact: Making a difference through research". Presentations were grouped according to the UN Sustainable Development Goals with 49 students presenting across the range of categories. Keynote speaker Associate Professor Cameron Webb from the University of Sydney presented "The use of social media in research" while a panel session on "Artificial Intelligence in research" proved popular. A highlight from the conference was an innovative and engaging presentation by HDR student Raymond Ukaegbu titled "The Cultural Interpretation of Clothing: A Study of the Igbo Man of South-Eastern Nigeria" which won two of the three conference awards, including the People's Choice Award.

#### Research Bazaar to share knowledge

CDU hosted the Northern Territory's first Research Bazaar in 2023. The event aimed at providing support and enhancing research excellence across the globe. The two-day conference saw students, researchers and professionals from across the NT descend on Darwin to learn and share skills to enhance their research.

### 2023 Achievements

#### Call for change in parental leave

CDU Senior Lecturer in Law, Dr Guzyal Hill and First-Class Honours graduate in Law, Zarah Denese launched their new title *Balancing Work and New Parenthood*, where they call on the Federal Government to increase paid parental leave by nearly three times the current amount. The researchers investigated parental leave entitlements in Australia and three other OECD member countries to demonstrate how Australia is lagging on parental leave entitlements.

#### New committee appointment to key Research Institute

Research Institute of Northern Australia (RINA) welcomed the former head of NT Farmers Paul Burke to the role of Steering Committee Independent Chair. Mr Burke was the CEO of the farmers' association for four years and has experience working on broad issues including agriculture, the environment and development in the Northern Territory.



World leading ant community ecologist Professor Alan Anderson.



PhD candidate Lucinda (Lulu) Middleton.

### Leading ant ecologist recognised

World-leading ant community ecologist Professor Alan Anderson was nominated for NT Australian of the Year. Professor Anderson's expertise has improved the understanding of the Territory's biodiversity assets, helping to guide management of fire and invasive species, deepening Indigenous engagement in land and water management, as well as helping to develop economic opportunities in the new carbon economy.

### PhD student given National Geographic Explorer status

PhD candidate Lucinda (Lulu) Middleton was named a National Geographic Explorer in recognition of her exceptional work researching upstream solutions to food and nutrition insecurity in coastal communities. Ms Middleton's research aims to identify the extent to which coastal communities depend on mangrove food systems for nutrition in Indonesia.

### ABC Top 5 science

CDU Northern Institute Research Development Officer and fire expert Dr Rohan Fisher was one of five academics across Australia chosen to attend the prestigious ABC Top 5 Science media residency. The two-week residency saw Dr Fisher spend time alongside the country's best specialist journalists and broadcasters gaining hands-on experience in how to engage with ABC teams across radio, TV, digital and social media. The residency helped Dr Fisher to develop his professional skills and further his work.

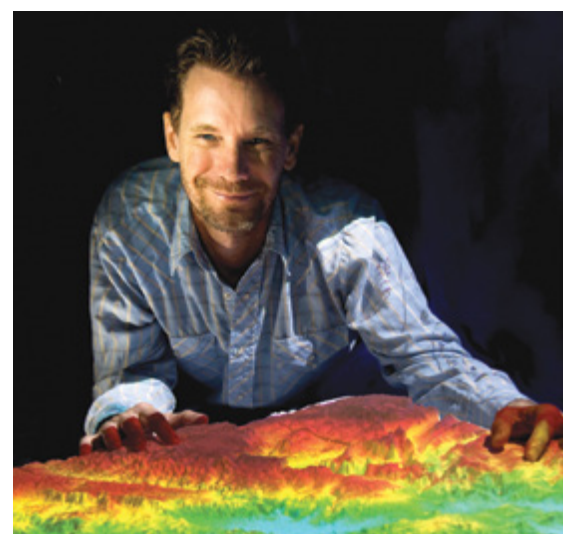
### Engineering excellence

Professor Krishnan Kannoorpatti received the Engineers Australia's Professional Engineer of the Year award for 2023 in recognition for his achievements in the industry. As an expert in materials, corrosion and manufacturing engineering, Professor Kannoorpatti has delivered over 70 research papers with many of his concepts being applied in the aviation and shipbuilding industries.

### Sustainability rising star

Dr Hooman Mehdizadeh-Rad received the 2023 Emerging Professional Engineer of the Year from Engineers Australia in recognition of his passion for improving local outcomes for societal problems.

Dr Mehdizadeh-Rad's research is focused on the practical application of solar cell technology and zero energy buildings.



Dr Rohan Fisher.



### Leading the way in emergency management

The Northern Institute's Dr Jonatan Lassa was named in The Australian's 2024 Research Magazine of Australia's 250 top researchers for the field of Emergency Management. The magazine gives researchers and institutions an impact score in each of 250 fields of research. The individual with the highest impact score (based on papers they authored) is the leading researcher in the field.

### Extinction confirmed

CDU PhD Candidate Julia Constance and Senior Research Fellow Dr Peter Kyne were instrumental in the update of the International Union for Conservation of Nature (IUCN) Red List of Threatened Species. The two researchers took part in assessing the Java Stingaree a rare species of ray known only from a single specimen collected in 1862. The researchers declared the Java Stingaree as extinct; this was the first marine fish extinction as a result of human activity.

### Protecting sea country

A research team made up of li-Anthawirriyarra Sea Rangers Unit (who look after Yanyuwa country), Northern Institute researchers, TropWATER, Northern Territory Parks and Wildlife and Australian Marine Parks won the 2023 Territory Natural Resource Management Collaborative Research Award for their work mapping seagrass in the Gulf of Carpentaria and protecting Sea Country.

### Indigenous knowledges

Archaeologists from CDU and Flinders University will help lead the National Science Funding (NSF) Centre for Braiding Indigenous Knowledges and Science (CBIKS), a five-year, \$30 million international NSF Science and Technology Centre based at the University of

Massachusetts, Amherst in the USA in collaboration with international satellite centres in different countries. Wiradjuri Archaeologist and CDU Northern Institute Research Fellow Dr Kellie Pollard will work in partnership with Flinders University Professor Claire Smith to develop the new Australian Centre.

### ARC grant success

Nicola Hanrahan and Professor Sam Banks were awarded an ARC Linkage grant for a project on ghost bats. The project will use and develop new technology to improve methods for capturing biological information for environmental assessments of highly mobile species and to enable strategic environmental planning in Northern Australia. Agnico Eagle Mining is a major supporter and co-funder of the project, which

will involve partnering with the Commonwealth, NT, QLD and WA governments, CSIRO, community organisations, Western Sydney University, the University of Adelaide, University College Dublin, and the University of Maryland.

### CDU research makes pages of influential journal

CDU researchers are tops in their field with Senior Research Fellow Dr Peter Kyne and Lecturer in STEM Pathways, Dr Carla Eisemberg having their research work published in the prestigious Nature journal. CDU also had four other papers included in the equally prestigious Science journal. Appearing in these journals helped to progress CDU's Shanghai Academic Rankings of World Universities (ARWU).



Seagrass habitat is a vital component of marine life in the Top End. Photo: Plaxy Barratt



Dr Carla Eisemberg with 'Bubbles' the turtle.

## Goal 4 – Grow our reach and impact across the Northern Territory, Australia and beyond

### Partnerships for the community

#### Inspired NT partnership

Through a partnership between Inspired NT and CDU, a range of initiatives were established to enhance scientific literacy and education. These collaborations included science visits to various communities and the implementation of science programs in schools, aiming to foster a deeper understanding of scientific concepts and inspire a new generation of learners. Key events such as taking HDR students on a science roadshow around the NT, CDU Open Day displays, and National Science Week activities with researchers also played a pivotal role in promoting science engagement.

#### University fundraises for disaster relief after floods

CDU coordinated personal donations to flood relief on Gurindji Country. CDU matched staff donations with a total of \$8,990 raised. It was equally shared between the Gurindji Aboriginal Corporation and the Karungkarni Art and Cultural Aboriginal Corporation, to provide emergency supplies for residents and help repair the Karungkarni Art and Culture Centre.

#### Yilli Rreung Danila Dilba Partnership

A Heads of Agreement was created between Danila Dilba Health Service (DDHS) and the University to maximise collaborative opportunities. DDHS provides culturally safe, comprehensive



primary health care and community service to Biluru people. The service and the University share a long history of cooperation.

#### Indigenous Allied Health Australia and Cultural Responsiveness Training

Indigenous Allied Health Australia (IAHA) and CDU extended a collaboration agreement that provides IAHA with access to teaching space in the Faculty of Health in return for cultural responsiveness training for Faculty staff and students.

#### Australian Indigenous Mentoring Experience (AIME) MoU and Sponsorship Agreement

The AIME MoU and signed Sponsorship Agreement were executed in June 2023. This program involves the development of a network of First Nations volunteer University students, the Global University Ambassadors, to mentor First Nations high school students in years 7 to 12 from selected high schools in Darwin.

#### Carpentaria MoU

CDU signed an MoU with Carpentaria Disability Services to enhance education opportunities and develop the health workforce. The agreement, signed by CDU Vice-Chancellor Professor Scott Bowman and Carpentaria CEO Annie Rily, aimed to increase clinical placements for students, provide CDU TAFE courses for Carpentaria workforce development, and enable Carpentaria staff to contribute to CDU's health and TAFE courses.

#### Darwin Innovation Hub

Building on the successful partnership with the Darwin Innovation Hub (DIH), CDU signed an Agreement with the DIH to establish the Michael Paspalis Entrepreneur Scholarship. The Scholarship provides \$10,000 a year from 2024 to someone interested in entrepreneurship to support their study and to build a connection with the DIH through a paid work placement. CDU and the DIH expect the scholarship will be able to invest in future Territory innovators and leaders.



### Arts and Culture

#### Manburrba: Our story of printed cloth from Bábbarra Women's Centre

An exhibition from August to October in 2023 at the CDU Art Gallery celebrated the four-decade creative journey of Maningrida women in the use of screen printing on textiles. The exhibition included more than 70 hand-printed textiles from 24 artists. It was the first major survey exhibition of the Centre's textile printmaking to be held in the Northern Territory.



#### Where Lakes Once Had Water

Where Lakes Once Had Water was a film shown between April and July at the CDU Art Gallery. The project was a two-channel 4K UHD video (28:24 minutes), filmed on the lands and waters of the Mudburra, Marlinja, Jingili, Elliot, Jawoyn and Larrakia communities in Northern Territory, with additional filming and editing on Barkandji, Dharawal, Djabugay, Yidinji and Wurundjeri Country. In 2018 and 2019, Australian artists Sonia Leber and David Chesworth travelled with a team of earth and environmental scientists who investigated changes in the climate, landscape, and ecology over 130,000 years.

#### Darwin Festival

The University continued its support of the Darwin Festival in 2023. The Darwin Festival is a highly visible three-week festival celebrating performance and visual arts with a NT flavour. The festival and the University share strategic goals of promoting Indigenous and Territorian culture and being inclusive. The festival had more than 50,000 tickets sold spanning across 81 events with 323 free and ticketed performances across 30 venues. The festival highlighted the talent of 858 artists.

#### A visit to Canberra to get decision makers Facing North

Across one week in August 2023, CDU made strong representations in Canberra as part of an NT Government and industry-backed event, Facing North. Several key meetings and events were attended by the Vice-Chancellor. These allowed the University to support the NT Government and its Facing North event, build the profile of the University, strengthen connections with the Federal Government, and advocate for short- and medium-term priorities.

The University used the opportunity to raise issues relevant to the Northern Territory, including defence, advanced manufacturing and food security, and issues relevant to higher education in regional centres, such as CDU Menzies School of Medicine, regional development funding, and the University's position on the Universities Accord.





## Outreach and engagement in Australia

### Strong government engagement

CDU made nine submissions on government consultations in strategic shift to be more prominent on issues that affect higher education, and issues of academic interest. The most significant submission was to the Australian Government's consultation on an Australian Universities Accord.

The University hosted Federal Government Ministers to help celebrate milestones, including the Treasurer of Australia, the Hon Dr Jim Chalmers MP, to view plans for a new Centre for Better Health Futures. CDU also hosted an industry and Registered Training Organisations (RTO) roundtable during National Aborigines and Islanders Day Observance Committee (NAIDOC) week and welcomed the Federal Minister for Skills and Training, the Hon Brendan O'Connor MP, along with the Assistant Minister for Indigenous Australia and Indigenous Health, Senator the Hon Malarndirri McCarthy and Member for Solomon Mr Luke Gosling OAM MP.

### Outback Active in Katherine

The Faculty of Health was the successful tenderer for the NT Primary Health Network Expression of Interest for the 'Early Intervention into Health Ageing' project. As part of this initiative, the Outback Active project will provide a 12-week TeleFit program for individuals over 65 and First Nations people over 50 living in the Katherine region.



Sod turning for Better Health.



The Outback Active Program is run by Charles Darwin University and Southern Cross Care.





## Outreach and engagement outside Australia

### Supporting women and children from exploitation in Nepal

On International Women's Day, the University announced scholarships for women to attend vocational and degree education courses in Nepal, and for two outstanding students to receive full scholarships to study at CDU.

### CDU strengthens academic ties in Bangladesh

Along with the VC visit to the subcontinent in 2023 to meet with potential partners and future students, the University signed a Memorandum of Understanding (MoU) with Bangladesh's North South University (NSU) to strengthen collaboration on academic and research activities. The partnership fosters innovation and creativity, driving solutions to global challenges and contributing to the development of societies in Australia, Bangladesh, and beyond.

### India office opened

The University advanced its ambitions to attract students from South Asia to campuses in the Northern Territory and Sydney, with the opening of a new office in India. Vice-Chancellor Scott Bowman, the Honourable Jason Clare, Minister for Education and senior government officials opened the office in March.

## Environmental students develop knowledge about environment challenges in other cultures

The University expanded its footprint and partnerships across the subcontinent in 2023, including a knowledge exchange between environment students and India farmers.

In late 2023, a group of CDU students spent two weeks in the state of Punjab, India on a field intensive to learn about the diverse, climate-adaptive, and organic farming systems across Punjab.

In completing the intensive, students from CDU's Bachelor of Environmental Science and Master of Environmental Management strengthened their cross-cultural communication skills and enjoyed a unique perspective of farming systems in practice by visiting 10 farms in the region, and meeting with fellow students and experts at the Punjab Agricultural University in Ludhiana and Panjab University in Chandigarh. The students were given insight into the unique problems and the innovative solutions being tested in the transdisciplinary area of ecological economics which includes ecological, economic, and social sciences.

The trip was funded under the New Colombo Plan program by the Australian Government.

## China ambassador to Australia visits CDU

The University welcomed His Excellency Mr Xiao Qian, Ambassador of the People's Republic of China to the Commonwealth of Australia, to the University in June. The University has a strong and beneficial relationship with the Chinese people and is an active contributor to the promotion of Chinese language and culture through the Confucius Institute. The University also features a Chinese garden for students to relax and reflect.

## Indonesian delegates investigate partnerships

In August, CDU welcomed visitors from the University of Ngurah Rai, Denpasar and the Institute Agama Kristen Negeri Ambon, who have a sister-city relationship with Darwin and were part of the Darwin to Ambon Yacht Race. Both universities are looking to establish formal partnerships with CDU.

## International visits

The Ambassador of Denmark, Her Excellency Ms Pernille Dahler Kadel, and The Ambassador of Mongolia, H.E. Mr Davaasuren Damdinsuren, visited CDU in August. The Ambassador of Mongolia extended an invitation for CDU representatives to visit Mongolia.

The High Commissioner for Pakistan, His Excellency Zahid Hafeez Chaudhri, and his spouse, Dr Sabina Zahid visited the University. A very productive conversation was had around student engagement and recruitment opportunities, and His Excellency extended an offer to visit Pakistan at a convenient time.

## First Nations knowledge shared in the US

Wiradjuri Archaeologist and Northern Institute Research Fellow, Dr Kellie Pollard was part of a consortium of researchers that won a prestigious \$30M grant in the USA. Working with the National Science Foundation, University of Massachusetts Amherst and Flinders University, the project will focus on braiding together Indigenous knowledge and Western knowledge. The application was shortlisted from around 400 international entries to 10.



## **Goal 5 – Prioritise environmental and organisational sustainability**

### **New financial platform**

In 2023 the first of four Technology One solutions, OneEducation Financials, went live. The new finance system provides improved access to financial information to facilitate analysis and planning, minimise paperwork and automate repetitive tasks, improve response times through better collaboration between departments, integrate business intelligence tools to eliminate manual report production and reduce need for manual data input. After 73 staff tested the system, there were more than 700 staff who received training with the new system.

### **Launch of the Accessibility Action Plan**

*The Accessibility Action Plan 2023-2026* is transforming the culture at the University by implementing actions and strategies to remove barriers to access and promote inclusive practices for students with a disability. This commitment to accessibility included an audit of CDU buildings at Casuarina for their accessibility. A part of this plan included a partnership with Diversity Council of Australia who provided tools, training and awareness to staff.

### **Student Accommodation**

To ensure the growth in international student numbers was sustainable, the University invested resources into the promotion of the StudyStays program to give students more accommodation options. The focus was to find share rooms around the Casuarina campus through a media, and marketing blitz. The number of available rooms went from less than five to more than 100 across Darwin's northern suburbs.

### **Investment in student safety**

CDU hosted its first Coffee with a Cop event at its Casuarina campus in August. The event connects students, particularly international students, with local law enforcement to grow trust and to answer questions about law and order in Australia.

### **Curriculum Management System**

The Course Accreditation and Registration achieved a major milestone by completing the Curriculum Management System (CMS) Production Upgrade. The upgrade includes new Local Mapping Summaries that visualise relationships in the curriculum. In 2023, there have been 4000+ updates to curriculum, 1000+ collaborative reviews and training provided to new users.

## Quality Charter

The first iteration of a Quality Charter for Learning and Teaching was created using a co-design approach to ensure that a range of stakeholder perspectives were considered. Following two co-design workshops a charter was created to improve teaching quality. At its core is a student focus, putting teaching in context with relevant and sustainable education outcomes.

## Mental health strategy

In early October, CDU launched Our Mental Health Strategy - Thriving together at CDU 2022-2026 which is a whole-of-university strategy for nurturing and supporting the wellbeing and mental health of the CDU student community. The focus of this strategy is to improve the mental health wellbeing of students. CDU staff are crucial to this and are referenced throughout the document as important advocates and influencers to support positive mental health messages and activities for students. The strategy has been developed through collaboration and co-design with both students and staff.

## Student and Staff Digital Experience future proofing CDU systems and processes

In 2022 CDU stepped up delivery on an ambitious suite of projects called the Student and Staff Digital Experience Program (SDX). The program was aimed at modernising and streamlining current systems to improve how students and staff work, learn and interact.

Under this program in 2022 a new Curriculum Management System was launched and multiple projects were commenced aimed at improving student and staff experience through innovative changes future proofing CDU's core systems and services.

### In 2023 many of these projects went live:

Along with the OneEducation Financials the SDX team went live with other key systems to enhance student experience and bring all software solutions under one roof.



#### Student Portal

The portal is a new look personalised system, which brings together student groups, news and events, and ties student apps into one place.



#### Talkdesk

The new Talkdesk system went live early 2023, to better meet the needs of prospective, new and continuing students as well as providing an industry standard tool for our call centre team members.

Since go-live:

- > in excess of 3000 calls have been answered
- > serviced failures during peak periods have stopped
- > call recording has enhanced training and issue management for all teams
- > access to insights and reporting has provided visibility for improved workforce planning.



#### Comms Library

The Comms Library provides a centralised platform to brief the communication team, view the progress of requests, and calendarise communication.



#### Your Voice

CDU has created a centralised platform for students to provide input on subjects that matter to them, as well as a place for staff to raise questions.

## Goal 6 – Create a student experience where every student can connect and succeed

### Your Voice Student Network

The Your Voice Student Network has a membership base of 200 students, who give feedback to inform and guide the development and transformation of the student experience at CDU.

It captures diverse student voices and experiences by recruiting a diverse group of students across disciplines at the university.

During 2023, the Network completed 93 forum sessions. They helped to develop a Mental Health Strategy for the University that focuses on assistance for students and staff, specific interventions for students and staff with mental health issues and the University's general approach to mental health and wellbeing.

Participants also assisted with informing changes to online course delivery, library services, orientation activities, redesign of the student portal, graduation ceremonies, and CDU's submission to the 2023 Australian Universities Accord.

### Positive international student barometer

There were 400 students who completed the International Student Barometer survey. CDU's overall satisfaction was 88 per cent.

### Voice of the Customer (VoC) Working Group

The VoC Working Group was established in 2023 to improve the collection, review, action and communication of student and other customer evaluations and feedback. The Working Group provides input into Learning and Teaching Committee, Academic Board, Senior Executive Team and Council and drives CDU's continuous improvement agenda. In 2023, the Working Group identified 21 core improvement activities across faculty and shared services for delivery in 2024.

### New student portal

Phase 1 of the new Student Portal was delivered in March 2023. The new dashboard enables students to engage with learning tools and student life in one place. In under a year, the portal has grown to 27,731 users, with an average of 14,000 users each week during semester. The dashboard alone has achieved 3.5 million views driving traffic to Support Services, Student Groups, Events and Student News. Given engagement in the platform, the Portal will go through another development cycle in 2024 to offer even more features.

### Launch Study Skills online resources

The Study Skills website was developed by the Language and Learning Support team to present a new online collection of resources assisting students develop academic skills and practical study help. The interactive self-paced resources cover a broad range of topics including understanding how to respond to different assignment types, developing academic writing, critical thinking, and foundation numeracy.

### Language support for international students

Language support workshops and online self-help resources significantly expanded in Semester 2 to support the growing numbers of international students. Some workshops focus on the needs of specific cohorts, including preparing international students for InSchool teaching placements and Nursing communication skills. Other workshops provide opportunities for students to develop their writing, grammar, vocabulary, and conversation skills.

### Using AI at university resources now available for students

Artificial Intelligence presents fundamental challenges to higher education, and ethical dilemmas for academic assignments. Resources now available provide guidance for students in the responsible use of



generative AI tools like ChatGPT. Online and interactive resources are now available to students via the Study Skills website, focusing on the skills required for learning at university, including academic integrity, artificial intelligence, critical thinking and more.

### Students learned and shared knowledge in the Indo-Pacific

Seventy students had the opportunity to study and intern in the Indo-Pacific through funding from the New Colombo Plan (NCP) Mobility Program. CDU was awarded \$231,000 in funding under the 2023 Round of the NCP Mobility Program, which allowed undergraduate students aged 18 to 28 to participate in studies, internships, mentorships, practical courses, and research in host locations across the Indo-Pacific. The program was a component of the NCP, which was an Australian Government initiative aiming to increase the knowledge of the Indo-Pacific in Australia.

### Two TAFE students win bronze at the WorldSkills National Championship

Six TAFE students from across the Northern Territory travelled to Melbourne to compete in the WorldSkills National championships. CDU VET in school student (VETiS) Khiandra Fabian won the Bronze Medal for VETiS Business Services, while CDU Retail Baking student Jade Reichstein won the bronze medal for Retail Baking (bread) category. These students whose expertise range from Beauty Therapy to Electrotechnology highlighted their skills and knowledge in front of more than 200,000 people.



### First CDU Music Society struck a chord with an influx of new members

The Music Society has struck a chord with music enthusiasts in Darwin since its inception earlier that semester, with a membership of 120 music aficionados eager to share their passion. The 'CDU Musos' brought together students, staff, and alumni into a vibrant music community that welcomed musicians of all skill levels and backgrounds.

### Women in Trades

CDU launched the Women in Trades Mentoring Program in February to champion the growing gender diversity in male-dominated trades and provide female CDU apprentices with access to services, supports and advice to help them thrive in their chosen trade. The Women in Trades Mentoring Program brings female apprentices and VET in Schools students together, offering them a chance to connect with each other, grow their networks, share stories, and seek advice from experienced tradeswomen.





### New Student Welcome Centres

New Student Welcome Centres (NSWC) were launched at Casuarina and Waterfront campuses in 2023. NSWCs were introduced as part of the new Transition to CDU program from O-Week until the end of week 3, established in response to the increase in international student arrivals. They provide a welcoming space for new students to ask questions about enrolments, accommodation, student groups and other topics.

### VALue Program partnerships

The Careers Centre partnered with Volunteering NT to deliver the VALue Program which aims to develop employability skills, confidence, and foster connections with the community for CDU students. As a result of this partnership, 12 students were nominated in the HE/TAFE Student Volunteer of the Year Award and the winner was Stella Jasmine, a CDU Student Council Executive member and an international student.



### NT Training Awards sponsorship

The University sponsored the NT Training Awards in 2023. The 2023 Award finalists represented a wide range of industries including health, conservation, electro technology, mechanical, mining, beauty services, cookery, fitness, early childhood, business and IT. The awards also had nominees from across the Territory, including Numbulwar, Batchelor and Marrakai.

## Goal 7 – Be an employer of choice where people feel supported and happy

### Equity, Diversity, and Inclusion Plan

CDU established an Equity Diversity and Inclusion (EDI) Committee to inform and guide activities. The EDI Committee provides leadership and oversight of the University's performance in relation to equity, diversity, and inclusion for staff and students.

### Affirmative action priority recruitment

As part of the Equity, Diversity and Inclusion Plan, the University introduced an affirmative action policy to increase the number of First Nations staff in the University. The priority recruitment is in line with the CDU Strategic Plan 2021-2026 and the First Nations Leadership Core Plan to increase First Nations employees. The plan involved recruiters who choose to take part in the action to consider First Nations applicants first to the essential criteria.

### Men at CDU

Men@CDU was established in 2023 with the aim of promoting a healthier and more supportive environment for all men. The group aims to raise awareness and knowledge of men's health challenges and provides a platform where men can share their experiences, seek support and access resources to improve their overall health and well-being. Men@CDU's first initiative was raising money for Movember, a charity focused on shining a light on men's health.

### Women@CDU

In 2023, Women@CDU implemented several initiatives around leadership. These included supporting four staff to attend the WATTLE (Women Attaining Leadership) extensive leadership and networking program in Melbourne, as well as partnering with the NT Government's Women's Leadership Network to deliver networking events and mentoring opportunities.

CDU also took part in the Women in Leadership series which included a panel event for International Women's Day.

Mentoring was also offered from a CDU Mentoring for Impact program as well as the Menzies Catalyst program for women in STEM.

In addition to these initiatives, Parents and Carers rooms were identified across all campuses to be launched in early 2024. A working group has been established to continue to drive initiatives for Women@CDU in 2024.

### CDU's Ally network supports LGBTQIA+ staff and students

Throughout 2023, CDU continued to support a respectful environment for our LGBTQIA+ staff and students. With over 100 members, the CDU Ally Network provides a visible network of identified allies to LGBTQIA+ individuals and fosters an inclusive environment at CDU. During the year, CDU celebrated IDAHOBIT and Wear it Purple day and CDU staff and students marched in the Pride celebrations in Darwin and Sydney.

### Safety update

During late 2023 the work, health and safety team introduced the Escape, Hide and Tell principle for an active armed offender or other significant events on CDU campuses.

### Health support for staff

The University's annual flu vaccination saw 452 vouchers utilised, which is 27 per cent of the CDU workforce. Assure's Employee Assistance Program is designed to help people's mental health and wellbeing. 12 percent of staff accessed the service in 2023.

### Workforce capability working group

A workforce capability working group was created with members from People and Culture, Information Technology Management Systems, Education Strategy, Research and Innovation and CDU TAFE to collaborate on their development opportunities and provide a consistent approach to support staff over the year.



### Career development opportunities

There was an increase in the number of staff accessing study support to undertake further education. 12 staff also accessed the VC Professional Development scholarships during 2023 for opportunities to attend conferences, short courses, and other professional development activities relevant to their career.

### Employee development

The Professional Staff Conference is one of the key events for development annually with more than 100 staff attending in 2023. The theme was Courage, Kindness, Connection with participants hearing from a range of internal and external speakers as well as having valuable networking opportunities with their peers. The engagement from staff in their own development meant that professional training was well attended throughout the year.

### Celebrating staff success

There were 83 staff who received their long service recognition awards for service of 10 years or more in 2023. This included one recipient who received recognition of 30 years of service and one recipient who received recognition for 35 years of service.



### Language and Learning Advisor leading in LLN excellence

Language and Learning Advisor (TAFE) Brendan Reid won the 2023 Australian Training Award in Excellence in Language, Literacy and Numeracy (LLN) Practice.

Mr Reid has worked with CDU since 2010 working with students and staff to help them overcome literacy and numeracy challenges so that they can complete their qualifications.

In a show of his dedication, there have been instances where Mr Reid enrolls in certain courses to better understand the environment in line with students' experiences, allowing him to enhance and improve his support.

# Summary of financial information

## Financial Performance

The University's net result from continuing operations was \$18.3 million in deficit for 2023. This is a deterioration in financial outcome compared to the surplus of \$22.2 million in the previous year.

Revenue increased by 6.1% from 2022 mainly due an increase in gross fees from international students of \$30m. This was offset by reduced NT Government financial contributions to the Danala | Education Community Precinct of \$20m. The University's net result from continuing operations for 2023 included a total of \$9.2 million in revenue relating to capital projects.

Expenditure in 2023 was higher than the previous year by \$62.8 million. Employment costs rose by 10% due to the increased cost of the enterprise agreement, investment in growth capacity such as global operations and business development, increased research activity, and higher education teaching capacity. Other cost increases included international student scholarships, student recruitment agent fees, marketing, teaching fees for education partners, and consulting in support of our growing research activities.

## Financial Position

The University's net assets reduced by \$31.5 million from 2022. Material asset movement included a significant increase in property, plant and equipment driven by the spending on the Danala | Education Community Precinct project. Total liabilities increased by \$134 million mainly due the ongoing drawdown of the loan for construction of Danala | Education Community Precinct (\$108m), an increase in the carrying value of trade payables, and a higher amount in contract liabilities.

## Future Direction

The University continues the implementation of the Strategic Plan 2021-2026. The strategy has seven goals around the themes of regional and remote learning opportunities, recognition for Indigenous education, research capability, student experience and connection, and becoming an employer of choice. The strategy is supported by several core plans and enabling plans.

In 2022, CDU established a strategy to grow international student numbers. This ambition sits alongside the NT Government's own goals for 10,000 international students in the NT. CDU's strategy is known as "D Squared" and aims to grow student numbers to 8,000 by 2027. This sits alongside ambitions to also grow domestic students in degree education and vocational education and training.

The new Danala | Education Community Precinct building will have the capacity to support our growth objectives. In addition, it will help to deliver a boost to social and economic activity in Darwin and re-energise the CBD. This building is planned to be handed over to CDU in late July 2024 with teaching commencing in summer semester 2024.

# Income Statement

For the year ended 31 December 2023

		Group		Parent Entity	
	Note	YTD 2023 \$'000	YTD 2022 \$'000	YTD 2023 \$'000	YTD 2022 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	3.1	122,208	121,469	104,338	98,650
HELP - Australian Government payments	3.1	32,785	35,854	32,785	35,854
NT Government financial assistance	3.2	27,435	43,189	18,450	37,057
HECS - HELP student payments		5,684	6,490	5,684	6,490
Fees and charges	3.3	133,228	96,516	132,474	95,657
Consultancy and contract fees	3.4	39,565	35,626	26,640	26,239
Other revenue and income	3.5	14,101	16,512	13,839	18,825
Investment revenue	4	10,222	8,003	7,330	6,531
Gains on disposal of assets	24	-	-	67	-
Share of profit or (loss) on investments accounted for using the equity method	16	407	(244)	407	(244)
<b>Total revenue and income from continuing operations</b>		<b>385,635</b>	363,415	<b>342,014</b>	325,059
<b>Expenses from continuing operations</b>					
Employee-related expenses	5	224,026	202,530	190,636	173,878
Depreciation	6	19,304	17,044	18,575	16,477
Repairs and maintenance	7	6,626	8,883	6,320	8,030
Impairment of assets	8	348	702	348	702
Losses on disposal of assets	24	3	288	-	288
Other expenses	9	153,643	111,721	146,738	102,399
<b>Total expenses from continuing operations</b>		<b>403,950</b>	341,168	<b>362,617</b>	301,774
<b>Net result before income tax</b>		<b>(18,315)</b>	22,247	<b>(20,603)</b>	23,285
<b>Net result after income tax</b>		<b>(18,315)</b>	22,247	<b>(20,603)</b>	23,285
<b>Net result from continuing operations</b>		<b>(18,315)</b>	22,247	<b>(20,603)</b>	23,285

The above Income Statement should be read in conjunction with the accompanying notes.



# Statement of Comprehensive Income

For the year ended 31 December 2023

	Note	Group		Parent Entity	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Net result after income tax for the period</b>		<b>(18,315)</b>	22,247	<b>(20,603)</b>	23,285
Items that will not be reclassified to profit or loss					
Loss on value of financial assets at fair value through other comprehensive income	25(a)	(13,085)	(13,679)	(13,093)	(13,679)
Other	25(a)	76	(309)	-	-
Increase on revaluation on property, plant & equipment	25(a)	-	38,755	-	38,755
<b>Total other comprehensive (loss) / income</b>		<b>(13,009)</b>	24,767	<b>(13,093)</b>	25,076
<b>Total comprehensive (loss) / income</b>		<b>(31,324)</b>	47,014	<b>(33,696)</b>	48,361
<b>Total comprehensive (loss) / income from continuing operations</b>		<b>(31,324)</b>	47,014	<b>(33,696)</b>	48,361

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

# Statement of Financial Position

As at 31 December 2023

		Group		Parent Entity	
	Note	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	10	98,992	109,543	84,924	93,720
Receivables	11	7,624	15,921	6,390	14,650
Inventories	12	766	814	766	814
Other financial assets	14	174,810	156,842	158,757	137,278
Other assets	15	9,113	8,713	8,510	8,069
Total current assets		291,305	291,833	259,347	254,531
Non-current assets					
Biological assets	13	1,414	2,879	1,414	2,879
Other financial assets	14	1,669	1,442	-	-
Investments accounted for using the equity method	16	1,684	1,277	1,684	1,277
Property, plant and equipment	17	678,337	574,305	676,677	572,726
Total non-current assets		683,104	579,903	679,775	576,882
Total assets		974,409	871,736	939,122	831,413
LIABILITIES					
Current liabilities					
Trade and other payables	20	21,470	12,869	20,762	12,013
Lease liabilities	19(a)	2,752	1,946	2,752	1,946
Provisions	22	31,304	31,515	26,339	26,670
Other liabilities	23	96,739	82,235	104,180	82,193
Total current liabilities		152,265	128,565	154,033	122,822
Non-current liabilities					
Lease liabilities	19(a)	26,548	24,613	26,548	24,613
Borrowings	21	118,375	10,000	118,375	10,000
Provisions	22	2,200	2,169	1,820	1,842
Other liabilities	23	418	311	218	311
Total non-current liabilities		147,541	37,093	146,961	36,766
Total liabilities		299,806	165,658	300,994	159,588
Net assets		674,603	706,078	638,128	671,825
Equity					
Reserves	25(a)	299,050	293,476	298,325	292,835
Restricted funds	25(b)	49,396	48,699	49,396	48,699
Retained earnings	25(c)	326,157	363,903	290,407	330,291
Total equity		674,603	706,078	638,128	671,825

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

# Statement of Changes in Equity

For the year ended 31 December 2023

	Note	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
<b>GROUP</b>					
<b>Balance at 1 January 2022</b>		43,766	268,429	348,832	661,027
Net result		-	-	22,247	22,247
Other comprehensive income		-	24,768	-	24,768
<b>Total comprehensive income</b>		-	24,768	<b>22,247</b>	47,015
Transfers from / (to) restricted fund reserve	25(a)(b)(c)	4,933	298	(5,231)	-
Transfers to revaluation reserves	25(a)(c)	-	(19)	(1,945)	(1,964)
<b>Balance at 31 December 2022</b>		<b>48,699</b>	<b>293,476</b>	<b>363,903</b>	<b>706,078</b>
<b>Balance at 1 January 2023</b>		48,699	293,476	363,903	706,078
Net result		-	-	(18,315)	(18,315)
Other comprehensive loss		-	(13,009)	-	(13,009)
<b>Total comprehensive loss</b>		-	24,768	<b>22,247</b>	47,015
Transfers from / (to) restricted fund reserve	25(b)	4,933	298	(5,231)	-
Transfers to / (from) revaluation reserves	25(a)(c)	-	(19)	(1,945)	(1,964)
<b>Balance at 31 December 2023</b>		<b>48,699</b>	<b>293,476</b>	<b>363,903</b>	<b>706,078</b>
<b>PARENT</b>					
<b>Balance at 1 January 2022</b>		43,766	267,758	314,126	625,650
Net result		-	-	23,285	23,285
Other comprehensive income		-	25,077	-	25,077
<b>Total comprehensive income</b>		-	25,077	<b>23,285</b>	48,362
Transfers from / (to) restricted fund reserve	25(b)(c)	4,933	-	(4,933)	-
Transfers to revaluation reserves	25(c)	-	-	(2,187)	(2,187)
<b>Balance at 31 December 2022</b>		<b>48,699</b>	<b>292,835</b>	<b>330,291</b>	<b>671,825</b>
<b>Balance at 1 January 2023</b>		48,699	292,835	330,291	671,825
Net result		-	-	(20,603)	(20,603)
Other comprehensive loss		-	(13,093)	-	(13,093)
<b>Total comprehensive loss</b>		-	(13,093)	<b>(20,603)</b>	(33,696)
Transfers from / (to) restricted fund reserve	25(b)(c)	697	-	(697)	-
Transfers to / (from) revaluation reserves	25(a)(c)	-	18,583	(18,583)	-
<b>Balance at 31 December 2023</b>		<b>49,396</b>	<b>298,325</b>	<b>290,407</b>	<b>638,128</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.



# Statement of Cash Flows

For the year ended 31 December 2023

		Group		Parent Entity	
	Note	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Cash flows from operating activities</b>					
Australian Government grants		161,745	155,263	140,652	132,444
OS-HELP (net)		(42)	(585)	(42)	(585)
NT Government grants		24,713	45,643	18,526	39,511
HECS-HELP student payments		4,409	4,512	4,409	4,512
Receipts from student fees and other customers		201,156	152,208	186,555	146,282
Interest received		6,835	2,800	5,495	1,508
Dividend received		808	4,533	751	4,421
Payments to suppliers and employees		(367,023)	(321,766)	(329,320)	(282,480)
Lease interest payments		(522)	(121)	(509)	(121)
Low value / short term lease payments		(3,115)	(3,822)	(2,856)	(3,079)
<b>Net cash from operating activities</b>	35	<b>28,964</b>	38,665	<b>23,661</b>	42,413
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment	24	199	16,740	178	16,740
Proceeds from sale of biological assets		278	224	278	224
Payments for property, plant and equipment		(116,798)	(61,791)	(116,302)	(60,297)
Payments for biological assets		(81)	(55)	(81)	(55)
Other investing inflows		5,152	-	10,000	-
Other investing outflows		(33,621)	(43,367)	(32,000)	(32,700)
<b>Net cash used in investing activities</b>		<b>(144,871)</b>	(88,249)	<b>(137,927)</b>	(76,088)
<b>Cash flows from financing activities</b>					
Payment of principal portion of lease liabilities		(2,041)	(2,438)	(1,927)	(2,438)
Other financing inflows		107,397	10,000	107,397	10,000
<b>Net cash from / (used in) financing activities</b>		<b>105,356</b>	7,562	<b>105,470</b>	7,562
<b>Net decrease in cash and cash equivalents</b>		<b>(10,551)</b>	(42,022)	<b>(8,796)</b>	(26,113)
Cash and cash equivalents at the beginning of the financial year		<b>109,543</b>	151,565	<b>93,720</b>	119,833
<b>Cash and cash equivalents at the end of the financial year</b>	10	<b>98,992</b>	109,543	<b>84,924</b>	93,720

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Honorary awards roll

## Master of Arts

Mr Peter Strachan HonMArts (2020) (Deceased)

## Doctor of Arts

Dr Gawirrin Gumana HonDArts (2007)

Dr Judith Ann Weepers HonDArts (2007)

Dr Donna Ah Chee HonDArts (2022)

Dr Michael Long (HonDArts 2022)

Dr John Paterson HonDArts (2022)

Dr Robyne Burrigge OAM HonDArts (2022)

## Doctor of Economics

Dr Jose Sun-Say Yu HonDEc (1999)

Dr Neil Conn AO HonDEc (2001)

Dr Susilo Bambang Yudhoyono AC HonDEc (2017)

Dr Hitoshi Okawa HonDEc (2023)

## Doctor of Education

Dr Dato Seri Samy Vellu HonEdD (1998)

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

Emeritus Professor Ron McKay HonEdD (2006)  
(Deceased)

Dr Raymattja Marika HonEdD (2007) (Deceased)

Dr Peter Plummer HonEdD (2009)

Dr Waymamba Yinamara Gaykamangu HonEdD (2014)

Dr Kevin Davis AM HonEdD (2015)

Dr 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)

Dr Miriam Rose Ungunmerr-Baumann HonDLitt (2002)

The Hon Mr Ted Egan AO HonDLitt (2002)

Dr Patricia Miller AO HonDLitt (2006)

Dr RG (Dick) Kimber AM HonDLitt (2006)

Dr John Ah Kit HonDLitt (2009)

Dr Thomas Calma HonDLitt (2010)

The Hon Daryl Manzie HonDLitt (2010)

Professor Ian Chubb AC HonDLitt (2011)

Professor Judith Whitworth AC HonDLitt (2011)

Dr Kay Rala Xanana Gusmao HonDLitt (2012)

Dr Jack Thompson HonDLitt (2012)

Dr Elaine Lăwurrpa Maypilama HonDLitt (2013)

The Hon Tom Harris HonDLitt (2015)

The Hon Christopher Burns HonDLitt (2016)

Dr Otto Bulmaniya Campion HonDLitt (2020)

Dr Grace Miguyie Daniels HonDLitt (2020)

Dr Janie Mason HonDLitt (2020)

Dr Alan Morris AO HonDLitt (2020)

Dr Sabaratnam Prathapan HonDLitt (2020)

Dr Richard Ryan AO HonDLitt (2021)

Dr Samuel Bush-Blanasi HonDLitt (2023)

Dr Eileen Cummings HonDLitt (2023)

Dr Bilawara Lee HonDLitt (2023)

Dr Warren Snowdon HonDLitt (2023)

Dr Harold Thomas HonDLitt (2023)

## 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)

Dr Simon Maddocks HonDSc (2021)

Dr John Horswell HonDSc (2022)

### 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)  
Mr Ken Suter (2022) (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)  
Emeritus Professor Sue Carthew (2021)  
Emeritus Professor Simon Maddocks (2021)  
Emeritus Professor Les McCrimmon (2021)  
Emeritus Professor David Price (2023)  
Emeritus Professor Greg Shaw (2023)

### Award of Emeritus Chancellor

The Hon Austin Asche AC QC HonLLD (2010)  
Mrs Nancy Giese AO OBE HonEdD (2010) (Deceased)  
The Hon Sally Thomas AC, HonDUni (2018)  
Dr Richard Ryan AO HonDLitt (2021)





# Our campuses and centres

## Casuarina (main campus)

Ellengowan Drive  
Brinkin NT 0909

## Waterfront

21 Kitchener Drive  
Darwin NT 0800

## Palmerston

80 University Avenue  
Palmerston NT 0830

## Katherine

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

## Nhulunbuy

1468 Arnhem Road, Gove,  
Nhulunbuy NT 0880

## Tennant Creek

PO Box 1425  
Tennant Creek NT 0861

## Alice Springs

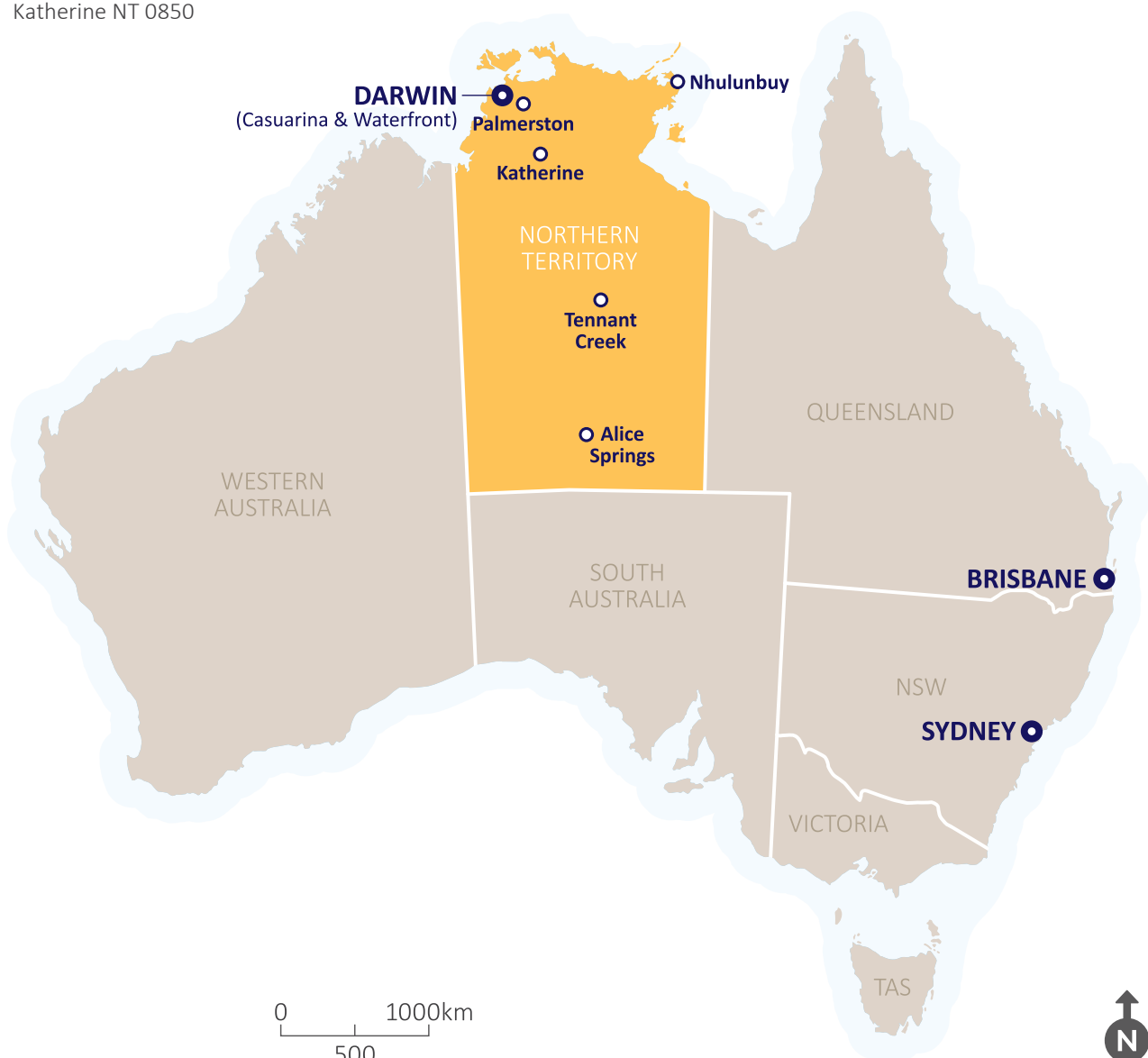
10 Grevillea Drive  
Alice Springs NT 0870

## Sydney

815 George Street, Haymarket  
Sydney NSW 2000

## Brisbane

410 Ann Street  
Brisbane QLD 4000







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