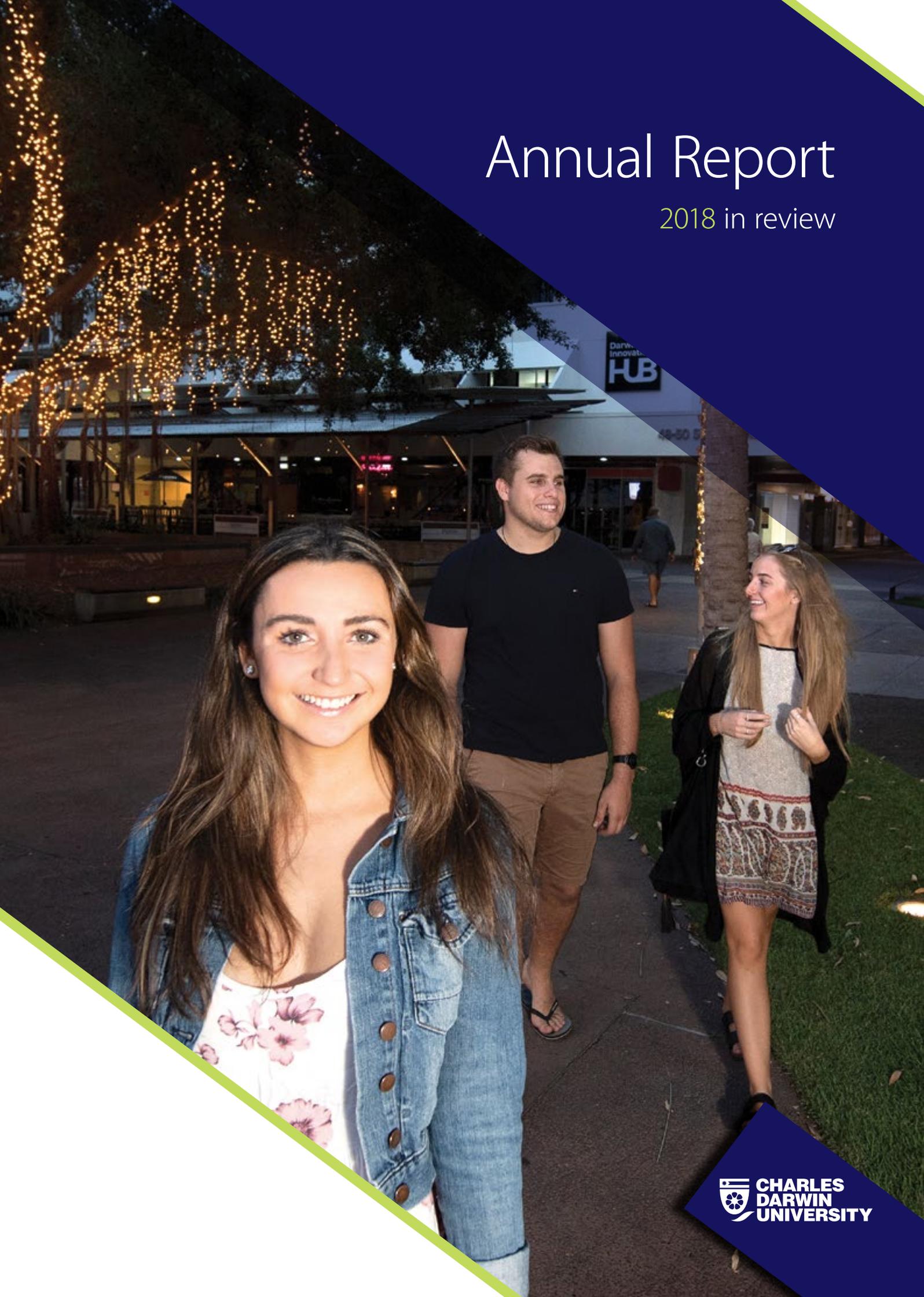


# Annual Report

2018 in review





The Darwin City Deal includes a Charles Darwin University vertical campus in the CBD, which is expected to appeal to both international and domestic students.



**The Hon. Selena Uibo MLA  
Northern Territory Minister for Education**

Dear Minister

I have the honour to present to you for tabling in the Northern Territory Parliament, the Annual Report of the Council of Charles Darwin University for the year ended 31 December 2018, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.

**The Hon Paul Henderson AO**

Chancellor

30 June 2019



# Charles D UNIVERSITY

The Charles Darwin University (CDU) Annual Report 2018 is produced in two volumes. Volume 1, “2018 in review”, contains statutory reports. Volume 2, “2018 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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Cover: The Darwin City Deal will deliver a vertical CDU campus and thousands of students into the Darwin CBD.

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Vice-Chancellor Professor Simon Maddocks contemplates the site for CDU's vertical campus in the Darwin CBD, which is a significant component of the Darwin City Deal.



# The year in review

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The year was characterised by major challenges and great successes, ranging from the impact of Cyclone Marcus on Darwin early in the year and, toward year's end, the announcement of the Darwin City Deal.

## Darwin City Deal

The University welcomed the announcement by the Australian Government in November that it would match the Northern Territory Government's \$100 million pledge to fund the Darwin City Deal. This development is particularly pleasing for the University as the bulk of the Australian Government funding will contribute to building a CDU vertical campus in the Darwin CBD.

The City Deal is a partnership between the Australian and NT governments and the City of Darwin and aims to position Darwin as a vibrant and liveable tropical city. It acknowledges the central role Charles Darwin University (CDU) has in the future development of Darwin as a city and in the future of the Northern Territory. The vertical campus will include accommodation for 1000 students and office space for 600 staff. The City Deal partners will prepare an implementation plan by mid-2019 that sets out the milestones to be achieved over the 10-year life of the project.

## Enterprise Bargaining Agreement

The University reached agreement with the Unions in August on the 2018 Charles Darwin University and Union Enterprise Agreement. The agreed salary offer is an average of 8.1% compounded over the life of the Agreement, which is in line with outcomes across the sector in this round. The Agreement introduces new categories of employment, provides greater flexibility in leave arrangements, more contemporary Higher Education (HE) workloads and improved provisions for primary care-givers. The Agreement received a strong positive endorsement (93.3%) by staff during voting in early October.

## Respect Now Always

As part of the Universities Australia Respect Now Always campaign, CDU established a contact officers network for staff and students. The contact officers provide staff and students with information and support regarding any issues relating to discrimination, harassment (including sexual and racial harassment), bullying or victimisation. Most of the contact officers have received training for their roles via the NT Anti-Discrimination Commission.

## Higher Education restructure

The University fully implemented the new HE academic restructure, in which six Colleges replaced the previous structure of two HE faculties. The restructure was necessary to better position the University for the next phase of its growth. Recruitment activity occurred throughout the year to appoint Deans to the Colleges. They are:

- ▶ Professor David Low,  
College of Business and Law
- ▶ Professor Greg Shaw,  
College of Education
- ▶ Professor Catherine Turner AM,  
College of Nursing and Midwifery
- ▶ Professor Dominic Upton,  
College of Health and Human Sciences
- ▶ Professor Ruth Wallace, College of  
Indigenous Futures, Arts and Society
- ▶ Professor David Young, College of  
Engineering, IT and Environment.

Another two new senior HE appointments were made as part of the academic restructure. They are the Pro Vice-Chancellor, Education Strategy position, which was taken up by Professor Robert Fitzgerald, and the Pro Vice-Chancellor, Student Engagement and Success, which was taken up by Professor Philip Seltsikas. The Pro Vice-Chancellor, Education Strategy position oversees excellence and innovation in learning and teaching. It brought together the central areas responsible for education strategy and curriculum design, learning and digital futures, academic professional development and academic quality and review. The second position, Pro Vice-Chancellor, Student Engagement and Success, oversees the student-facing areas of the University with a focus on enhancing the quality of the student experience. This includes the areas of Student Administration and Equity Services, Student Engagement and Support, and Library Services.

## ASQA Audit

The University received a notice of audit from the Australian Skills Quality Authority (ASQA) on 30 August that 27 VET qualifications and three units of competency had been selected for audit as part of the VET reaccreditation assessment. The University supplied a range of evidence to ASQA before the visit by the audit team, which occurred in late September. The auditors visited Casuarina, Waterfront and Palmerston campuses, with delivery in Alice Springs connected via video link. In its exit briefing, the audit team was highly complimentary of VET staff and their level of industry engagement, as well as of the standard of VET facilities. A small number of issues were identified during the audit that require improvement and these were addressed by year's end.

## TEQSA risk assessment

The Tertiary Education Quality and Standards Agency (TEQSA) delivered its updated risk assessment of CDU in August. TEQSA uses risk assessments to guide its risk-based approach to assuring HE standards. The risk assessment identified a low overall risk to students, but risks were identified in relation to student attrition and progress rates. The process of renewal of registration with TEQSA continued throughout the year. While no further information from TEQSA was received by December work continues in relation to actions identified during the self-assessment and submission process, particularly those related to the HE restructure. The University's registration status remains "Ongoing, pending renewal" until the assessment process is completed.

## Regional development

The University created a new position at Alice Springs campus, Director Regional Engagement and Development, to lead the University's engagement with the Northern Territory's regional and remote communities and work closely with the Northern Territory Government's regional network on joint initiatives. The position is responsible for the development and delivery of regional strategic plans, in partnership with key stakeholders, that will provide a roadmap for stronger and more effective University engagement with the communities it serves.

## Awards and rankings

### Training Provider of the Year:

CDU VET had great success at the 2018 Northern Territory Training Awards in September. Hosted by the NT Department of Trade, Business and Innovation, CDU VET was named the Training Provider of the Year for the second consecutive year. The University had finalists in 10 of the 12 categories in the awards and won six categories.

**International rankings:** The University featured in the Times Higher Education (THE) Millennial Ranking of Young Universities founded since the turn of the 21st Century, ranking 9th in the world. CDU was the only Australian university to place in the top 10. The ranking came after the release of the THE "Young University Ranking" for 2018, which identified the top 250 universities around the world that are aged less than 50. As part of the Young University Rankings, THE created several subset rankings including the Millennials list of universities established since 2000. This was the sixth time CDU has featured in the THE Young University Ranking, which was expanded this year to include the best 250 institutions – up from 200 last year. This year CDU ranked 43rd overall.



The clean-up after Cyclone Marcus was a mammoth effort for University grounds staff.

## Indigenous health

The Northern Territory Aboriginal Health Academy (NTAHA), along with industry partners and government representatives, celebrated the success of its first cohort of Indigenous students into the program. CDU VET is a key partner in NTAHA, which is managed by Indigenous Allied Health Australia and Aboriginal Medical Services Alliance Northern Territory and supported by the Industry Skills Advisory Council NT and the Department of Education. As the only provider of allied health training in the Northern Territory, CDU VET is responsible for training 15 “VET for Secondary Students”, who are transitioning into the Certificate III in Allied Health Assistance under a school-based apprenticeship model. VET’s development of three new training qualifications in Health Services supports the University’s aim to increase the number of Indigenous students entering the health workforce and responds to increased demand and predicted workforce shortages in Territory-wide health and community services support.

## Cyclone Marcus

On 17 March Tropical Cyclone Marcus had a severe impact on the greater Darwin area including University grounds. Initial clean-up efforts at Casuarina and Palmerston campuses focussed on trees that posed a safety hazard, had blocked roads, carparks and pathways, or had an impact on buildings. More than 250 mature trees were lost on Casuarina campus. Apart from minor damage to two buildings on Casuarina campus and damage to some covered walkways and shade sails, there was minimal damage to building infrastructure. The cyclone did not disrupt University business.

## CDU Connect

Stage 1 of CDU Connect, the University’s intranet, was launched in March. CDU Connect provides an internal platform for staff to communicate, share information and ideas. This will be an ongoing project for staff from Information Technology Management and Support in association with Media and Communications.

## Community engagement

**Charles Darwin Scholar:** The 2018 Charles Darwin Scholar, Professor Daniel Dennett, from Tufts University USA visited Casuarina and Alice Springs campuses in September to present the biennial Charles Darwin Oration, with this year’s address titled “From Bacteria to Bach: Charles Darwin’s Vision Extended”. Professor Dennett is a world-renowned philosopher whose work focuses on the evolution of the human mind. While in Darwin he was the keynote speaker at a philosophy conference titled “Evolving Minds: Integrating Arts, Science and Philosophy”, which was organised by the College of Indigenous Futures, Arts and Society. The conference attracted philosophers from around Australia.

**Charles Darwin Dinner:** The second annual Charles Darwin Black Tie Dinner in Darwin on 12 February – the 209th anniversary of the birth of the University’s namesake – was a great success, with tickets sold out and more than \$100,000 raised for CDU Foundation projects. The Northern Territory Government’s \$50,000 Charles Darwin Evolutionary sponsorship of the event supported a Nursing and Midwifery Scholarship for a mature aged NT resident to study full-time.

Striking architecture  
on Casuarina campus.



## Senior executives

This year saw the departure of three senior executives: the Deputy Vice-Chancellor, Research and Research Training, Professor Lawrence Cram; the Pro Vice-Chancellor, VET, Ms Christine Robertson; and the Pro Vice-Chancellor, Indigenous Leadership, Professor Adrian Miller. The University thanks these senior executives for their outstanding contributions to the University during their terms. Recruitment is underway to fill these vacancies.

## Infrastructure projects

**Student accommodation:** As part of the 2017/18 NT Government VET Capital Funding Program, the University refurbished four accommodation blocks at the Katherine Rural campus. The accommodation is now modern, comfortable and fit for purpose, providing 42 rooms for students accessing courses on campus.

**Fire training ground facility:** On 1 August the Hon Ken Vowles MLA, Minister for Primary Industry and Resources, officially opened the Northern Territory fire training ground facility at Casuarina campus. This custom-built simulation site and teaching space was a collaboration between CDU VET, Emergency Response Group Training Australia and the Northern Territory Government. It responds to the training needs of industry, with the fire training ground facilitating safety, survival and emergency response training to the Northern Territory's oil and gas, maritime, mining and other industries. Defence and Emergency Services are interested in exploring opportunities to access and increase the scope of training and facilities associated with this new complex.

## Sustainable environments

The release of the United Nations Sustainable Development Goals in 2015 and the Paris Climate Change Agreement highlight the importance of global sustainability. The University supports these Sustainable Development Goals and as an institution continually works towards achieving them, particularly in the areas of good health and wellbeing, quality education, reduced inequalities, climate action and sustainable cities and communities. Highlights for this year include:

**Waste minimisation:** Facilities Management is working toward greener campuses by implementing sustainability strategies, one of which is recycling and waste minimisation. Analysis of data has shown that waste to landfill from Casuarina campus has decreased 10% in the past year.

**Water savings:** A new rooftop weather station was installed at Casuarina campus, which is assisting in the careful use of water. The RainWise weather station, installed by Power and Water's Living Water Smart team, shares data with smart irrigation controllers around the campus to adjust water use automatically based on rain, wind, humidity and temperature readings. To assist further with water management, Facilities Management successfully trialled WiFi smart irrigation controllers, which are being rolled out across campus.

**Research interests:** The University's research is strongly aligned to the United Nations Sustainable Development Goals and is reflected in research breakthroughs in areas including treating malaria, delivering technologies that improve the health of people in remote Northern Territory communities, preserving Indigenous languages and accelerating STEM education through the use of technology.

## Chancellor retires

The Chancellor of CDU, Mr Neil Balnaves AO, retired from the position in December. In informing CDU Council of his decision, Mr Balnaves said he believed the Chancellor should play a more active role in the University's life, which he was unable to do from his base in Sydney. Mr Balnaves took up the role in March 2016.

We thank Neil for his service and support of the University throughout his term as Chancellor.

## Outlook

As the Australian University located closest to Asia, CDU continued to strengthen its existing partnerships and explore and develop new opportunities with our northern neighbours. These include developing new joint degrees with our priority partner universities in China, staff and student exchanges, offshore delivery of VET training and research that

offers solutions to specific challenges across many locations in South-east Asia.

The University continues to be severely constrained, however, by the Australian Government's domestic Higher Education Policy changes that cap the amount of Commonwealth Grant Scheme funding payable for Bachelor degrees at 2017 levels across the years 2018 and 2019. CDU is challenged to continue to meet ongoing unfunded commitments already made to some students before this cap was announced, by its immediate effect of inhibiting domestic enrolment growth and by the longer term constraints it imposes on our growth.

While it has been a difficult year financially for the University and for the Northern Territory economy, the University continued to focus on being more responsive within a dynamic marketplace to strengthen its profile and reach with neighbours to Australia's north, and to continue to be a central driver in developing the Northern Territory and Northern Australia. We are confident that this work will deliver clear benefits to the University and the communities we serve in 2019 and beyond.



The Hon Paul Henderson AO  
Chancellor



Professor Simon Maddocks  
Vice-Chancellor and President

Women comprised 69.1% of CDU's Higher Education enrolments and 39.7% of VET enrolments in 2018.



# Snapshot Statistics

## 2018 Key Statistics

	Category	2017	2018	% Change 2017-2018
<b>Student numbers</b>	<b>Total Number of Students<sup>1</sup></b>	<b>21,540</b>	<b>20,124</b>	<b>-6.6%</b>
	<b>Total Course Enrolments</b>	<b>27,104</b>	<b>26,850</b>	<b>-0.9%</b>
	<b>Total Equivalent Full-time Student Load (EFTSL)</b>	<b>10,192</b>	<b>9,513</b>	<b>-6.7%</b>
	Higher Education Student Headcount	11,525	11,470	-0.5%
	Higher Education Course Enrolments	11,787	11,753	-0.3%
	Higher Education EFTSL	6,347	6,242	-1.7%
	Vocational Education and Training Student Headcount	10,157	8,785	-13.5%
	Vocational Education and Training Course Enrolments	15,317	15,097	-1.4%
	Vocational Education and Training EFTSL	3,845	3,271	-14.9%
<b>Student Equity &amp; Diversity</b>	<b>HIGHER EDUCATION</b>			
	% Aboriginal and Torres Strait Islander	6.2%	6.8%	0.6%
	% Low Socioeconomic Status	14.6%	15.3%	0.7%
	% Remote or Very Remote	9.3%	8.9%	-0.4%
	% Female	67.1%	69.1%	2.0%
	% Non-English Speaking Background	26.7%	25.7%	-1.0%
	% International	19.7%	17.5%	-2.3%
	% Mature Age (25 years and older)	71.9%	73.7%	1.8%
	<b>VOCATIONAL EDUCATION AND TRAINING</b>			
	% Aboriginal and Torres Strait Islander	30.7%	28.1%	-2.6%
	% Low Socioeconomic Status	22.8%	18.8%	-4.0%
	% Remote or Very Remote	25.6%	22.6%	-3.1%
	% Female	26.9%	39.7%	12.8%
	% Non-English Speaking Background	30.2%	26.1%	-4.1%
	% International	1.9%	1.6%	-0.3%
	% Mature Age (25 years and older)	57.5%	58.2%	0.7%
<b>Research</b>	Research income (\$'000), all categories <sup>2</sup>	\$63,364	\$61,938	-2.3%
	Higher Degree by Research EFTSL	226.8	230.3	1.5%
	Higher Degree by Research completions (all)	35	33	-5.7%

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

2 2017 research income figures differ from those published in the 2017 Annual Report. Published figures for the 2017 year, in the AR 2017 were provided pre submission finalisation and pre-audit and were an estimate as at 30 April 2018. Figures supplied for AR 2018 for the 2017 year are now finalised figures post-audit and submission. 2018 research income figures are supplied pre submission and pre-audit for the 2018 year, and are estimates as at April 2019.

	Category	2017	2018	% Change 2017–2018
<b>Staff</b> <b>(Full Time Equivalent)</b>	<b>Total</b>	<b>1413</b>	<b>1366</b>	<b>-3.3%</b>
	Academic	608	580	-4.5%
	General	805	786	-2.4%
<b>Financial</b>	Total revenue (consolidated), \$'000	\$302,668	\$301,049	-0.5%
	Total expenses (consolidated), \$'000	\$321,748	\$320,184	-0.5%
	Total equity, \$'000	\$586,655	\$574,515	-2.1%

## 2018 Higher Education Student Statistics

	2017	2018	% Change 2017–2018	% Change over 5 years
Student Headcount	11,525	11,470	-0.5%	5.0%
Course Enrolments	11,787	11,753	-0.3%	5.4%
Equivalent Full-time Student Load (EFTSL)	6,347	6,242	-1.7%	11.6%
Commencing Student Headcount	4,758	4,652	-2.2%	-8.8%
Commencing Course Enrolments	4,901	4,796	-2.1%	-8.1%
Commencing EFTSL	2,476	2,391	-3.4%	-5.6%

(All elements below represented as Course Enrolments)

FUNDING SOURCE				
Commonwealth Supported	9,074	9,337	2.9%	-0.7%
Domestic Fee Paying (coursework)	129	107	-17.1%	-64.3%
Domestic Higher Degree by Research	260	259	-0.4%	11.6%
International	2,325	2,051	-11.8%	68.4%
COURSE LEVEL				
Enabling	1,426	1,288	-9.7%	-28.4%
Undergraduate	8,068	8,269	2.5%	19.2%
Postgraduate Coursework	1,891	1,833	-3.1%	-7.8%
Higher Degree by Research	311	309	-0.6%	6.9%
Non-Award	91	54	-40.7%	-60.6%
PART-TIME				
Full-time	6,258	6,009	-4.0%	15.7%
Part-time	5,529	5,744	3.9%	-3.6%
<i>% Part-time</i>	<i>47%</i>	<i>49%</i>		
ATTENDANCE MODE				
External / Online	6,334	6,543	3.3%	-8.5%
Mixed Mode	3,138	2,517	-19.8%	39.2%
Internal	2,315	2,693	16.3%	23.0%
<i>% External / Online</i>	<i>54%</i>	<i>56%</i>		

	2017	2018	% Change 2017–2018	% Change over 5 years
<b>COURSE LOCATION</b>				
Online <sup>3</sup>	7,246	7,555	4.3%	-2.0%
Casuarina	3,092	3,000	-3.0%	-1.9%
Darwin Waterfront	501	559	11.6%	
Alice Springs	51	50	-2.0%	85.2%
Batchelor Institute	87	86	-1.1%	-40.7%
Sydney	330	166	-49.7%	172.1%
Melbourne	480	337	-29.8%	127.7%
Other				
<b>FIELD OF STUDY (BROAD FOE)</b>				
Natural and Physical Sciences	280	222	-20.7%	-52.4%
Information Technology	272	315	15.8%	47.2%
Engineering and Related Technologies	586	557	-4.9%	9.0%
Architecture and Building	65	58	-10.8%	20.8%
Agriculture, Environmental and Related Studies	184	236	28.3%	7.3%
Health	3,648	3,908	7.1%	73.1%
Education	1,495	1,561	4.4%	-27.3%
Management and Commerce	1,567	1,289	-17.7%	33.6%
Society and Culture	1,982	2,102	6.1%	-1.8%
Creative Arts	123	107	-13.0%	-15.7%
Mixed Field Programs	1,426	1,273	-10.7%	-29.3%
Non Award Course	159	125	-21.4%	-50.6%
<b>% STUDENT DIVERSITY AND EQUITY</b>				
% ATSI	6.2%	6.8%		
% Low SES	14.6%	15.3%		
% Remote / Very Remote	9.3%	8.9%		
% Female	67.1%	69.1%		
% Non-English Speaking Background	26.7%	25.7%		
% International	19.7%	17.5%		
% >25years of Age	71.9%	73.7%		
<b>STUDENT HOME LOCATION</b>				
Northern Territory	4,216	4,251	0.8%	2.4%
Interstate	5,155	5,366	4.1%	-5.7%
Overseas	2,405	2,116	-12.0%	63.1%
Unknown	11	20	81.8%	150.0%
<b>INTERNATIONAL</b>				
Total	2,325	2,051		
Commencing	871	695		
% of Total Enrolments International	19.73%	17.45%		

<sup>3</sup> Course Attendance Mode is External or Course Location Is External.

	2017	2018	% Change 2017–2018	% Change over 5 years
<b>TOP 10 COUNTRIES OF ORIGIN % OF TOTAL INTERNATIONAL COURSE ENROLMENTS</b>				
% INDIA	28.2%	25.8%		
% NEPAL	27.7%	24.1%		
% CHINA (EXCLUDES SARS AND TAIWAN)	6.1%	9.3%		
% BANGLADESH	7.4%	7.1%		
% PHILIPPINES	6.2%	5.6%		
% VIETNAM	3.2%	3.9%		
% PAKISTAN	3.7%	3.0%		
% NIGERIA	2.1%	2.0%		
% SRI LANKA	1.2%	1.9%		
% INDONESIA	1.5%	1.6%		
Total Number of Countries of Origin for International Students	69	64		
<b>GRADUATE OUTCOMES<sup>4</sup></b>				
% Graduates in Employment 4 months after graduation	81.38%	83.39%		
% Graduates in Further Study 4 months after graduation	21.06%	20.34%		
Graduate Satisfaction <sup>5</sup>	78.10%	77.25%		

## 2018 Vocational Education & Training Student Statistics

	2017	2018	% Change 2017–2018	% Change over 5 years
Student Headcount	10,157	8,785	-13.5%	-25.5%
Course Enrolments	15,317	15,097	-1.4%	-3.6%
Actual Hours Curriculum (AHC) <sup>6</sup>	2,768,444	2,355,178	-14.9%	-15.7%
Equivalent Full-time Student Load (EFTSL) <sup>7</sup>	3,845	3,271	-14.9%	-15.7%
Commencing Student Headcount	7,844	6,547	-16.5%	-32.9%
Commencing Course Enrolments	11,688	11,270	-3.6%	-13.5%
Commencing AHC	2,102,571	1,660,825	-21.0%	-27.1%
Commencing EFTSL	2,920	2,307	-21.0%	-27.1%
<b>(All elements below represented as Course Enrolments)</b>				
<b>STUDENT TYPE</b>				
Apprentice / Trainee	3,209	3,244	1.1%	38.6%
VET in Schools	1,750	1,771	1.2%	12.0%
International	294	239	-18.7%	-8.8%
Other	10,064	9,843	-2.2%	-14.2%

4 2017 Graduate Outcomes are taken from the *Graduate Outcomes Survey (GOS)* administered under the Commonwealth Government's Quality Indicators of Learning and Teaching (QILT).

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

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

7 1 EFTSL = 720 AHC.

	2017	2018	% Change 2017–2018	% Change over 5 years
<b>COURSE LEVEL</b>				
Certificate I - III	9,496	7,191	-24.3%	-30.7%
Certificate IV	1,429	1,099	-23.1%	-41.7%
Diploma	345	413	19.7%	5.6%
Advance Diploma	0	0		
Graduate Certificate	0	0		
Graduate Diploma	6	8	33.3%	
Non-Award	1,151	2,087	81.3%	55.1%
<b>PART-TIME</b>				
Full-time	980	696	-29.0%	-9.7%
Part-time	14,337	14,401	0.4%	-3.3%
% Part-time <sup>8</sup>	94%	95%		
<b>ATTENDANCE MODE</b>				
Mixed Mode	7,932	7,958	0.3%	13.5%
Internal	7,385	7,139	-3.3%	-17.4%
<b>TOP 10 UNIT DELIVERY LOCATIONS (SUM TOTAL AHC DELIVERED AT LOCATION EXCLUDING CREDIT TRANSFERS)</b>				
Casuarina Campus	1,248,491	996,132	-20.2%	
Palmerston Campus	308,882	308,590	-0.1%	
Alice Springs Campus	331,153	307,232	-7.2%	
CDU Waterfront Darwin	164,850	125,744	-23.7%	
External Studies	10,698	49,030	358.3%	
Katherine Campus (Rural College)	50,205	45,105	-10.2%	
Yulara	43,159	36,917	-14.5%	
Casuarina Senior College	23,494	34,814	48.2%	
Katherine (Town Centre)	29,545	26,816	-9.2%	
Dundee	0	16,922		
Total Number of Delivery Locations	145	123	-15.2%	
AHC delivered in Remote / Very Remote Locations	484,890	402,290		
% of Total AHC delivered in Remote / Very Remote Locations	17.5%	17.1%		
<b>FIELD OF STUDY</b>				
Natural and Physical Sciences	0	0		
Information Technology	182	175	-3.8%	-36.4%
Engineering and Related Technologies	3,428	2,995	-12.6%	15.0%
Architecture and Building	691	715	3.5%	-19.3%
Agriculture, Environmental and Related Studies	1,852	1,633	-11.8%	-13.0%
Health	138	541	292.0%	258.3%
Education	242	213	-12.0%	-39.1%
Management and Commerce	1,890	1,612	-14.7%	-28.3%
Society and Culture	1,314	911	-30.7%	-51.3%
Creative Arts	448	335	-25.2%	-38.9%
Food, Hospitality and Personal Services	1,325	1,064	-19.7%	-32.9%
Mixed Field Programmes	3,807	4,903	28.8%	50.3%

<sup>8</sup> Part-time if funded AHC in the student course enrolment is greater than 540 AHC.

	2017	2018	% Change 2017–2018	% Change over 5 years
<b>INDUSTRY GROUP</b>				
Arts, Entertainment, Sports and Recreation	869	619	-28.8%	-40.0%
Automotive	944	636	-32.6%	0.6%
Building and Construction	1,199	1,017	-15.2%	9.0%
Community Services, Health and Education	1,069	990	-7.4%	-36.1%
Finance, Banking and Insurance	210	153	-27.1%	-45.0%
Food Processing	295	208	-29.5%	0.5%
Textiles, Clothing, Footwear and Furnishings				
Engineering and Mining	921	1,020	10.7%	15.0%
Primary Industry	1,869	1,637	-12.4%	-13.7%
Process Manufacturing	1	1	0.0%	-96.4%
Sales and Personal Service	432	461	6.7%	-21.2%
Tourism, Hospitality and Cookery	1,346	918	-7.8%	-44.3%
Transport and Storage	207	502	142.5%	-11.5%
Utilities	819	744	-9.2%	14.6%
Business and Clerical	1,098	958	-12.8%	-24.9%
Computing	182	175	-3.8%	-37.3%
Science, Technical and Other				
General Education and Training	3,856	4,921	27.6%	52.5%
	173	137	-20.8%	-19.9%
<b>% STUDENT DIVERSITY AND EQUITY</b>				
% ATSI	30.7%	28.1%		
% Low SES	22.8%	18.8%		
% Remote / Very Remote <sup>9</sup>	25.6%	22.6%		
% Female	26.9%	39.7%		
% Non-English Speaking Background	30.2%	26.1%		
% International	1.9%	1.6%		
% >25years of Age	57.5%	58.2%		
<b>STUDENT HOME LOCATION</b>				
Northern Territory	13,319	12,511	-6.1%	-7.2%
Interstate	270	182	-32.6%	-58.3%
Overseas	297	250	-15.8%	-6.7%
Unknown	1,431	2,154	50.5%	46.0%
<b>INTERNATIONAL</b>				
Total	294	239	-18.7%	-8.8%
Commencing	256	177	-30.9%	-14.1%
% of Total Enrolments International	1.92%	1.58%		

<sup>9</sup> Based on the delivery location of the training.

	2017	2018	% Change 2017–2018	% Change over 5 years
<b>TOP 10 COUNTRIES OF ORIGIN IN 2018 % OF TOTAL INTERNATIONAL COURSE ENROLMENTS</b>				
Timor-Leste	9.5%	18.0%		
Indonesia	9.5%	15.5%		
Taiwan	11.2%	13.4%		
Philippines	7.1%	8.8%		
China (excludes SARs and Taiwan)	5.1%	4.6%		
Nepal	4.4%	4.6%		
Vietnam	6.5%	2.9%		
Cambodia	1.7%	2.9%		
Bangladesh	5.4%	2.5%		
India	4.4%	2.5%		
Korea, Republic of (South)	5.4%	2.5%		
Total Number of Countries of Origin for International Students	43	38		
<b>GRADUATE OUTCOMES<sup>10</sup></b>				
% Graduates in Employment 4 months after graduation	86.90%	86.90%		
Graduate Satisfaction <sup>11</sup>	90.10%	85.90%		

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

<sup>11</sup> Graduate satisfaction reflects the overall satisfaction index from the SOS 2018. The rate shows the percentage of students who gave CDU an overall satisfaction score of either 4 or 5 out of a maximum score of 5 in 2018.

## 2018 Higher Degree by Research

Category	2016 <sup>12</sup> (Final)	2017 <sup>12</sup> (Pre 2017 submission and audit, estimated as at April 30th 2018)		% Change 2016–2017	2017 <sup>12</sup> (Final)	2018 <sup>12</sup> (Pre 2018 submission and audit, estimated as at April 1st 2019)		% Change 2017–2018
<b>Total Research Income<sup>12</sup></b>	<b>\$63,409</b>	<b>\$63,770</b>	<b>0.6%</b>		<b>\$63,364</b>	<b>\$61,938</b>	<b>-2.3%</b>	
<b>HERDC Research income (\$'000)</b>	<b>Total HERDC Research Income</b>	<b>\$48,859</b>	<b>\$47,582</b>	<b>-2.6%</b>	<b>\$47,167</b>	<b>\$43,674</b>	<b>-7.4%</b>	
	Category 1, National competitive grants	\$21,127	\$21,543	2.0%	\$21,466	\$18,083	-15.8%	
	Category 2, Other public sector research funding	\$20,248	\$16,424	-18.9%	\$16,406	\$17,240	5.1%	
	Category 3, Industry and other funding	\$6,464	\$7,719	19.4%	\$7,512	\$6,491	-13.6%	
	Category 4, CRC income	\$1,020	\$1,896	85.9%	\$1,783	\$1,860	4.3%	
<b>Research Block Grants (\$'000)</b>	<b>\$14,550</b>	<b>\$16,188</b>	<b>11.3%</b>		<b>\$16,197</b>	<b>\$18,264</b>	<b>12.8%</b>	
<b>Higher Degree by Research completions</b>	<b>Total</b>	<b>41</b>	<b>32</b>	<b>-22.0%</b>	<b>35</b>	<b>33</b>	<b>-5.7%</b>	
	PhD	32	25	-21.9%	27	26	-3.7%	
	Masters	9	7	-22.2%	8	7	-12.5%	
<b>Higher Degree by Research load, EFTSL</b>	<b>Total</b>	<b>226.0</b>	<b>226.8</b>	<b>0.3%</b>	<b>226.8</b>	<b>230.3</b>	<b>1.5%</b>	
	PhD	193.5	196.0	1.3%	196.0	203.5	3.8%	
	Masters	32.5	30.8	-5.4%	30.8	26.8	-13.0%	
<b>Weighted publications</b>	<b>Total</b>	<b>372.5</b>	<b>372.5</b>	<b>0.0%</b>	<b>310.5</b>	<b>242.1</b>	<b>-22.0%</b>	
	Books	22.0	22.0	0.0%	3.1	4.0	29.7%	
	Book chapters	48.0	48.0	0.0%	36.0	19.6	-45.6%	
	Journal articles	282.5	282.5	0.0%	262.7	202.1	-23.1%	
	Conference proceedings	20.0	20.0	0.0%	8.7	16.5	88.6%	

<sup>12</sup> 2017 research income figures differ from those published in the 2017 Annual Report. Published figures for the 2017 year, in the AR 2017 were provided pre submission finalisation and pre-audit and were an estimate as at 30 April 2018. Figures supplied for AR 2018 for the 2017 year are now finalised figures post audit and submission. 2018 research income figures are supplied pre submission and pre-audit for the 2018 year, and are estimates as at April 2019.

## 2018 Staff Profile

Category		2017	2018	2017 Females	2018 Females	2017 Female %	2018 Female %
<b>HE &amp; VET academic staff (FTE)<sup>13</sup></b>	<b>Total Academic FTE</b>	<b>608</b>	<b>580</b>	<b>317</b>	<b>297</b>	<b>52%</b>	<b>51%</b>
	Level E	47	46	12	8	25%	18%
	Level D	39	30	15	13	38%	44%
	Level C	86	93	46	47	54%	50%
	Level B	200	188	125	120	62%	64%
	Level A	235	223	119	109	51%	49%
<b>General staff (FTE)<sup>13</sup></b>	<b>Total General FTE</b>	<b>805</b>	<b>786</b>	<b>554</b>	<b>542</b>	<b>69%</b>	<b>69%</b>
	HEW 10 and above	69	77	36	42	53%	55%
	HEW 9	68	74	52	50	76%	68%
	HEW 8	88	88	60	66	68%	75%
	HEW 7	121	120	85	85	70%	70%
	HEW 6	148	138	100	92	68%	67%
	HEW 5	159	152	107	102	67%	67%
	HEW 4	117	99	89	77	76%	78%
	HEW 3	25	24	16	17	64%	70%
	HEW 2	11	11	9	9	80%	80%
	HEW 1	0	2	0	2		75%

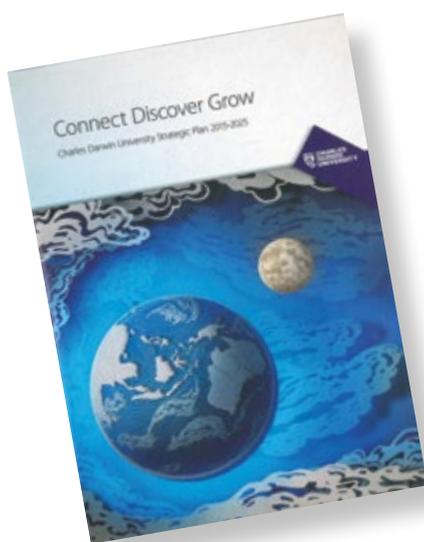
<sup>13</sup> Figures reported in the 2018 and 2017 Annual Report reflect staff Full-time Equivalent (FTE) counts. Previous annual reports have reported staff headcounts.

Student Ambassadors lead tours of Casuarina campus during Discover CDU day.



# The Organisation

## Our vision, values and priorities



### **Connect Discover Grow**

**C**harles Darwin University Strategic Plan 2015 – 2025

### **Our collective beliefs**

At CDU we believe a new world university is one built on social justice, sustainability, creativity and collective effort. It is a place where everyone can follow their passion to make things better – however big or small.

### **Our plan for quality and growth**

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

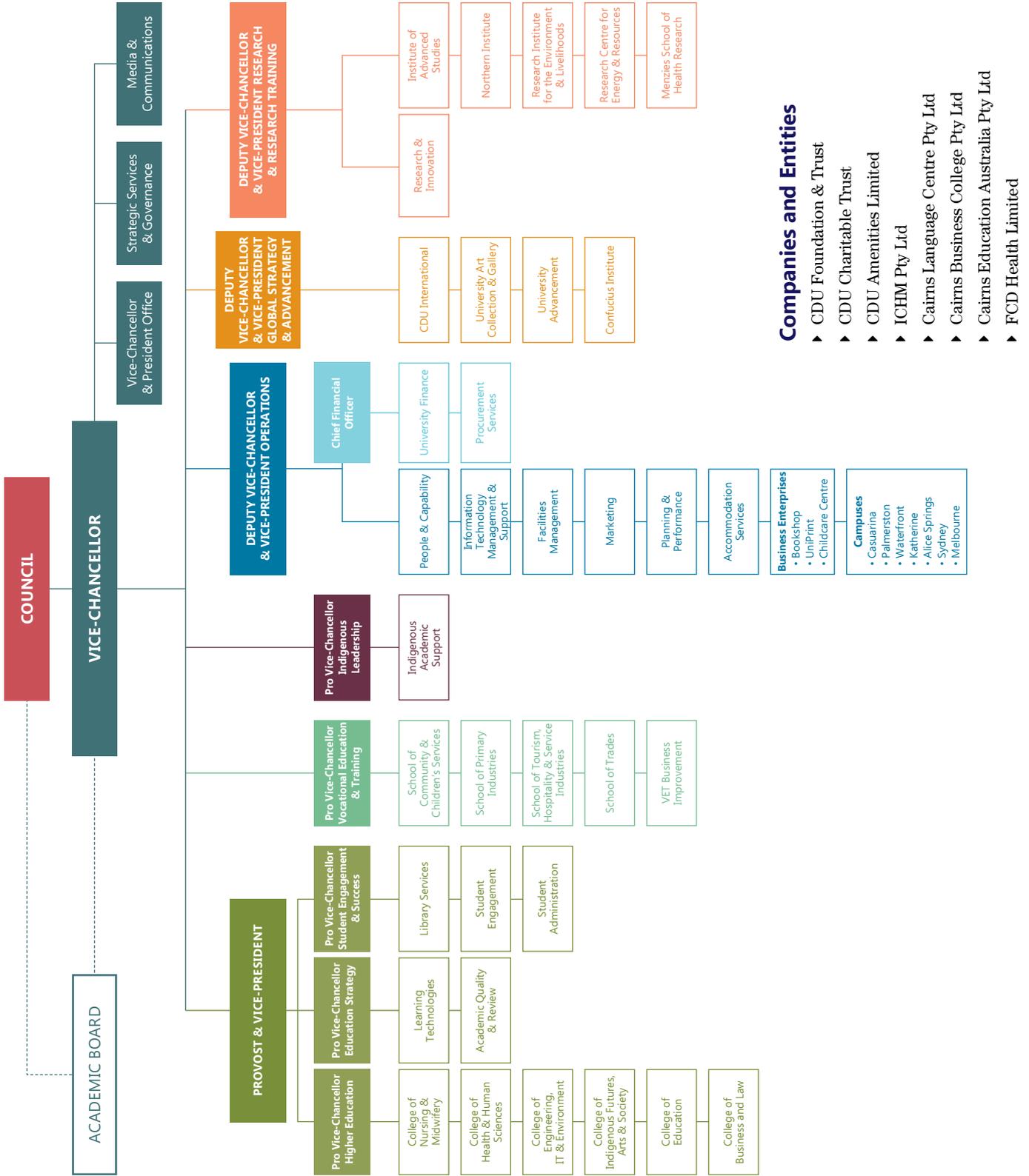
CDU is ideally placed to prepare graduates for success in an increasingly complex, diverse and connected world and aims to provide transformative skills and learning with a major focus on quality, access and growth.

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

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

To access *Connect Discover Grow* in full, visit [W: cdu.edu.au/sites/default/files/strategic-plan.pdf](http://W: cdu.edu.au/sites/default/files/strategic-plan.pdf)

# Our structure



## Companies and Entities

- ▶ CDU Foundation & Trust
- ▶ CDU Charitable Trust
- ▶ GDU Amenities Limited
- ▶ ICHM Pty Ltd
- ▶ Cairns Language Centre Pty Ltd
- ▶ Cairns Business College Pty Ltd
- ▶ Cairns Education Australia Pty Ltd
- ▶ FCD Health Limited

## Corporate governance

### University Governance and Executive Management

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

Seven standing committees assist Council in carrying out its responsibilities:

- ▶ **Executive Committee** acts on behalf of Council as required on matters between regular meetings of Council that cannot be deferred until the next scheduled meeting.
- ▶ **Academic Board** is the principal academic body assisting the Council and Vice-Chancellor in all matters relating to learning, teaching and assessment, and the assurance and enhancement of the academic quality and standards of all programs and awards.
- ▶ **Finance and Infrastructure Development Committee** is responsible for assessing and advising Council on the University's financial position and performance, its assets and liabilities, and its strategies relating to income, budget allocations and capital expenditure.
- ▶ **Audit and Risk Committee** assists the Council in exercising governance, due care, diligence and skill in relation to discharging the following broad duties: financial reporting, internal controls and risk management, external audit, internal audit, and controlled and associated entities.
- ▶ **Tender Committee** is responsible for reviewing tenders, expressions of interest, certificates of exemption or other means of procurement in excess of the University's \$10,000 procurement threshold.

▶ **Nominations, Honorary Awards and Legislation Committee** oversees nominations for Council membership, provides advice in relation to honorary awards, and reviews all proposed legislation.

▶ **Remuneration Committee** assists Council in the determination of the remuneration package and performance of the Vice-Chancellor. It also provides advice to the Vice-Chancellor on the remuneration package of Executive level staff.

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

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

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

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

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

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

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

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

### Education program for new Council members

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

- ▶ To ensure new members of Council receive an induction program and appropriate core documentation and information (induction)
- ▶ To ensure members are informed about their duties generally, including the

legislative and operational context of the University (provision of requisite background information)

- ▶ To assist members of Council to develop and maintain a skill set that fits the governance and strategic needs of the University (improvement in planning and governance), and
- ▶ To enhance organisational performance by improving the (minimum) skill set of all members, as well as instilling and enhancing specialist skills in those members who will lead committees and / or Council activities.

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

In late 2017 and early 2018 Council members participated in a series of self-evaluation questionnaires with the aim of evaluating Council performance. The responses highlighted that improvements could be made to the induction program.

### Written Code of Conduct

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

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

delivery, and the expectation that staff will conduct their duties in a responsible and conscientious manner

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

### Enterprise risk management and internal audit

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

During 2018, the University undertook a project to map and define the Risk Management Framework. This project resulted in a significant advance in the understanding of how the University performs enterprise risk management. It also resulted in the development of tools that will be used to monitor compliance requirements and assurance related activities. In August an independent external review of the project was undertaken. The following is an extract from the external review:

*It was clear from both the review of documentation and from interviews conducted, that Charles Darwin University has been developing its risk management program to standards currently regarded as leading practice in the sector. While some aspects of the program had their genesis prior to the development of the university's Risk Management Framework, it is clear that legacy policies and procedures have been identified and are in the process of being aligned with the Framework, as part*

*of their renewal process. In particular, the identification of the University's governance / legislative / compliance requirements has been comprehensively identified, charted and delivered in a format accessible to the entire CDU community, including via regular staff notification of new policy and procedures. Staff will have a clearer understanding of their professional obligations as a result of this work.*

Enterprise Risk Management is an activity that is constantly evolving as the operating environment changes. The new Risk Management Framework and linked activities better position the University to respond early to potential risks.

### Satisfactory health and safety measures in place

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

### Voluntary Code of Best Practice for Governance of Australian Universities

The Voluntary Code of Best Practice for the Governance of Australian Universities, developed by the University Chancellors' Council and approved by the Commonwealth Ministerial Council for Tertiary Education and Employment, sets out the criteria thought necessary to demonstrate best practice. The Council adopted the revised Code of Best Practice in 2018. The Council considers that it is compliant with the Code.

## Council members



1. **Mr Neil Balnaves AO**  
Chancellor
2. **Mr Richard Ryan AO**  
Deputy Chancellor
3. **Professor Simon Maddocks**  
Vice-Chancellor and President
4. **Mr Ken Davies**
5. **Mr Alan Morris**
6. **Ms Jodie Ryan**
7. **Mr Lorenzo Strano OAM**
8. **Professor Judith Whitworth AC**
9. **Mr Bryan Baker**
10. **Mr Ray Simpson**
11. **Dr Aggie Wegner**
12. **Ms Rachael Jones**
13. **Ms Leena Kesava Panicker**

## 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 18 access and correction requests in 2018.

## Students and decision-making

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

## Meetings of Committees

	Council Meetings		Finance and Infrastructure Development		Audit and Risk		Nominations Honorary Awards and Legislation	
	A	B	A	B	A	B	A	B
Neil Balnaves AO	6	5	6	4	3	3	3	3
Simon Maddocks	6	6	6	6	3	2	3	3
Ken Davies	6	6	-	-	-	-	-	-
Alan Morris	6	6	6	3	3	2	-	-
Jodie Ryan	6	3	-	-	-	-	-	-
Richard Ryan AO	6	5	6	5	3	2	3	3
Lorenzo Strano OAM	6	4	-	-	-	-	-	-
Judith Whitworth AC	6	4	-	-	-	-	-	-
Bryan Baker	6	4	-	4	-	-	-	-
Ray Simpson	6	5	-	-	-	-	-	-
Aggie Wegner	6	6	-	-	-	-	3	3
Rachael Jones	6	4	-	-	-	-	-	-
Leena Kesava Panicker	6	5	-	-	-	-	-	-

### Legend

A = Number able to attend

B = Number attended

## Principal Officers

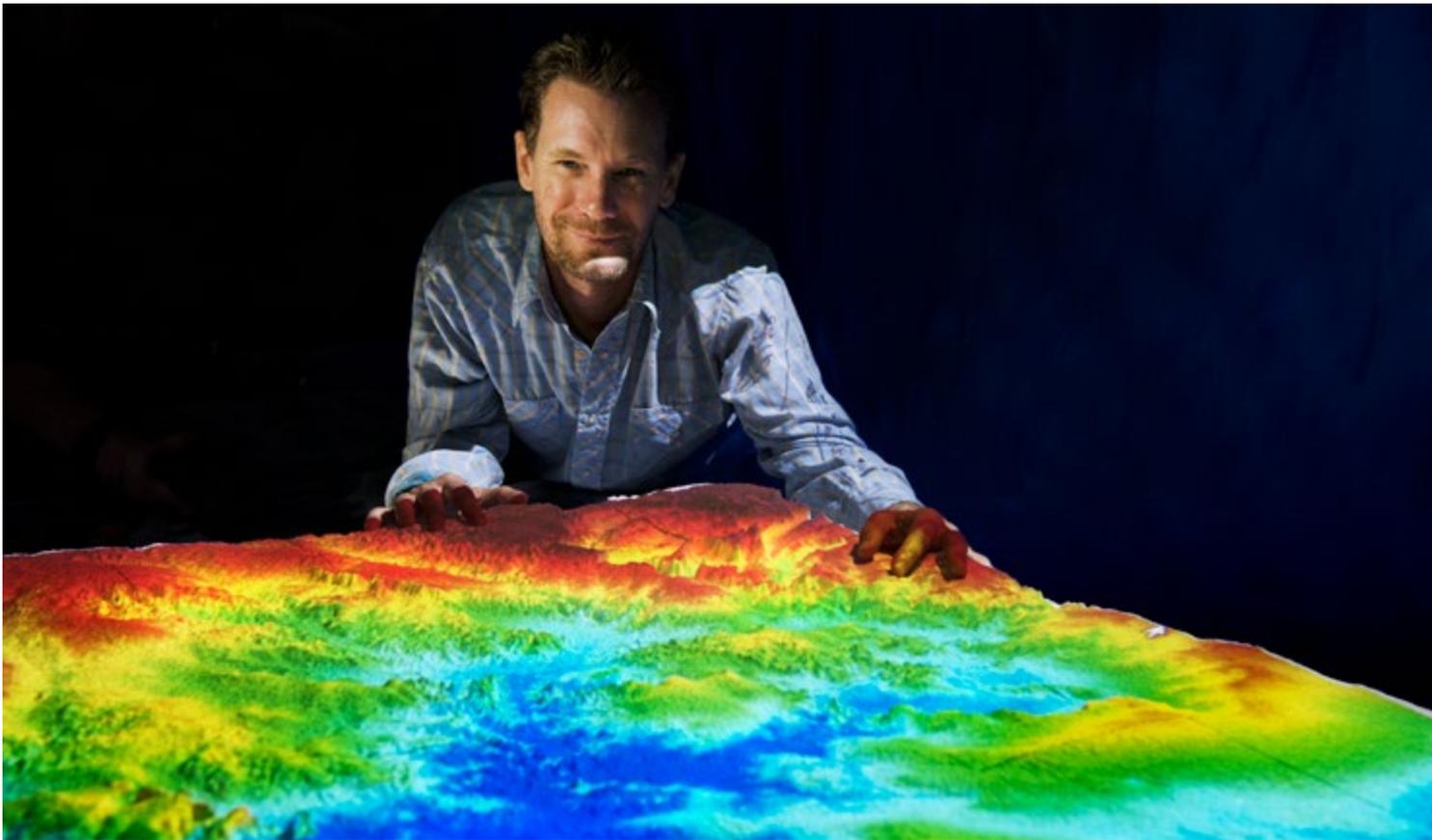


1. **Professor Simon Maddocks**  
Vice-Chancellor and President
2. **Professor Sue Carthew**  
Provost and Vice-President
3. **Professor Lawrence Cram**  
Deputy Vice-Chancellor and Vice-President, Research and Research Training (until October)
4. **Ms Meredith Parry**  
Deputy Vice-Chancellor and Vice-President, Operations
5. **Mr Andrew Everett**  
Deputy Vice-Chancellor and Vice-President, Global Strategy and Advancement
6. **Ms Christine Robertson**  
Pro Vice-Chancellor, Vocational Education and Training (until December)
7. **Associate Professor Steve Shanahan**  
Pro Vice-Chancellor, Higher Education
8. **Ms Anne Coulter**  
Chief Financial Officer
9. **Professor Adrian Miller**  
Pro Vice-Chancellor, Indigenous Leadership (to June)
10. **Professor Barry Judd**  
Acting Pro Vice-Chancellor, Indigenous Leadership (to December)
11. **Professor Robert Fitzgerald**  
Pro Vice-Chancellor, Education Strategy
12. **Professor Philip Seltsikas**  
Pro Vice-Chancellor, Student Engagement and Success

Award-winning VET Electrotechnology Educator Sarah Brunton.



# Our outstanding staff and students



Rohan Fisher is advancing understanding of bushfire behaviour.

## **New dimension to fire mapping**

**A** three-dimensional mapping tool that helps to understand bushfire behaviour was recognised with a national award.

Developed by the College of Engineering, IT and Environment researcher Rohan Fisher, the Projection Augmented Physical Landscapes tool was joint winner of the Education Technology category of the Australian Financial Review Higher Education Awards.

The tool uses 3D-printed or sand landscapes over which are projected landscape process simulations such as fire. The tool creates an image that acts like a 3D hologram of a landscape area.

## Excellence in Indigenous research

The University has won a national excellence award for a series of research projects designed to better understand the needs of Indigenous Territorians in Higher Education (HE). Adjunct Professorial Research Fellow Dr James Smith received the Australian Rural Education Award at the Society for the Provision of Education in Rural Australia conference.

It is the second time in three years that CDU has won the award, which recognises projects that demonstrate a link between a regional or remote school and the local community, and which benefit a defined equity group.

This year's award recognised five projects that provide evidence for stronger policy and better strategies to improve remote student engagement, participation and completion in HE.

### Team receives teaching citation

A CDU team was recognised with a Citation for Outstanding Contribution to Student Learning as part of the Australian Awards for University Teaching.

Dr Penny Wurm, the late Associate Professor Bronwyn Myers, Rohan Fisher, Sam Pickering and Pia Harkness received the award from Universities Australia for the project titled "Eastern Indonesian Field Intensive", offered by the College of Engineering, IT and Environment in partnership with Indonesian universities.

### Fulbright scholarships

Two of the University's top researchers were awarded Fulbright scholarships to further their work in the United States.

Dr Anna Ralph from Menzies School of Health Research was awarded the Fulbright NT Scholarship while the Research Institute for the Environment and Livelihoods' Dr David Crook received a national Fulbright Professional Scholarship. Dr Ralph's research focuses on rheumatic heart disease and Dr Crook works on fish migration.

### NT Training Awards

CDU VET won six categories at the 2018 NT Training Awards, including Training Provider of the Year for the second consecutive year.

Individual winners were Chrissy Zelle, VET teacher / trainer of the Year; Nathan Powell, Austin Asche Apprentice of the Year; Kimberly Brewster, Trainee of the Year; Sonny Malmerin-Fejo, Aboriginal / Torres Strait Islander Student of the Year; and Jemma Young, VET in School Student of the Year.

### NT Export and Industry Awards

The Chief Minister's Northern Territory Export and Industry Awards in September recognised two CDU students.

The StudyNT International Student winner was Benjamin Poveda-Alfonso while Kristina Mu was named StudyNT Business Student winner.

SPEE3D, CDU's partner in the Advanced Manufacturing Alliance that operates the 3D metal printer, won the Austrade Emerging Exporter Award and the Manufacturers' Council Manufacturing Award.

### Industry recognition

VET Electrotechnology Educator Sarah Brunton was commended at the 2018 Tradeswomen Australian Conference for her dedication and support of female participation in electrotechnology.

Ms Brunton is a founding member of the Darwin Sparkettes, and Supporting and Linking Tradeswomen group, making a large impact on female participation in trades across the Northern Territory.

### Nursing innovation

The Diploma of Nursing team was recognised with a Blackboard Exemplary Course award for an online unit. This award recognises innovative courses that represent the very best in technology and learning.

### Master Builders awards

Carpentry apprentice Rory Milner won both the General Building and Construction Apprentice of the Year, and Overall Apprentice of the Year categories at the NT Master Builders Association Awards. Competing against apprentices from across the country, Rory also took out the National Apprentice of the Year category at the national awards.



Jared Bentvelzen (left) and Justin Lord celebrate their Flying Spanners success.

### NAIDOC top apprentice

CDU VET trained electrician Tyrone De Santis won the NT National Aborigines and Islanders Day Observance Committee Apprentice of the Year award. Marie Rowell and John Artango jointly won the VET Student of the Year category.

### Spanners fly in Red Centre

Alice Springs diesel mechanics Justin Lord and Jared Bentvelzen won the Red Centre NATS Flying Spanners competition in record time.

The pair disassembled and rebuilt a four-cylinder Holden engine in just 17 minutes and 33 seconds, slashing six minutes off the previous record set last year.

### Library tops user survey

The CDU Library scored highly on an *Insync* Library Client Satisfaction survey of more than 1700 people.

CDU's score of 82.9 placed the library first when benchmarked against 27 participating university libraries in Australia and New Zealand. The survey measured how the library performed in specific areas identified as important by staff, students and others in the university community.

### VET recognition

The CDU VET Brand Campaign, "Come and see more with us at Charles Darwin University VET", won a Gold award in the Innovation in Brand Development category, and a Silver award in the Innovation in Brand Renovation / Re-Branding category at the 2018 Asia Pacific Stevie Awards for Excellence in Business Innovation.

A Law student practises her skills in the training court room on Casuarina campus.



# Transformative skills and learning

This was a transition year for Charles Darwin University (CDU) as it fully implemented a new Higher Education (HE) academic structure comprising six Colleges. The University's Strategic Plan, *Connect Discover Grow*, establishes CDU as a new world university: outward looking, regionally engaged, developing strong Indigenous leadership, delivering transformative skills and learning and high-impact research.

The structural reorganisation of academic areas supports CDU's strategic aspirations for quality and growth, and provides an opportunity to promote disciplinary synergies, visibility and coherence. Six Deans were appointed to head the Colleges.

The Colleges are:

- ▶ Business and Law
- ▶ Education
- ▶ Engineering, IT and Environment
- ▶ Health and Human Sciences
- ▶ Indigenous Futures, Arts and Society
- ▶ Nursing and Midwifery.

The new HE academic structure was further supported by the appointment of Pro Vice-Chancellors to head two newly created portfolios of Education Strategy and Student Engagement and Success.

## TEQSA, ASQA and accreditation

**TEQSA risk assessment:** In August the Tertiary Education Quality and Standards Agency (TEQSA) delivered its updated risk assessment of CDU. TEQSA uses risk assessments to guide its risk-based approach to assuring HE standards, including the scope of evidence requirements for applications for renewals of registration and course accreditations. The risk assessment identified a low overall risk to students, but risks were identified in relation to student attrition and progress rates.

The process of CDU's renewal of registration with TEQSA continued throughout the year. By the year's end, no further information had been received from TEQSA in relation to the renewal of registration and work continues in relation to actions identified during the self-assessment and submission process, particularly those related to the academic re-organisation. The University's registration status remains "Ongoing, pending renewal" until the assessment process is completed.

**ASQA audit:** The Australian Skills Quality Authority (ASQA) conducted an onsite audit at Casuarina campus during September. The auditors complimented VET staff, the standard of VET facilities and the standard of the real-world skills our students were acquiring. ASQA renewed the University's registration as a National VET Regulator Registered Training Organisation for seven years from 21 September 2018. A similar notice was received that contained the approval for the CDU CRICOS registration for the same period.

**Course accreditation and reaccreditation:** The University reviewed its course accreditation and reaccreditation procedures and prepared models for trial and subsequent implementation. The review had several dimensions to place greater emphasis on quality enhancement and continual improvement rather than being compliance-driven.

Components of the review included:

- ▶ how course data, student feedback, market trends and demand are reviewed to inform future opportunities and developments through a process of continual improvement. This will be in the form of a new annual course-monitoring process with data dashboards and information provided for all courses with standardised reporting templates and processes
- ▶ how course and unit enhancements are identified, implemented and reviewed to ensure a current curriculum that meets the needs of students and industry
- ▶ how courses are developed and internally accredited to ensure a more responsive and collaborative approach to course design and approval
- ▶ how courses are reviewed on a five-yearly basis to ensure they are meeting student and industry demand. This will include external benchmarking and review
- ▶ the systems used to capture and record the process of course development and review.

To support the course accreditation and reaccreditation review, a project was initiated in relation to the development of frameworks to support curriculum design. This will include the development of effective course and unit learning outcomes and assessment.

The new annual course-monitoring process aims to give greater emphasis to quality enhancement and continuous improvement, with streamlined workflows and approvals to ensure a more proactive and agile curriculum system. A review of system requirements will take place in 2019 to augment the course design and review process.

**Cost of teaching review:** In late 2018 CDU was required by the Australian Government to participate in a national review of the cost of teaching in HE. Only select universities were required to participate as it was acknowledged by the Government that the reporting requirement was extremely onerous and not all institutions would be able to report against the framework in the tight timeframes required. CDU was included to ensure that the sample of universities in the review was representative of providers in all states and territories, and that it included representation from regional and dual sector universities.

### Cross-College teaching

The College of Indigenous Futures, Arts and Society (CIFAS) began work on establishing an Indigenous teaching and research team to increase engagement in Indigenous content and pedagogy. CIFAS, which teaches >50% into other Colleges, is developing dual academy approaches to teaching and has a research program underpinned by Indigenous partnership. CIFAS plans to build on this reputation and strength to increase these activities, particularly teaching into or with other Colleges through a modular series. CIFAS is streamlining and improving programs to increase engagement of Indigenous people and perspectives to improve outcomes, pathways and ethical and impact-driven practice. Indigenous contemporary issues units are being developed for use across the University.

Other initiatives included teaching with lecturers across Colleges to embed Indigenous perspectives in courses, supporting multi-disciplinary research through Indigenous consultant groups,

leadership and international indigenous alliances, designing partnership models that meet Indigenous procurement and university-quality standards.

**Curriculum development:** Work began on a curriculum development resource to support the streamlined and revised process for course development. This resource will provide tools and guidance to academics when designing courses and units in terms of learning outcome development, assessment and other key aspects of curriculum design. The aim is to ensure quality and consistency in curriculum development that meets the needs of students and industry in line with the University's strategic plan.

The following courses were accredited or registered:

- > Graduate Certificate of Business Administration\*
- > Diploma of Health\*
- > Diploma of Higher Education Studies\*
- > FBP10217 Certificate I in Baking
- > FBP20217 Certificate II in Baking^
- > FBP30317 Certificate III in Cake and Pastry^
- > FBP30417 Certificate III in Bread Baking^
- > FBP30517 Certificate III in Baking^

\*Alternative exit only

^ Superseded qualification is not equivalent



From left: Lucy Frost, Genevive Ifunanya Ebelebe and RedR's Paul Bulger during the training exercise.

### 'Internally displaced' people flood CDU

Political unrest, tribal clashes and thousands of internally displaced people tested the wits, nerves and skills of students in a simulated disaster at CDU.

CDU's collaboration with RedR Australia was the climax of an intense two-week practical unit for the second-year Bachelor of Humanitarian and Community Studies students, who gained hands-on experience in providing humanitarian aid to 15,000 displaced people in the fictitious country of Sebedoh.

They faced issues such as gaining permission to enter the country, negotiating access to people in need of lifesaving relief,

coordinating with other stakeholders and arranging logistics in moving aid supplies into disaster-affected areas.

The simulation exercise provided students with a safe environment to experience challenges they would face in a real disaster situation. It also prepared them for international placements as part of their degree.

CDU's partnership with RedR Australia ensures students gain internationally recognised training under the guidance of highly experienced humanitarian aid professionals.

### VET Educator Capability Framework

The Organisational Capability area collaborated with VET to develop a VET Educator Capability Framework, which will be used for all VET teachers, Team Leaders and Heads of Schools. The framework aligned to Strategic Priority 4 of the VET Plan 2017-2019, providing the capabilities required to perform effectively as an educator, manager and leader in VET. It describes the progression of skills

and knowledge required to develop and enhance an educator's career, as well as a common language and a set of standards for VET educators at CDU and is linked to performance plans. The team implemented a program to align all VET teaching staff to the new Australian Government Standards for Registered Training Organisations. This ensures CDU has a full complement of qualified staff for teaching in 2019.

### Student performance and Learnline

The University's student learning technologies, Learnline, remained at the leading edge of University engagement. Two features were expanded to improve student retention reporting. Initiatives relating to student performance included:

- ▶ upgrades to Learning Analytics infrastructure and modifications to reporting to reflect changes to the University academic structure in HE

Kayla Weckert (left), Chad Mumme and Taleeha Ramsay check out the Island Ranger app.



### Island Ranger shares aquaculture secrets

Taleeha Ramsay and Kayla Weckert are among the first students to trial a new aquaculture game as part of their CDU VET course.

The students are transported from their classroom to a virtual island on their laptop through the Innovative Media Production Studio project, "Island Ranger".

"We're really excited to learn more about aquaculture from our phones or laptops," Taleeha said.

"We are studying for a Certificate II in Aquaculture and this is really going to help us learn at our own pace."

Maritime and Seafood Team Leader Chad Mumme said students could safely and easily explore and experiment in this virtual world.

"The game draws attention to key monitoring equipment and thresholds for water conditions of particular animals," he said.

"It's interactive and has the player running an aquaculture farm on an island – with each level they learn more about what needs to be done.

"It's more practical, reducing time and the expense of hands-on activities in the field."

- ▶ expansion of online proctorial services for students across a range of disciplines to take invigilated tests in the home environment
- ▶ significant contributions and joint lead institution on the Innovative Research Universities (IRU) Student Analytics Project titled "Learner facing learner analytics an analysis of student perspectives". Work during 2018 was connected primarily with the deployment of a student survey and focus groups across IRU membership institutions
- ▶ The Education Strategy portfolio led the development of a wide range of interactive resources and open textbooks, which are open education resources licensed under an open copyright licence and made available online to be used freely by students to improve learning experiences and outcomes in units such as Anatomy and Physiology SBI171 and 172.

Work was ongoing with Learnline to move current sites from document repositories of information to sites of engagement and interest. The University signed a five-year agreement in May with Blackboard that included migration of CDU's online learning platform to a cloud-based environment. The benefits of moving to this environment include zero downtime for upgrades and extra resources and scale to meet demand during periods of heavy use. The deployment and move to the flexible upgrade model are the first steps towards enabling Blackboard Learn Ultra, a new learning management system, which CDU will transition to in 2019.

Blackboard Learn Ultra will modernise the user interface and workflows of Learnline, allowing quick access to the most critical information for students

with a cross-unit perspective to eliminate the need for academics and students to search inside individual courses for information. Migration and upgrade of CDU's ShareStream media streaming service from a self-hosted environment to a Software as a Service cloud environment, ShareStream Next, began in October, improving infrastructure, providing a better experience for staff and students, and gaining additional IT storage space.

The Innovative Media Production Studio team enhanced the student experience by developing more than 500 innovative resources across all areas of the University. These included more than 1000 resource files such as videos, interactive resources, web apps, simulations and gamified activities.

### Increasing pathways

VET continued to collaborate with HE to identify pathways that support students to continue their studies. VET and HE designed and implemented four new pathways from VET IT to HE IT, allowing domestic and international students to transition into undergraduate IT studies with credit into four different programs.

VET, in collaboration with James Cook University (JCU), developed an articulation and credit pathway from VET Aquaculture into undergraduate Science majoring in Aquaculture Science and Technology. JCU is a leader in Marine and Aquaculture Science and this articulation also provides students with the opportunity to study in Australia or Singapore.

## Female apprentice / trainee growth

Female participation increased in apprenticeships and traineeships through tailored programs focusing on increased female participation in trades, industry demand and technological innovations removing barriers to participation.

Katherine Rural campus recorded a significant increase in female apprentices in its Rural Operations programs. Female apprentices and trainees comprise about 70% of apprentices and trainees at the campus. Staff and students recognised digital innovation as one way to increase female participation in the industry, allowing Rural Operations staff to work smarter using technology.

Power Careers was established to enable women to enter quickly into the trades workforce through intensive program delivery. It is a partnership between CDU, Group Training Northern Territory and the Northern Territory Government.

## Supporting NT health sector growth

**New VET health qualifications:** Health is a critical local and national industry that has strong current and future demand. VET expanded its educational offerings in Health by introducing three new qualifications, allowing more students to enrol in health service and allied health qualifications to support the growing demand and skills shortages in health support.

### Indigenous health apprenticeships:

The NT Aboriginal Health Academy (NTAHA) was created by Indigenous Allied Health Australia and Aboriginal Medical Services Alliance Northern Territory, supported by the Industry Skills Advisory Council NT and the NT Department of Education, to increase Indigenous student participation in the health workforce.

NTAHA began training in 2018, supporting Indigenous VET for Secondary Students to undertake one of the new health assistance programs under a schools-based apprenticeship.

### Nursing HE to VET Recognition

**of Prior Learning:** VET collaborated with HE to support rapid undergraduate engagement with the health workforce while students continued to study. Course mapping was completed for recognition of prior learning into a health service assistance qualification for first-year undergraduate Nursing students, allowing them to be qualified immediately to engage in the health workforce while continuing their studies. The dual sector approach to scaffolding discipline-specific tertiary courses allows students to gain an employability edge, improving their ability to work in their chosen discipline, rapidly increasing workforce participation in health, while increasing their professional capability through continued studies.

### Home and Community Care:

Long-term partnerships and collaborations also supported VET's upskilling and development of the health workforce. VET had its long-standing Commonwealth-funded Home and Community Care contract renewed in 2018. Valued at \$1.2 million, VET continued to deliver Home and Community Care training to aged care workers in remote areas across the Northern Territory where there would otherwise not be direct access to training opportunities.

## Campus / community model

### Horticulture on the Tiwi Islands:

VET provides mixed delivery models for some of its remote Indigenous programs using a community and campus model. In 2018 VET began delivering Horticulture training in the Tiwi Islands by delivering training to students at both Wurrumiyanga, Bathurst Island, and on Casuarina campus. This method allows students to experience campus life and the University's Horticultural facilities, while also making training accessible without students required to be away from their communities for extended periods.

**Endeavour grant:** A group of VET Hair and Beauty students and staff visited Singapore for an Asian bridal make-up course supported by an Endeavour Grant. Staff and students had a valuable cultural experience that improved their practice and delivery of Hair and Beauty training.

### Educator training in Timor-Leste:

VET students had various mobility opportunities between Timor-Leste and Darwin. CDU students visited the SenaiNT English Language Centre in Dili to complete part of their language, literacy and numeracy training. As recipients of an Endeavour Mobility Grant, the visit allowed students to complete some of their practicum requirements as part of their studies and allowed for broader professional development and knowledge exchange between VET educators, students and SenaiNT staff. Timor-Leste students also visited Casuarina campus for training and used specialised facilities for the oil and gas, and tourism and hospitality industries.

PhD candidate Ganesh Koramanill (left) and Skye Clayton discuss the barriers Indigenous people face at university.



# Leadership in Indigenous tertiary education

The barriers Indigenous students face in accessing and participating effectively in Higher Education (HE) are well recognised across Australia. Charles Darwin University (CDU) has shown national leadership in undertaking multiple Indigenous HE projects to build an evidence base about what works best for Indigenous students. These projects are often undertaken in collaboration with other national HE institutions with an interest in Indigenous student success.

This research leadership was acknowledged in November when the Society for the Provision of Rural Education presented the Australian Rural Education Award, at the organisation's national conference. The award was for a cluster of five intersecting research projects to strengthen policy and practice strategies aimed at increasing the success of regional and remote Indigenous HE students across the NT, including:

- ▶ building evidence about Indigenous pathways and transitions into HE, funded by the Higher Education Participation and Partnerships Program (HEPPP) National Priorities Pool (NPP), Department of Education and Training (DET)
- ▶ in partnership with Swinburne University, identifying strategies for promoting VET to HE transitions for Indigenous learners, funded by the National Centre for Student Equity in Higher Education (NCSEHE)
- ▶ in partnership with the Batchelor Institute of Indigenous Tertiary Education (BIITE), review of the influence of Indigenous HE Policy in the NT, funded by the HEPPP NPP, DET

- ▶ in partnership with Central Queensland University (CQU), James Cook University, University of South Australia and University of Newcastle, addressing the gap between policy and implementation: strategies for improving educational outcomes for Indigenous students, funded by the Commonwealth Office of Learning and Teaching
- ▶ in partnership with CQU, understanding completion rates of Indigenous HE students from two regional universities, funded by NCSEHE.

These projects involved Indigenous leadership and capacity-building in the design and implementation of the research. While some of the projects included a focus on urban Indigenous students, the primary focus has been on regional and remote Indigenous student contexts. Outcomes of these projects have been wide ranging with multiple conference presentations and publications during the past three years.

Research Fellow Marianne St Clair shows how her smartphone can be used as a diagnostic tool.



### Broadband 'key' to Indigenous health

Northern Institute Research Fellow Marianne St Clair declared the broadband internet a "game changer" for Indigenous health when she joined other experts to discuss the advances in connectivity and digital inclusion in regional, rural and remote Australia at the Broadband for the Bush Alliance Forum VII.

Ms St Clair said telehealth (the use of video-conferencing) had been a "game changer" in remote Indigenous health service delivery.

"By utilising pictures from the internet, the supervising GP can clearly show patients and families what the problem is and the treatment required," Ms St Clair said.

"Telehealth means less confusion, better diagnosis and triage, and faster turnarounds. It has helped 'close the gap' in remote Indigenous health."

She said the technology had been integral in speeding up the communication process.

"Culturally, decision-making in remote communities involves the whole family, which can take precious time," she said. "With telehealth, the specialist, clinic staff and the whole family can make a decision within a week and the patient has a much better prognosis."

Ms St Clair said telehealth meant many patients were able to stay in their communities rather than travel to town.

### Indigenous Leadership Strategy

The University Council endorsed the Indigenous Leadership Strategy (ILS) developed by the Office of the Pro Vice-Chancellor, Indigenous Leadership (OPVCIL) in collaboration with Colleges and administrative units to improve Indigenous student success. The ILS is directly aligned to the CDU strategic plan and provides a roadmap for progressing Indigenous education outcomes at CDU across teaching and learning, research, engagement and international portfolios. The ILS is designed to be a living document.

### Indigenous HE policy presentation

The year began with the presentation of the first "People. Policy. Place" seminar, which reviewed Indigenous HE policy in the Northern Territory. Organised by the OPVCIL, the seminar posed the question: "Where have we come from and where are we heading?" to the 40-strong specialist audience.

Indigenous staff continued to progress public discussion around the politics of Indigenous identity with an event on Casuarina campus. Personal narratives provided rich examples of the broad cultural diversity of Indigenous Australians with an emphasis on how they contribute to the national identity of Australia. Important lessons for the educational core activities of teaching, learning and research were acknowledged by participants as helping the nation understand Indigenous Australians as a culturally diverse group.

Professor Stephen Garnett: "Extraordinary scale of indigenous peoples' ongoing influence."

## Central Australia research

A one-day research symposium, titled "Exploring Research of Central Australia", was held to showcase Central Australian research and offer professional learning and networking opportunities to researchers working in Central Australian contexts. The theme of "Knowledge Intersections" originated in the 2017 symposium of that name, hosted by BIITE and tied into the NT Writers' Festival concept of "Crossings – Iwerre-Atherre". The language in the festival concept came from local Arrernte people who interpreted crossings to mean two roads meeting, neither blocking nor erasing the other.

Local researchers explored the interdisciplinary and intercultural aspects of their work by responding to questions such as:

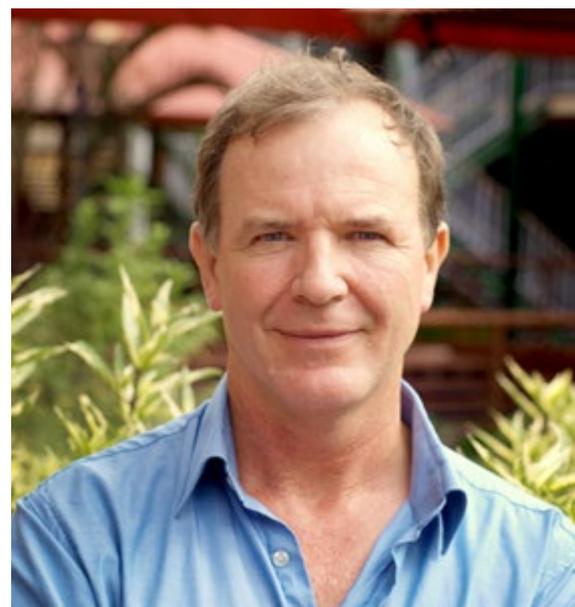
- ▶ what counts as sustainable research in Central Australian contexts?
- ▶ where might ethics and suitable practices converge?
- ▶ what can happen when art and research meet?

## Mobile technologies

The Australian Research Council awarded the University a \$322,500 Discovery Grant to explore the use of mobile technologies to support Indigenous and non-Indigenous people working together and learning each other's languages in the process. Northern Institute linguist and computer scientist, Professor Steven Bird received the three-year grant. Professor Bird has already explored the use of mobile devices in his preliminary work to learn and teach Kunwinjku, the main language spoken in the West Arnhem region.

## Indigenous sovereignty

The idea of treaties with Indigenous Australians was one of the issues explored in a unit offered for the first time in Semester 2. The unit is part of the Graduate Certificate of Indigenous Engagement, a program operated externally by the College of Indigenous Futures, Arts and Society. The unit explores ways Indigenous people have expressed their sovereignty, developments in social, judicial and political history including the presentation of the Bark Petition to the Australian Parliament, the Barunga Statement, the establishment of the Tent Embassy, the 2017 Uluru Statement and other events that have shaped the national narrative of Indigenous Australia. The unit helps students to understand the interplay between the concept of Indigenous sovereignty, the processes of colonisation and the challenges of reconciliation.



## Indigenous peoples 'critical to conservation'

Indigenous peoples own or manage at least one-quarter of the world's land surface, according to a study published in the journal *Nature Sustainability*.

CDU Professor of Conservation and Sustainable Livelihoods Stephen Garnett, who led the international consortium that mapped land occupancy and management, said that understanding the extent of lands over which indigenous peoples retained traditional connection was critical for several conservation and climate agreements.

"Not until we pulled together the best available published information on indigenous lands did we really appreciate the extraordinary scale of indigenous peoples' ongoing influence," Professor Garnett said.

The 38 million square kilometres owned or managed by indigenous peoples were spread across 87 countries or politically distinct areas and overlapped with about 40 per cent of all terrestrial protected areas.

One of the striking findings of the study was the extent of lands with strong indigenous connections that were little changed by development.

## Pathway to Law

Sixteen Indigenous people had their first taste of what it might be like to be a lawyer during an innovative CDU program in Summer Semester, which was designed to boost the number of Indigenous lawyers in the Northern Territory. Indigenous people make up only 5% of CDU Law students and just seven Indigenous lawyers practice in the NT out of 500 legal professionals. CDU brought back a highly successful program from the 1990s that not only encouraged Indigenous students to consider a legal career but also provided a pathway into the law for those who might be mature age or without Year 12 results.

The four-week Pre-Law Program attracted people from throughout the NT and ranged in age and life experience from Year 12 school leavers to one participant aged in her 60s. The course, which prepares people for formal study, included intensive exposure to how to think like a lawyer, research and argument construction, and how to present arguments. The Pre-Law course is part of CDU's Indigenous Pre-Law and Mentoring Program and funded with the help of the NT Law Society Public Purposes Trust and scholarships funded by local law firms and legal professionals.

## Community engagement

**Vincent Lingiari Lecture:** Ms Josie Nangari Crawshaw, a Gurindji woman born in Darwin on Larrakia country, delivered the 18th Annual Vincent Lingiari Memorial Lecture on Casuarina campus in August. In her lecture titled “The right for Australia’s First Peoples to be self-determining requires a collective mind shift”, Ms Crawshaw reflected on the impact that the August 1966 walk-off from Wave Hill Station by Indigenous workers had on the 1967 referendum relating to Indigenous Australians. She also shared the story of the advocacy, persistence and resilience of her Gurindji mother, Nawurla, and how it has informed her own life’s work.

Ms Crawshaw critically analysed policy conceptualisation, identified meaningful structural reforms that recognise First Nations Peoples in Australia’s Constitution and posed the question: “Can a modern Australia recognise the rightful place of its First Peoples of this country as a collective responsibility of all Australians to again say ‘Yes’?”

**NCHESSE Roundtable:** The University hosted the Darwin Roundtable in October to generate feedback and input from NT stakeholders into the national report on student equity in HE. The full report is titled “The Best Chance for All: Student equity 2030 — A long-term strategic vision for student equity in higher education”.

It presented fundamental principles for shaping an equitable HE system moving into the next decade and was the result of a nationwide collaborative project by the NCHESSE. More than 150 stakeholders nationally directly shaped the policy statement and key recommendations for future policy, practice and research.

**Investiture on country:** The Northern Institute’s Dr Kathy (Gotha) Guthadjaka made the Queen’s Birthday Honours List and in October was officially appointed a Member of the Order of Australia by the Administrator of the Northern Territory, Her Honour the Honourable Vicki O’Halloran AM. For the first time, the Investiture ceremony was held on Gäwa, Elcho Island, which is Dr Guthadjaka’s country. A small delegation of her colleagues travelled to Gäwa to help commemorate the occasion, which was presided over by senior Warramirri clan Elder Daymaṅu (James) Bukulatjpi.

## Leadership

Professor Adrian Miller left the position of Pro Vice-Chancellor, Indigenous Leadership mid-year and CDU began the recruitment process for a replacement. Professor Barry Judd, from Alice Springs campus, took on the role in an acting capacity until December.

Co-editor Dr Samantha Disbray.



### Book tracks bilingual education history

A book that chronicles more than 40 years of bilingual education in the Northern Territory was launched in Central Australia in May.

Co-editor Dr Samantha Disbray said the book, titled *History of Bilingual Education in the Northern Territory*, honoured the work of staff in bilingual programs at 29 remote schools.

"It's a collection of stories and case studies from more than 20 contributors who offer insights into the policy settings

that either helped or hindered bilingual education since its introduction in the NT in 1973," Dr Disbray said.

The book captures the knowledge and the intellectual efforts of an innovative group of educators who became internationally recognised for their work in 24 different languages throughout the Territory.

The Code Fair on Casuarina campus celebrates students' coding achievements and provides the wider community with an opportunity to view student projects.



# Critically engaged in our region

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The Australian Government announced in November that it would match the \$100 million funding pledged by the Northern Territory Government to create the Darwin City Deal. The bulk of the Australian Government funding will go towards building a Charles Darwin University (CDU) vertical campus in the Darwin CBD.

**T**he City Deal brings together the Australian and NT governments, the City of Darwin and CDU to develop Darwin into a vibrant and liveable tropical city during the coming decade and acknowledges CDU's role in the city centre's revitalisation and the future economic prosperity of the region. The new campus will include accommodation for 1000 students and space for 600 staff and is expected to appeal to international students. This student cohort has been identified in CDU's strategic plan as a key contributor to the future prosperity of the University.

Analysis by Deloitte Access Economics has found that the CBD campus could increase economic output in the Darwin region by more than \$250 million during the next 15 years and sustain an extra 100 jobs in the Darwin economy by 2023.

The wider education and civic precinct in the CBD will include a new integrated library that combines collections housed separately by the NT Government, the City of Darwin and CDU. The implementation plan for the Darwin City Deal is expected to be released in mid-2019.

## **CDU / NT Government Partnership Agreement**

The CDU / Northern Territory Government Partnership Agreement continues to be an important relationship for CDU. Established in 2003, the Partnership recognises CDU's critical contribution to the social and economic fabric of the Northern Territory and the importance to the jurisdiction of its own tertiary institution with resident teaching and research capacity. The purpose of the Partnership Agreement is to strengthen the relationship by identifying common strategic objectives in the areas of education, research, community engagement, capacity building, industry development and social inclusion. The NT Government's Economic Development Strategy and the Darwin City Deal will be significant areas for collaboration in 2019.

## Business development

The University continued to pursue greater industry engagement through research partnerships and delivering short courses and skills training. The slower economic activity in Darwin during the past two years has had significant impact on CDU's ability to diversify its revenue into the non-traditional teaching mode of service delivery. The potential for growth is continually being explored with several priority industries such as Defence, health care and cybersecurity.

A new position of Director, Business Development and Strategic Partnership was created in June to help drive growth. This role will propel a CDU-wide agenda of improvement in business development processes to better position the University to be agile in identifying and capturing opportunities.

An example of CDU's successful industry engagement included a new \$1 million, five-year agreement with Power and Water Corporation for the continued support of the Chair in Sustainable Engineering at CDU.

**Defence engagement:** CDU continued to engage with Defence and National Security to form deeper relationships with Defence NT. There was strong engagement with Defence NT, NT's Defence and National Security Advocate and the Strategic Defence Advisory Board. The intention is to build on this in 2019 and develop strategic relationships to provide services to the Defence and National Security sectors as well as providing education and training to Defence members and their families.

**Advanced manufacturing needs:** VET and the Advanced Manufacturing Alliance (AMA) worked together to develop a course to engage VET students in industry 4.0 and advanced manufacturing technologies using the SPEE3D high speed metal printer. VET and the AMA also welcomed their first advanced manufacturing apprentice. The course will go into trial delivery in early 2019.

**Regional engagement and development:** In November the University created and recruited to the new position of Director Regional Engagement and Development. Located in Alice Springs, this strategic position was created to provide leadership for the University's engagement with the regional and remote communities of the Northern Territory. The position is working closely with the NT Government's Regional Network to deliver on CDU and joint initiatives, and build and strengthen relationships with Indigenous communities, local businesses and strategic stakeholders.

**Workforce development project:** VET took the lead on a collaborative project with the NT Department of Trade, Business and Innovation, the Australian Council for Private Education and Training NT, and the Industry Skills Advisory Council NT to deliver the NT VET Workforce Development Project. The project, which began this year, allows VET trainers to meet, collaborate and share knowledge and practice, collectively raising the quality of the industry across the Northern Territory. The project developed a Community of Practice to run events, share critical resources and scope three new Training and Assessment qualifications to be delivered in 2019.

## Educators in the community

VET staff are continually developing their skills and experience through community engagement, often involving students to improve the student experience, and to develop in VET students a sense of commitment to community. This ranges across all disciplines from Trades' participation in the Red Centre NATS, showcasing a range of trades to prospective students through simulated environments, to Community Services' participation in Mental Health Week events at the Royal Darwin Hospital, to fitness staff and aqua specialisation students launching Darwin into the world Aquathon day, which raised funds for the Mental Illness Fellowship of Australia (NT).

## Remote Indigenous VET delivery

CDU commissioned an evaluative report, articulating a range of innovative remote Indigenous VET delivery models that successfully promote and sustain engagement in tertiary education in regional and remote areas of the NT. The report, titled "Ready for work", offers recommendations to inform CDU's continuous improvement of VET programs for remote Indigenous students and their communities. The report will be released in 2019.

Matt Ward (left) and Paul Johnstone from SALON Art Projects with CDU Art Gallery Curator Kellie Joswig.



## Gallery hosts Salon exhibition

Charles Darwin University Art Gallery's companion exhibition to the National Aboriginal and Torres Strait Islander Art Awards (NATSIAA) opened in August at the CDU gallery for the third consecutive year.

The Salon des Refusés exhibition – or SALON18 – features art works that were entered in, but not selected for, NATSIAA.

CDU Art Gallery curator, Kellie Joswig said the Salon concept provided a showcase for art that was not chosen for the final NATSIAA exhibition.

The original Salon des Refusés was an exhibition that took place in Paris in 1863, showing works that had been rejected by the official Paris Salon.

"The concept allows artists to still be part of an exciting exhibition, even if they weren't chosen for the awards. It also gives audiences the opportunity to see excellent Indigenous art that otherwise would not be displayed," Ms Joswig said.

The exhibition was hosted by CDU Art Gallery and presented by SALON Art Projects.

## Sponsorships

**Darwin Symphony Orchestra:** The University continued several strategically significant local sponsorships and engagement activities, including as Principal Sponsor of the Darwin Symphony Orchestra, an important cultural and creative community icon in the Northern Territory.

**Darwin Festival:** The University continued its sponsorship of the Darwin Festival, an 18-day celebration of music, theatre, visual art, dance and cabaret that attracts interstate and international artists and visitors.

**Garma Festival:** CDU sponsored and sent a contingent of staff to the Garma Festival. Hosted and coordinated by the

Yothu Yindi Foundation (YYF), Garma attracts political and business leaders from across the globe. YYF is committed to improving the state of Indigenous disadvantage by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

**Community awards and events:** The University also supported other community events and organisations including the NT Young Achiever Awards, the NT Training Awards, the Developing Northern Australia Conference, the Centre for Youth and Community Music, the Nightcliff Seabreeze Festival and the NT Disability Services and Inclusion Awards.

## Student engagement

The University undertook a wide range of student engagement activities in the Northern Territory. The Student Recruitment and Events team undertook 43 school visits and engaged with more than 3500 potential students. In addition to school visits, CDU was represented at 15 expo and careers fairs across Australia.

CDU delivered 72 VET for Secondary Students courses across 49 Northern Territory schools. A total of 2060 students enrolled in the courses.



Children's University students feed a barramundi at the Aquaculture Centre on Casuarina campus.

## NT kids take early look at uni

A group of Northern Territory primary school students was the first to engage in a range of activities at Charles Darwin University as part of a new program to encourage future participation in higher education.

The Northern Territory's Children's University, which is delivered by CDU, coordinates a program of high-quality, voluntary learning opportunities for children aged seven to 14, with a focus on rewarding participation, raising

aspirations and encouraging a love of learning.

For their inaugural foray on to a university campus, CDU facilitated a range of engaging learning opportunities including hands-on encounters at the Aquaculture Centre where they met turtles and fed the resident barramundi.

Children's University Charles Darwin is delivered in partnership with schools, parents and a range of organisations that

provide engaging learning activities for children in Darwin and Palmerston.

Owned globally by the Children's University Trust, The Children's University was established in the UK in the early 1990s.

Young participants earn credit stamps in their "Passport to Learning" and when they reach certain thresholds they attend a formal graduation ceremony hosted by CDU.

## Confucius Institute

The Confucius Institute (CI) continued to assist with the intermediate and advanced Chinese credits courses at the College of Indigenous Futures, Arts and Society. In line with the Hanban / CDU agreement, the CI continued to provide the standing courses of Chinese on four levels on campus for adults. This training is free to CDU staff and students. CI continued to provide Chinese language teachers in its affiliated Confucius classroom and another six off-campus primary school teaching points. Some 1728 students took part in 97 classes in Chinese language and culture. This is a rise of 14.4% in student numbers compared with 2017.

CI staff accompanied a CDU delegation to visit the two Chinese partner universities and discussed the establishment of strategic partnerships. Both parties affirmed the value of international collaboration and agreed to cooperate in mutually beneficial activities.

**Community activities:** The CI organised 38 cultural activities in the NT including seminars, art tours and cultural talks, attracting more than 12,400 people. CI also supported the Australia China Business Council NT Branch in organising a two-day Belt and Road conference.

The CI Director and Chinese Deputy Director visited Alice Springs for talks with staff from the regional office of the

Education Department about Chinese language teaching and cultural activities in local primary and secondary schools. The CI held a seminar on promoting Chinese language teaching, in conjunction with the Northern Territory Chinese Language Teachers' Association.

The CI took part in student activities organised by CDU's International office and the CDU Student Association to promote Chinese culture and Chinese language learning. The CI organised programs on Chinese culture for Northern Territory schools including Darwin Middle School, Darwin High, and Woodroffe, Parap, Nightcliff and Manunda Terrace primary schools.

## Alumni Relations

The Alumni Relations function was re-invigorated with the development of an alumni engagement plan to engage with CDU's 75,000 known alumni. The process of data cleansing and updating records began and the quality of CDU alumni records has considerably improved as headway was made on the project. Regular communication with CDU alumni began via a new publication, *CDU Alumni*. Emphasis has been placed on current students and young alumni, to ensure they remain engaged with CDU from graduation and beyond.

## Art Gallery and Art Collection

The painting *Tribal Abduction* by Harold Thomas (Bundoo) was unveiled in the Chancellery Colonnade in May. The painting is on loan from the Paspalis Group of Companies and is on display at CDU indefinitely.

The *Yidumduma Bill Harney Bush Professor* exhibition ran from May until July, attracting more than 600 visitors. The Art Gallery hosted three floor talks and two screenings of the award-winning rock art documentary *Land of the Lightning Brothers* starring Bill Harney.

The Art Gallery opened the annual *Salon des Refusés* in August before a gathering of about 400 people. The exhibition attracted a further 1500 visitors.

The gallery staff began digitising the entire CDU Art Collection.

The Art Collection received a gift of five paintings from the Estate of renowned late Australian artist Judy Cassab CBE AO. Judy Cassab is the only woman to have won the prestigious Archibald Prize twice and held more than 50 solo exhibitions during her lifetime. The gift was accessioned under the Australian Cultural Gifts Program.

## Major donations

The University continued to attract donations from individuals, industry organisations, business and government. Highlights included:

- ▶ A \$100,000 donation by the Australian Computer Society for an Indigenous Information Technology Scholarship
- ▶ \$82,500 pledge by the Department of Infrastructure, Planning and Logistics for DCI Co-op Scholarships in Engineering
- ▶ \$50,000 pledge (\$10,000 a year over five years) by former NT Chief Minister Marshall Perron to establish an ongoing fund to be used towards the evolution and advancement of voluntary euthanasia in Australia. Mr Perron is a leading international euthanasia advocate
- ▶ \$30,000 pledge by Newmont Asia Pacific for a Newmont Tanami Scholarship
- ▶ Northern Transportables pledged \$20,000 over the next two years towards two new annual VET Scholarships, supporting eight students in total
- ▶ Minister for Territory Families raised the annual pledge towards scholarships from \$20,200 to \$47,400, in 2019-2021, with a total pledge of \$142,200
- ▶ NEC Australia raised its scholarship pledge from \$15,000 a year to \$20,000 a year
- ▶ National Tertiary Education Union and Janie Mason have raised their annual scholarship pledge amount from \$3000 a year to \$5000 and have signed a five-year pledge agreement totalling \$25,000.

PhD candidate Kim Hunnam (right) gains insights into small-scale fisheries research in developing countries.



## Scholarship helps fund food security research

A scholarship has helped a Charles Darwin University PhD candidate to deepen her understanding of vital small-scale fisheries research in developing countries.

Kim Hunnam, who was awarded a Crawford Fund Scholarship Award in 2017, attended a three-day symposium in 2018, hosted by WorldFish in Penang, Malaysia.

"The scholarship gave me the opportunity to meet experienced small-scale fisheries researchers attending the symposium and hear about their broad range of work in parts of Asia, Africa and the Pacific," she said.

"It has also given me new confidence in the role and value of my PhD research on small-scale fisheries in Timor-Leste, and a renewed enthusiasm for pursuing a career in this field."

The Crawford Fund Scholarship Award gives Northern Territory postgraduate students an opportunity to gain agricultural research experience in developing countries.

Blasius Barreto and Maria Imaculada Ximenes, Hospitality trainers from Timor-Leste, take part in specialist training at Palmerston campus. They were part of a 10-member delegation visiting CDU as part of the Timor-Leste Workforce Development Program.



# A truly international university

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Developing international student pathways into the University remained a high priority in 2018. The pathways provide students with the academic and English language support to transition successfully into Charles Darwin University (CDU). The delivery of the common core units targeting cross-cultural competency and academic integrity are key examples of the University's commitment to supporting international student success.

## Student growth

**G**rowth in Higher Education (HE) international student enrolments at CDU's Northern Territory campuses was offset by lower enrolments at the Sydney and Melbourne campuses. Increased competition in traditional CDU markets by Sydney and Melbourne providers, coupled with increasingly aggressive onshore recruitment tactics and pricing strategies, contributed to an overall decline in enrolments for the Sydney and Melbourne campuses, particularly for the University's more price-sensitive students. As a result international student HE enrolments declined by 2.3% compared with 2017. CDU and its Melbourne partner, the Australian Technical and Management College, agreed to end the relationship toward the end of 2018. Continuing student enrolments at CDU Darwin remained firm in 2018 with overall enrolments boosted by strong growth in commencements for Semester 2.

International student enrolments in Vocational Education and Training (VET) qualifications also experienced moderate decline of 0.3% compared with 2017. New CRICOS courses in Hair and Beauty and the Certificate IV in Commercial Cookery were introduced for international students. The Certificate IV in Commercial Cookery provides a pathway to enrolment in the Diploma of Hospitality Management.

While enrolments from CDU's traditional source-country markets in South and South-east Asia remained stable, strong enrolment growth was recorded across key North Asian markets of China, Taiwan ROC and Hong Kong SAR, and new markets of Germany, Sweden, Norway and Canada where CDU has increased its engagement and recruitment activities since mid-2017. Some 67 nationalities are represented in CDU's international student population.

## Enhancing students' experience

The University collaborated with the Northern Territory Government's (NTG) StudyNT office to enhance the international student experience. The University successfully bid for StudyNT funds to deliver three student wellbeing initiatives focused on mind and body wellbeing, conservation and sustainability, and exploring the NT.

CDU, in partnership with the NTG, launched a 12-month pilot of the Darwin Student Hub to assess how and what services international students may need to improve their experience of studying in Darwin. The Hub was operated in 2018 by CDU and guided by a Darwin Student Hub Advisory Group comprising the NTG, CDU and other NT CRICOS provider representatives.

**Advocacy:** International students were at the forefront of enhancing the student experience through representation and advocacy. Students represented CDU and the NT as members

of the CDU Student Ambassador program and the Study NT Student Ambassador program at a range of events in Darwin and interstate. CDU's international students were represented at the highest level in the Council of International Students Australia with Benjamin Poveda-Alfonso and Manfred Mletsen successfully nominated for the positions of National Secretary and Undergraduate Officer, respectively.

**VET experience:** Activities introduced to enhance the international VET student experience included:

- Palmerton campus open day for new students
- increased field trips to reinforce theory with real world applications
- increased number of in-class presentations by industry experts
- continuous refinement of assessment tools to ensure the needs of international students were met.

## New joint degrees

The University signed memorandums of understanding with its priority partners in China, Hainan University and Anhui Normal University, for the delivery of joint degrees, which will allow for Hainan and Anhui Normal students to study for two years in China and articulate to CDU for a further two years to obtain a CDU qualification. Agreed areas for the partnerships are in Media and Communications and Environmental Science. CDU International is working with the partners to register these joint degrees – the first of their kind for CDU – with the Chinese Ministry of Education.

## Mobility activities

The University was awarded a prestigious Erasmus Plus mobility grant in partnership with Karlstad University, Sweden. The grant allows for student and staff mobility between the partners.

Outbound study opportunities continued to grow, with the University signing new partnerships with universities in Europe, North America and Asia to facilitate increased numbers of outbound student exchange opportunities. CDU continued to invest in developing short-term learning abroad opportunities to a range of countries and collaborated with external third-party providers, such as ACICIS Study Indonesia, to provide an expanded range of study overseas opportunities. The University has appointed representatives in Germany, Sweden, Norway, the UK and the USA to increase its exposure to and recruitment opportunities in these long-term Study Abroad markets.

**New Colombo Plan:** CDU recorded a 100% success rate for the prestigious New Colombo Plan (NCP) Scholars program. Two applicants, Joel Kennaway and Jessica Kelly, were announced as 2019 NCP Scholars. Joel and Jessica will travel to the Philippines and Hong Kong, respectively, for a year of language and study. Joel also was selected as the New Colombo Plan Philippines Fellow, an honour awarded to the top-ranked student in Australia for each destination country. CDU's outbound mobility programs continued to be supported by Australian Government funding, with \$485,500 funding awarded through the NCP and \$195,500 in Endeavour Mobility Grants in 2018.

Dr Michele Willsher (left) and Professor Sue Shore prepare for departure to Lao.

### Timor-Leste partnership

VET has provided training for the oil and gas workforce in Timor-Leste for many years. As hospitality is a growing industry in Timor-Leste, this year VET completed offshore delivery in Hospitality training as part of the Workforce Development Program Timor-Leste, supported by the Department of Foreign Affairs and Trade. Timor-Leste Hospitality trainers received professional development in learning and teaching practice across their specific industries.

### Structure redesign

The structure of the International office was redesigned and a change management process was launched in November. The restructure introduced increased resources with dedicated business units to manage international operations, marketing and recruitment, and global engagement initiatives. CDU International has begun appointing in-country staff in Indonesia and China, with India to follow, to provide enhanced market expertise and increased engagement with students, parents, agents and partners.

### International student fees

To realign the University's price with its ranking and reputational positioning, CDU increased international student fees for the 2019 intakes. This decision was underpinned by significant market and competitor analysis and was coupled with the launch of a new scholarships scheme for international students.

In the VET sector, the School of Tourism, Hospitality and Service Industries introduced new courses and international fees were reviewed to ensure they remained competitive in the international market and reflected the quality of CDU's course offerings.



### Educators prepare teachers in Lao

One of CDU's top educators travelled to Lao early in the year to deliver an orientation program to a group of teachers who later travelled to the Northern Territory, courtesy of the Australia Awards Fellowship program. The College of Education's Professor Sue Shore and Batchelor Institute's Dr Michele Willsher, who has research and teaching experience in Lao, presented a pre-departure workshop to 15 Lao educators in Vientiane, as CDU continued to strengthen ties with its South-east Asian neighbours.

"This is an exciting new partnership that promotes quality primary schooling for Lao children through professional learning," Professor Shore said.

The group comprised curriculum writers, resource staff and senior education leaders.

Professor Shore said that primary schools in Lao operated in diverse language and cultural settings as did schools in the Northern Territory.

"This and other similarities are at the heart of the collaborative learning necessary to strengthen national education systems," she said.

This was the third consecutive year that the College of Education has partnered with the Australian Government's Australia Awards initiative to provide an enrichment program for teaching and learning in South-east Asia.

From left: Chen Fang Chen, Ting Wei Weng and Xiang Dai perform a traditional Taiwanese dance on Casuarina campus.



### Taiwanese students swap ideas about sports science

Four Taiwanese indigenous Sports Science students from the National Taiwanese University of Sports have kicked some goals in a cultural exchange and sports study program at Charles Darwin University.

CDU Exercise and Sport Science Lecturer Dr Daniel Gahreman said the students trained with NT Thunder Australian Rules football players as part of their visit.

“With baseball as their national sport, the students enjoyed Aussie Rules and learning about the strategies and physiological requirements of the game,” Dr Gahreman said.

He said the College of Indigenous Futures, Arts and Society also introduced the visitors to a range of Australian Indigenous activities including carving, spear throwing and painting.

“The Taiwanese students have had a crash course into the Australian way of life,” he said.

“In return, they shared with us the rich beauty of their own traditional music, dance and culture.

“This has been an opportunity of a lifetime for these provincial students on their first visit to Australia.”

The National Taiwan University of Sport and the Government of Taiwan funded the visit.

### SSVF

Ongoing management of the University’s Simplified Student Visa Framework (SSVF) risk has challenged CDU’s ability to attract more international students from traditional CDU source country markets. This has been offset, however, by strong enrolments of better quality students from source country markets in North Asia and South-east Asia to deliver growth in the second half of 2018. CDU continues to improve its overall SSVF assessment level.

Other highlights included:

- ▶ delivery of the 2019 – 2020 CDU International Marketing and Recruitment Plan
- ▶ successful transition out of the Originsight China recruitment model to a direct CDU engagement model with agents in China
- ▶ recruitment of two new in-country staff in China and Indonesia
- ▶ hosting the Heads of Mission visit to the Northern Territory
- ▶ hosting delegations from countries including the United States, Indonesia and the Philippines
- ▶ introduction of the international applicant conversion campaign
- ▶ launch of the 2019 International Student Scholarships program
- ▶ implementation of the Sydney campus digital marketing campaign.

Boab Court on  
Casuarina campus.



PhD candidate Amélie Corriveau studies magpie geese, which are a threat to the \$90 million mango industry in the Northern Territory.



# A successful research-intensive university

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The Research and Innovation (RI) portfolio's flagship Institute of Advanced Studies (IAS) Rainmaker scheme was renewed after its pilot in 2017. In addition to the eligibility-based Start-up Funds, IAS Rainmaker includes broader support for pilot data collection and large-scale bid development to attract competitive external funding.

The 2018 Readiness grants supported applications valued at more than \$3 million; the ultimate return on investment will be evaluated in mid-2019. The year was marked by a high number of requests for IAS leverage funding to co-invest in successful projects seeking external funds, further highlighting the importance of the scheme.

Scoping and discussions for the formation of a fourth research institute began with the provisional title of Research Institute for Energy and Technology (RIET). RIET is positioning to deliver research and training aimed at addressing challenges and overcoming barriers to development in Northern Australia. Conceptualisations of the institute suggest it will contain the Advanced Manufacturing Alliance, the Centre for Renewable Energy and the North Australian Centre for Oil and Gas.

## Northern Australia agenda

For the RI portfolio, this was a year of engagement and exploring new possibilities. Building on previous work, research staff positioned the University strongly within the Developing Northern Australia agenda. CDU staff supported the Developing Northern Australia Conference and met with members of the board. As a result of the engagement, there were successful bids for tropical health, among others, from the CRC for Developing Northern Australia.

## Outstanding professor

Conservation biologist Professor Sam Banks joined CDU as a researcher appointed under the Outstanding Professor initiative. His research uses genetic and ecological information to understand how animal populations respond to environmental change, particularly in the context of fire.

Professor Keith Christian helps unlock secrets to toads' success.



### Microbes aid cane toad invasion

New research at Charles Darwin University has revealed the secretive bacteria helping cane toads survive Australia's harsh environment. Led by evolutionary biologist Professor Keith Christian, a team sampled bacteria living on the skin of about 100 toads in Queensland, the Northern Territory and Western Australia, across a distance of 2500km.

Professor Christian said cane toads had some control over their skin microbes by controlling their skin chemistry.

"The microbes apparently act like an external extension of the immune system, by protecting cane toads from skin diseases," he said.

"Our research shows there are differences in the community of microbes (called a microbiome) found on cane toads over a long distance, but there is a core group of bacteria that is present on all of the toads.

"The differences are, in part, related to different microbes living in the soil in different regions, but we also suspect that some of the bacteria closely associated with the toads have evolved as the toads have invaded new environments."

### Engagement

Two key engagement events gave CDU researchers the opportunity to celebrate their work and share the results with the broader community: CDU Innov8, held during Innovation Week of October Business Month, and the final of the Three-Minute-Thesis held at the Discover CDU Day in August.

**Hydraulic fracturing:** In preparation for the Northern Territory Government's (NTG) lifting of the moratorium on hydraulic fracturing, CDU researchers considered opportunities to work with the community, government and the operators to help ensure that work undertaken in the Territory is in accordance with community and government needs, in line with the outcomes of the scientific inquiry. A series of engagements with NTG and collaborating partners was held to investigate joint research projects and opportunities.

**CDU-NTG Partnership:** In addition to greater engagement spurred by changes in the onshore gas industry, there was renewed activity and discussion of research ideas and projects presented to the CDU-NTG partnership implementation team. A briefing session in February was attended by more than 150 people. Given the fiscal situation of the University and the Government, new ways of working with NTG departments and agencies were explored to share costs and to plan for sustainable long-term collaboration. One notable example was an extensive reshaping of the University's engagement with Territory Families.

**Darwin City Deal:** RI staff began to develop ways to take advantage of research opportunities arising from the City Deals and the City of Darwin's Switching on Darwin (#SmartDarwin) initiatives. These included joint research projects and Higher Degree by Research (HDR) student internships and scholarships, which will be realised in years to come. In a related initiative, the University undertook its first APRIntern internship in conjunction with industry partner SPEE3D, increasing industry engagement with PhD candidates. This scheme was deemed a success by our industry partner and by CDU and is expected to enable similar internships to be undertaken in the future.

### College structure impact

The new HE structure afforded RI new opportunities to support and engage with the CDU research community. RI provided intensive one-on-one support to the College Deans on research performance, research trends, ERA, impact and engagement to begin the portfolio's engagement with research activity in each College. A refresh of regular research activity reporting to Colleges was undertaken to ensure better research reports and analytics to support research activity across CDU.

## Research ethics

Human and animal research ethics administration underwent significant changes. The Animal Ethics Committee presented a submission to the Social Policy Scrutiny Committee of the NT Government regarding a review of the Animal Protection Bill. There was a refresh of the delivery of animal ethics training for researchers and animal carers from various departments and organisations throughout the Territory. The Ethics team introduced reporting on the CDU Human Research Ethics Committee application quality, changed research qualification requirements for Principal Investigators, and promulgated changes to key research governance legislation and guidelines to associated business processes, policies and procedures.

## Partnerships

RI strengthened its engagement with two current partners. This included the development of a structured way of working with Desert Knowledge Australia in areas of Central Australian Research Projects, Digital Innovation and the Intyalheme Centre for Future Energy. An MoU with Darwin Innovation Hub (DIH) was signed, formalising CDU's relationship with the Hub since being a foundation partner. CDU and DIH shared opportunities to cross-promote and support events and other initiatives.

## Joint projects

Work began on strengthening three joint projects across VET and RI, identifying practical pathways to foster cross-sector enterprise at CDU. Three projects with dual-sector scope were identified: the Advanced Manufacturing Alliance, the relationship with ERGT Australia, and the VET smart homes project.



CDU researchers will evaluate the extent of cat predation on the threatened brush-tailed rabbit-rat (pictured), through the National Environmental Science Program.  
Photo: Hugh Davies

## New research to help solve environmental issues

Charles Darwin University researchers took the lead in finding solutions to complex environmental problems with six new research projects announced as part of the Australian Government's National Environmental Science Program (NESP).

The Northern Australia Environmental Resources Hub and Threatened Species Recovery Hub allocated \$1.12 million of NESP funding to the six projects.

Research projects to assist Northern Territory mine site rehabilitation and management priorities for the critically endangered Christmas Island frigate bird, was facilitated through the Northern Australia Environmental Resources Hub and the Threatened Species Recovery Hub, respectively.

Research Institute for the Environment and Livelihoods Senior Research Fellow Dr Brett Murphy and his team received \$243,000 over three years to evaluate the extent of cat predation on the threatened brush-tailed rabbit-rat in Northern Australia.

Dr Murphy said the species, once widespread in the region, was now found only in isolated areas, such as the tropical savannas of the Cobourg Peninsula, the Tiwi Islands and Groote Eylandt.

The other four CDU projects included:

- Trialling new techniques for assessing terrestrial biodiversity in data-poor environments
- Ecohydrology and sensitivity of riparian vegetation
- Rehabilitation of faunal assemblages
- How mining-related solutes in surface and groundwater affect aquatic ecological connectivity.

Dr Marcus Sanders delivers relief for arthritis sufferers.



### Researcher discovers way to ease joint pain

An over-the-counter supplement could be nature's weapon in the battle against debilitating joint pain, according to a ground-breaking study by a Charles Darwin University PhD graduate.

One in six Australians – or about 3.9 million people – suffer from rheumatoid arthritis or osteoarthritis, which can cause incredible pain and limits to movement. It is expected that this will rise to 5.4 million by 2030.

Dr Marcus Sanders said his research was the first in Australia to provide evidence linking glucosamine, previously used to help manage osteoarthritis, to treating rheumatoid joint pain.

"Osteoarthritis is a degenerative condition resulting from the 'wear and

tear' of joints, whereas rheumatoid arthritis is an autoimmune disorder that inflames the joints throughout the body," Dr Sanders said.

"It's astonishing to think no-one has linked glucosamine – an antioxidant – to treating rheumatoid arthritis, which, in essence, is caused by the autoimmune-mediated oxidation of one's joints."

Dr Sanders began the research after discovering an obscure paper written by a research team from Japan making the logical link.

His thesis was titled "Consumer perception of the efficacy and tolerance of glucosamine in joint diseases".

### Quality assurance

The final meeting of the Research and Research Training Committee was held in October and was replaced by two committees: the Enterprise and Research Group (ERG) and Board of Graduate Studies (BGS). Chaired by the Dean of Graduate Studies, the BGS oversees the quality assurance of all matters relating to postgraduate award courses and research training. In contrast, the ERG designs strategy, activity and policy for university-wide enterprise and research including the harmonisation of enterprise and research quality across the Colleges, Menzies School of Health Research, and other research institutes and VET. ERG began to conceptualise the Outstanding Future Researcher Program designed to recruit outstanding early and mid-career researchers across identified areas of CDU research strength.

## Grant and award success

- ▶ in collaboration with Alice Springs Town Council, Dr Deepika Mathur from the College of Indigenous Futures, Arts and Society (CIFAS) won a \$534,534 Australian Government grant from the Smart Cities and Suburbs Program
- ▶ Dr Judith Lovell and Shelley Worthington from CIFAS received \$207,584 from the NT Department of Trade, Business and Innovation for a project entitled *Creative Careers in Central Australia*
- ▶ Dr Niels Munksgaard and Dionisia Lambrinidis from the College of Engineering, IT and Environment (CEITE) won a \$192,836 contract to work on the Rio Tinto MHMP Program in 2018 – 2019
- ▶ Associate Professor Brett Murphy and Professor Jeremy Russell-Smith from CEITE won a \$150,000 contract to work with the North Australian Indigenous Land and Sea Management Alliance Ltd on *Development of carbon sequestration methodologies for savanna fire management in Northern Australia*
- ▶ Professor Steven Bird from CIFAS was awarded \$150,000 from the Warddeken Land Management Ltd to develop mobile software for oral language learning in Arnhem Land
- ▶ Dr Lisa Whop from Menzies won a \$385,475 tender from Cancer Australia for *Using Data to improve cervical cancer outcome for Aboriginal and Torres Strait Islander women*
- ▶ Professor Gail Garvey from Menzies won a grant from the National Health and Medical Research Council (NHMRC) for a five-year Centre of Research Excellence in Discovering Indigenous Strategies to improve Cancer Outcomes Via Engagement, Research Translation and Training
- ▶ Successful NHMRC Fellowships: Professor Anne Chang, was awarded a five-year Practitioner Fellowship for improving the lung health of children especially in Aboriginal and Torres Strait Islander communities. Associate Professor Josh Davis, was awarded a four-year Career Development Fellowship to address strengthening the evidence base for the management of common severe infectious diseases
- ▶ Professor Jeremy Russell-Smith was awarded \$104,545 funding for a Consortium for Sustainable Dryland Agriculture Research from the Australian Government Department of Foreign Affairs and Trade (DFAT)
- ▶ CDU's main partner in the Advanced Manufacturing Alliance, SPEED3D, was awarded more than \$460,000 by National Energy and Resources Australia to progress the application of technology in energy and resources sectors
- ▶ Menzies received a DFAT Awards Fellowship (Health Security) led by Professor Ric Price. Funding will support health security and malaria surveillance strengthening between Australia and Thailand
- ▶ Menzies is a key partner in the Integria research proposal to establish an agribusiness in Northern Australia based on native medicinal plants. This project will be directed by Dr Greg Leach
- ▶ The Darwin Centre for Bushfire Research was awarded \$700,000 (led by Dr Peter Jacklyn) from the Australian Government departments of Industry, Innovation and Science and Environment and Energy, and \$300,000 from the NT Department of Environment and Natural Resources (led by Cameron Yates) to improve fire information services and greenhouse emissions monitoring
- ▶ The Demography Team, including Dr Tom Wilson and Associate Professor Andrew Taylor from the Northern Institute, was awarded \$300,000 from the NSW, ACT and NT departments of Education to improve student population and school enrolment forecasting methods
- ▶ Menzies researcher Dr Lisa Whop received a Rising Star Award from the NHMRC for her performance in the health and medical research field
- ▶ Menzies had a 100% success rate in its applications to the DFAT Stronger Systems for Health Security Program regarding multi-drug resistant tuberculosis and malaria, led by Professor Ric Price, and a project to examine the transmission of infections and development of antibiotic resistance that pose immense health challenges for Timor, led by Dr Josh Francis
- ▶ CDU received three NTG research and development projects in renewable energy valued at \$1.1 million.

## Excellence in research

CDU took part in the 2018 Excellence in Research for Australia (ERA) exercise led by the Australian Research Council to evaluate the quality of research undertaken in Australian universities against national and international benchmarks. The submission covered the period 2012-2017 and reported the research achievement of 495 CDU researchers (291 FTE), via details about 3130 publications and \$130,900,000 of grants. Along with ERA, CDU participated in the 2018 Engagement and Impact (EI) initiative, which is a national assessment of research engagement and impact. The EI assessment examines how universities translate their research into economic, social and other benefits. It also aims to encourage greater collaboration between universities, industries and other end-users of research. The University submitted six impact case studies in the areas of:

- ▶ land management systems
- ▶ mitigating human impact on fish stocks and livelihoods
- ▶ malaria elimination
- ▶ tackling tobacco control in Aboriginal and Torres Strait Islanders
- ▶ improving schooling in remote areas of the NT
- ▶ partnering with Indigenous knowledge systems to inform policy relevance.

The outcomes of ERA and EI are expected by Q2 2019.

## Leadership

The Deputy Vice-Chancellor and Vice-President, Research and Research Training, Professor Lawrence Cram, retired in October from the position after almost five years. In addition to overseeing CDU's research income rise by 34% since 2013, Professor Cram played a pivotal role in positioning the University as an important component in Darwin's growing innovation ecosystem.



Dr Melanie Underwood has analysed the causes of system failure.

## Nurse numbers crucial to preventable deaths

With more than 25,000 preventable deaths in hospitals around Australia each year, Dr Melanie Underwood has analysed the causes of system failure, finding that nurse numbers are key.

Having worked as a nurse before joining CDU as a lecturer, Dr Underwood knows first-hand the trauma of patient deaths in hospitals and its effect on loved ones and staff.

"At the time of a death in a hospital a review is undertaken, but often there is no follow-up with staff at the frontline of care to analyse the gaps in the system leading to the failure and how and why it happened," she said.

Seeing a gap in the traditional review process, Dr Underwood's research is

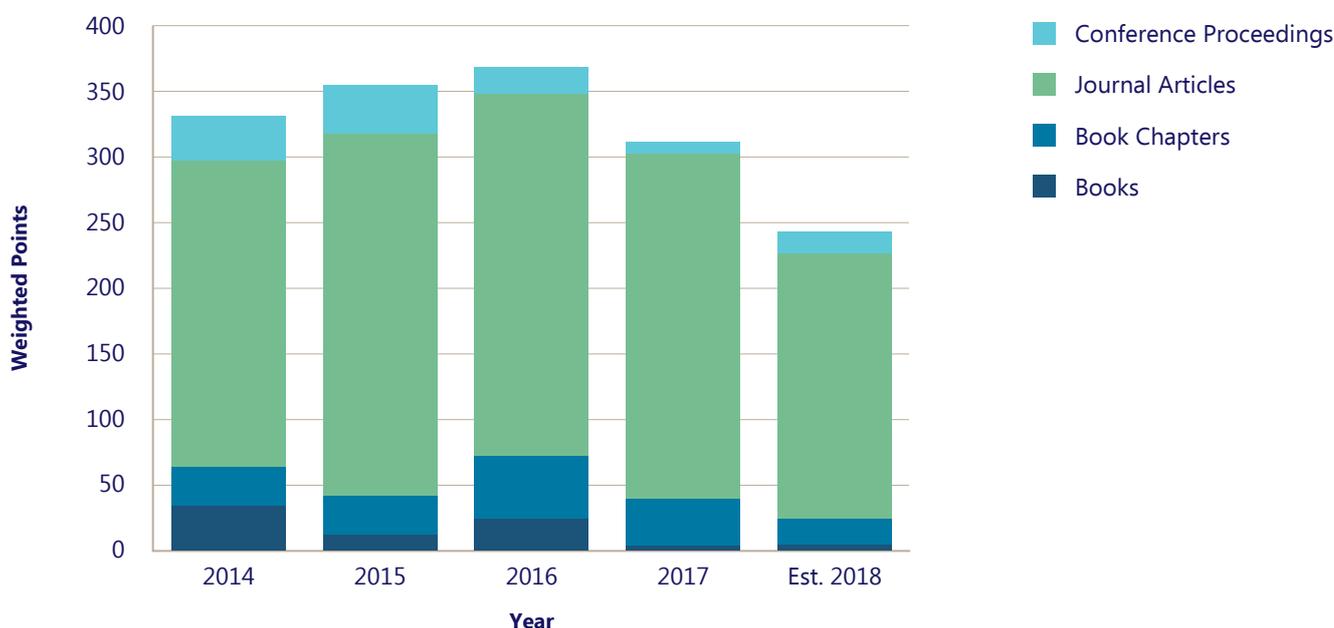
the first Australian study to use coronial reports to analyse nurse-related adverse events resulting in the death of patients.

Using 99 variables such as nursing shift, type of death, specific types of unsafe acts and environmental factors, she drilled down on how the behaviour of staff was impacted by the system.

"I found that almost all variables that had led to the deaths in each case were foreseeable and therefore often preventable," she said.

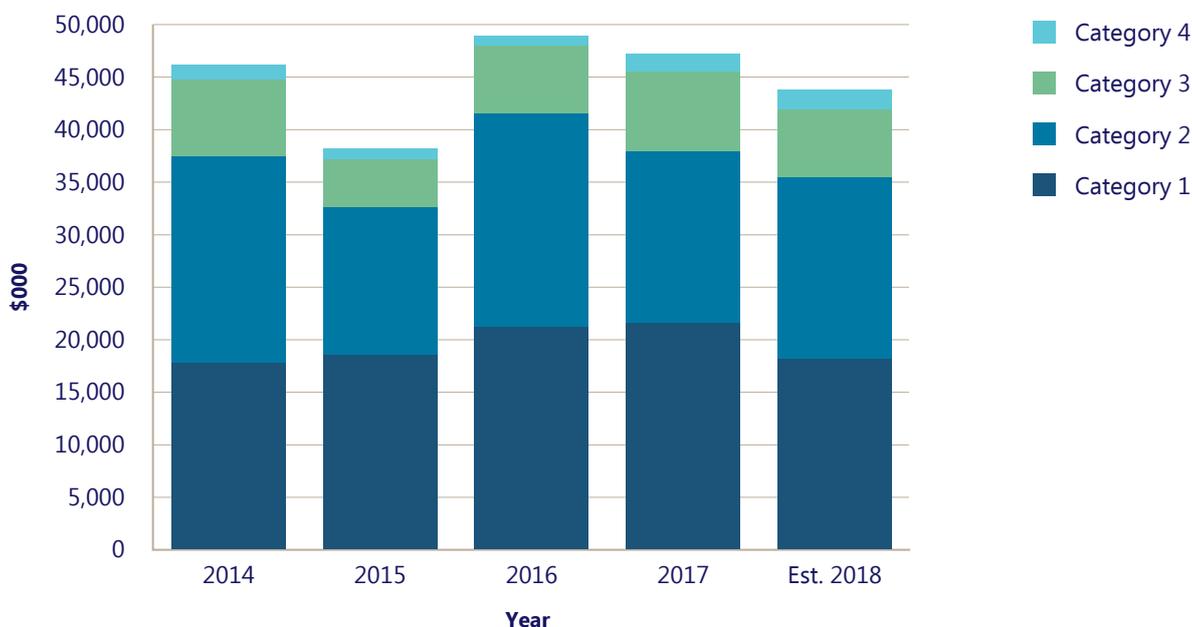
"The research has confirmed that unsafe acts are not single, isolated events but the result of an error trajectory with influencing factors at all levels of an organisation."

### Research outputs 2014–2018



1. From 2015, publications figures are provisional HERDC-equivalent point estimates at March of the following year.

### HERDC Research income 2014–2018



1. 2014, 2016 HERDC research income figures, particularly in Category 2, included adjustments for income not reported in the previous year.  
 2. 2018 HERDC research income figures are pre-audit figures and may vary slightly prior to submission.

2018 graduates express  
their joy after graduating.



# Summary of financial information

## Financial Performance

The University experienced another tough financial year in 2018, reflecting the ongoing challenges within the sector nationally and within the NT economy locally. The net result from continuing operations was \$21 million in deficit in 2018, a larger deficit compared with the previous year. Revenue declined by 2% from last year due to lower than budgeted student numbers in Melbourne and Sydney. Expenditure increased by 1% on 2017, reflecting the costs pressure in business operations overall. The University is embarking on significant steps towards investing for growth in 2019 as well as structural changes to bring down costs and ensuring longer term sustainability.

## Financial Position

The University's net assets at the end of 2018 decreased by \$14 million or 3% of the total value compared with 2017. This is due mainly to lower cash balances from operating deficits and lower receivables at the end of 2018. Other material movements in assets were increases in "other financial assets", reflecting accrued revenue and loans to related entities within the Cairns group.

Total liabilities decreased slightly due to repayment of a loan and lower funds held in trust for related entities. The 2018 operating activities generated a net cash deficit of \$15 million for the year as a result of necessary minor capital works throughout the University as well as cash support provided to Cairns Language Centre Pty Ltd and repayment of a loan for capital development from the Northern Territory Government during the year.

## Future Direction

As the Australian University located closest to Asia, CDU has a long history of successful partnerships, collaborations and engagement with its northern neighbours. CDU continues to actively identify and develop mutually beneficial opportunities in Asia, which will help to underpin the University's future prosperity.

The University continues to be severely constrained, however, by the Australian Government's domestic Higher Education Policy changes that cap the amount of Commonwealth Grant Scheme funding payable for Bachelor degrees at 2017 levels across the years 2018 and 2019. CDU is challenged to continue to meet ongoing unfunded commitments already made to some students before this cap was announced, by its immediate effect of inhibiting domestic enrolment growth and by the longer term constraints it imposes on our growth.

The University is committed to transforming the way it operates under tough economic conditions.

Priority investments are being made in 2019 in revenue growth areas such as international student recruitment, improving our retention and modernising corporate systems to create efficiency.

## CHARLES DARWIN AND ITS CONTROLLED ENTITIES

**Income statement**

For the year ended 31 December 2018

	Note	Consolidated		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants:					
HELP - Australian Government payments	3	<b>106,548</b>	102,609	<b>87,536</b>	89,200
HELP - Australian Government payments	3	<b>24,710</b>	24,631	<b>24,710</b>	24,631
NT Government financial assistance	4	<b>65,662</b>	65,461	<b>59,336</b>	60,299
HECS - HELP student payments		<b>5,153</b>	5,187	<b>5,153</b>	5,187
Fees and charges	5	<b>52,734</b>	55,941	<b>44,992</b>	47,203
Investment revenue	6	<b>4,525</b>	3,031	<b>3,417</b>	2,005
Consultancy and contracts	7	<b>20,419</b>	24,979	<b>15,097</b>	15,764
Other revenue	8	<b>21,158</b>	19,937	<b>18,349</b>	17,601
Gains on disposal of assets	30	<b>96</b>	334	<b>30</b>	334
Share of profit or loss on investments accounted for using the equity method	23	<b>44</b>	558	<b>44</b>	558
<b>Total income from continuing operations</b>		<b>301,049</b>	302,668	<b>258,664</b>	262,782
<b>Expenses from continuing operations</b>					
Employee-related expenses	9	<b>191,828</b>	192,971	<b>161,317</b>	162,881
Depreciation and amortisation	10	<b>17,903</b>	18,669	<b>14,710</b>	15,098
Repairs and maintenance	11	<b>7,319</b>	8,704	<b>6,966</b>	8,280
Impairment of assets	12	<b>712</b>	547	<b>4,304</b>	530
Other expenses	13	<b>102,422</b>	100,856	<b>92,748</b>	90,276
<b>Total expenses from continuing operations</b>		<b>320,184</b>	321,748	<b>280,045</b>	277,065
<b>Net result before income tax</b>		<b>(19,135)</b>	(19,080)	<b>(21,381)</b>	(14,283)
Income tax expense	14	<b>(12)</b>	(447)	-	-
<b>Net result after income tax for the period</b>		<b>(19,147)</b>	(19,527)	<b>(21,381)</b>	(14,283)
<b>Net result from continuing operations</b>		<b>(19,147)</b>	(19,527)	<b>(21,381)</b>	(14,283)

*The above Income Statement should be read in conjunction with the 2018 Financial Statements.*

CHARLES DARWIN AND ITS CONTROLLED ENTITIES

## Statement of comprehensive income

For the year ended 31 December 2018

	Note	Consolidated		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Net result after income tax for the period</b>		<b>(19,147)</b>	(19,527)	<b>(21,381)</b>	(14,283)
<u>Items that will not be reclassified to profit or loss</u>					
Gain/(loss) on value of available for sale financial assets	31(a)	<b>7,056</b>	15,817	<b>7,089</b>	15,830
Gain/(loss) on revaluation of land and buildings	31(a)	-	(170)	-	(136)
<b>Total other comprehensive income</b>		<b>7,056</b>	15,647	<b>7,089</b>	15,694
<b>Total comprehensive income</b>		<b>(12,091)</b>	(3,880)	<b>(14,292)</b>	1,411
<b>Total comprehensive income from continuing operations</b>		<b>(12,091)</b>	(3,880)	<b>(14,292)</b>	1,411

*The above Statement of Comprehensive Income should be read in conjunction the 2018 Financial Statements.*

## CHARLES DARWIN AND ITS CONTROLLED ENTITIES

**Statement of financial position**

For the year ended 31 December 2018

	Note	Consolidated		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	15	83,097	92,615	71,513	87,307
Receivables	16	7,633	11,168	3,525	6,319
Inventories	17	604	946	604	946
Other financial assets	20	8,491	3,146	8,538	4,375
Assets classified as held for sale	21	407	11,093	407	11,093
Other non-financial assets	22	6,261	7,388	6,028	6,994
<b>Total current assets</b>		<b>106,493</b>	<b>126,356</b>	<b>90,615</b>	<b>117,034</b>
<b>Non-current assets</b>					
Biological assets	18	1,238	1,058	1,238	1,058
Investment property	19	305	310	-	-
Investments accounted for using the equity method	23	1,205	1,161	1,205	1,161
Other financial assets	20	23,190	16,127	22,918	15,830
Property, plant and equipment	24	471,575	469,546	470,347	467,605
Intangible assets	25	27,330	29,486	128	259
<b>Total non-current assets</b>		<b>524,843</b>	<b>517,688</b>	<b>495,836</b>	<b>485,913</b>
<b>Total assets</b>		<b>631,336</b>	<b>644,045</b>	<b>586,451</b>	<b>602,947</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	26	8,682	8,495	7,183	6,842
Borrowings	27	1,400	2,400	1,000	2,000
Provisions	28	27,724	26,425	22,745	21,671
Other liabilities	29	12,803	13,824	41,984	44,618
<b>Total current liabilities</b>		<b>50,609</b>	<b>51,144</b>	<b>72,912</b>	<b>75,131</b>
<b>Non-current liabilities</b>					
Provisions	28	6,212	6,245	5,760	5,745
<b>Total non-current liabilities</b>		<b>6,212</b>	<b>6,245</b>	<b>5,760</b>	<b>5,745</b>
<b>Total liabilities</b>		<b>56,821</b>	<b>57,389</b>	<b>78,672</b>	<b>80,876</b>
<b>Net assets</b>		<b>574,515</b>	<b>586,655</b>	<b>507,779</b>	<b>522,071</b>
<b>Equity</b>					
Reserves	31(a)	249,472	242,459	240,867	234,634
Restricted funds	31(b)	23,581	21,483	23,581	21,483
Retained earnings	31(c)	301,462	322,713	243,331	265,954
<b>Total equity</b>		<b>574,515</b>	<b>586,655</b>	<b>507,779</b>	<b>522,071</b>

*The above Statement of Financial Position should be read in conjunction with the 2018 Financial Statements.*

## CHARLES DARWIN AND ITS CONTROLLED ENTITIES

**Statement of changes in equity**

For the year ended 31 December 2018

	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
<b>Consolidated</b>				
<b>Balance at 1 January 2017</b>	27,609	233,808	328,950	590,366
Net result	-	-	(19,527)	(19,527)
Other comprehensive income	-	15,647	-	15,647
<b>Total comprehensive income</b>	-	<b>15,647</b>	<b>(19,527)</b>	<b>(3,880)</b>
Transfers (to)/from restricted reserves	(6,126)	-	6,126	-
Transfers (to)/from revaluation reserves	-	(6,996)	7,164	168
<b>Balance at 31 December 2017</b>	<b>21,483</b>	<b>242,459</b>	<b>322,713</b>	<b>586,655</b>
<b>Balance at 1 January 2018</b>	21,483	242,459	322,713	586,655
Net result	-	-	(19,147)	(19,147)
Other comprehensive income	-	7,056	-	7,056
<b>Total comprehensive income</b>	-	<b>7,056</b>	<b>(19,147)</b>	<b>(12,091)</b>
Transfers (to)/from restricted reserves	2,098	-	(2,098)	-
Transfers (to)/from revaluation reserves	-	(43)	(6)	(49)
<b>Balance at 31 December 2018</b>	<b>23,581</b>	<b>249,472</b>	<b>301,462</b>	<b>574,515</b>
<b>Parent</b>				
<b>Balance at 1 January 2017</b>	27,609	226,802	266,125	520,536
Net result	-	-	(14,283)	(14,283)
Other comprehensive income	-	15,694	-	15,694
<b>Total comprehensive income</b>	-	<b>15,694</b>	<b>(14,283)</b>	<b>1,411</b>
Transfers (to)/from restricted reserves	(6,126)	-	6,126	-
Transfers (to)/from revaluation reserves	-	(7,862)	7,986	124
<b>Balance at 31 December 2017</b>	<b>21,483</b>	<b>234,634</b>	<b>265,954</b>	<b>522,071</b>
<b>Balance at 1 January 2018</b>	21,483	234,634	265,954	522,071
Net result	-	-	(21,381)	(21,381)
Other comprehensive income	-	7,089	-	7,089
<b>Total comprehensive income</b>	-	<b>7,089</b>	<b>(21,381)</b>	<b>(14,292)</b>
Transfers (to)/from restricted reserves	2,098	-	(2,098)	-
Transfers (to)/from revaluation reserves	-	(856)	856	-
<b>Balance at 31 December 2018</b>	<b>23,581</b>	<b>240,867</b>	<b>243,331</b>	<b>507,779</b>

The above Statement of Changes in Equity should be read in conjunction with the 2018 Financial Statements.

## CHARLES DARWIN AND ITS CONTROLLED ENTITIES

**Statement of cash flows**

For the year ended 31 December 2018

	Note	Consolidated		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Cash flows from operating activities</b>					
Australian Government Grants		<b>130,491</b>	124,501	<b>111,135</b>	111,093
OS-HELP (net)		<b>169</b>	21	<b>169</b>	21
Superannuation supplementation		-	2	-	2
State Government grants		<b>65,662</b>	65,461	<b>59,336</b>	60,299
HECS-HELP student payments		<b>5,153</b>	5,187	<b>5,153</b>	5,187
Receipts from student fees and other customers		<b>90,689</b>	101,144	<b>75,759</b>	78,015
Interest received		<b>2,327</b>	2,542	<b>1,279</b>	1,651
Dividend received		<b>805</b>	25	<b>802</b>	-
Proceeds from sale of biological assets		<b>264</b>	119	<b>264</b>	119
Payments to suppliers and employees		<b>(296,943)</b>	(305,074)	<b>(257,121)</b>	(260,648)
<b>Net cash used in operating activities</b>	41	<b>(1,383)</b>	(6,072)	<b>(3,224)</b>	(4,261)
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		<b>278</b>	459	<b>212</b>	459
Payments for property, plant and equipment		<b>(7,214)</b>	(10,787)	<b>(6,816)</b>	(9,233)
Payments for biological assets		<b>(199)</b>	(65)	<b>(199)</b>	(65)
<b>Net cash used in investing activities</b>		<b>(7,135)</b>	(10,393)	<b>(6,803)</b>	(8,839)
<b>Cash flows from financing activities</b>					
Repayment of borrowings		<b>(1,000)</b>	-	<b>(1,000)</b>	-
Other financing (outflows) / inflows		-	-	<b>(4,767)</b>	5,831
<b>Net cash (used in) / provided by financing activities</b>		<b>(1,000)</b>	-	<b>(5,767)</b>	5,831
<b>Net decrease in cash and cash equivalents</b>		<b>(9,518)</b>	(16,465)	<b>(15,794)</b>	(7,269)
Cash and cash equivalents at the beginning of the financial year		<b>92,615</b>	106,140	<b>87,307</b>	94,576
Cash acquired on acquisition		-	2,941	-	-
<b>Cash and cash equivalents at the end of the financial year</b>	15	<b>83,097</b>	92,615	<b>71,513</b>	87,307

*The above Statement of Cash Flows should be read in conjunction with the 2018 Financial Statements.*

International student from Nigeria  
Elmimare Joshua Aziegbe celebrates  
his graduation with Nairy Fri.



A portion of the Chinese Garden  
on Casuarina campus.



# Honorary awards roll

## Doctor of Arts

Mr Gawirrin Gumana HonDArts (2007)  
Mrs Judith Ann Weepers HonDArts (2007)

## Doctor of Economics

Mr Jose Sun-Say Yu HonDEc (1999)  
Dr Neil Conn AO HonDEc (2001)  
Dr Susilo Bambang Yudhoyono AC HonDEc (2017)

## Doctor of Education

Mr Dato Seri Samy Vellu HonEdD (1998)  
Mrs Nancy Giese AO OBE HonEdD (2004) (Deceased)  
Emeritus Professor Ron McKay HonEdD (2006) (Deceased)  
Ms Raymattja Marika HonEdD (2007) (Deceased)  
Mr Peter Plummer HonEdD (2009)  
Ms Waymamba Yinamara Gaykamangu HonEdD (2014)  
Mr Kevin Davis AM HonEdD (2015)  
Ms Kathy Guthadjaka HonEdD (2018)

## Doctor of Laws

The Hon Austin Asche AC QC HonLLD (1994)  
The Hon Brian Martin AO MBE HonLLD (2007)  
The Hon Dean Mildren RFD QC HonLLD (2013)

## Doctor of Letters

Dr Harold Garner HonDLitt (1997) (Deceased)  
Dr George Chaloupka HonDLitt (1998) (Deceased)  
Ms Miriam Rose Ungunmerr-Baumann HonDLitt (2002)  
The Hon Mr Ted Egan AO HonDLitt (2002)  
Mrs Patricia Miller AO HonDLitt (2006)  
Mr RG (Dick) Kimber AM HonDLitt (2006)  
Mr John Ah Kit HonDLitt (2009)  
Mr Thomas Calma HonDLitt (2010)  
The Hon Daryl Manzie HonDLitt (2010)  
Professor Ian Chubb AC HonDLitt (2011)  
Professor Judith Whitworth AC HonDLitt (2011)  
Mr Kay Rala Xanana Gusmao HonDLitt (2012)  
Mr Jack Thompson HonDLitt (2012)  
Ms Elaine L awurrpa Maypilama HonDLitt (2013)  
The Hon Tom Harris HonDLitt (2015)  
The Hon Christopher Burns HonDLitt (2016)

## Doctor of Science

Emeritus Professor James Thomson AM HonDSc (1992) (Deceased)  
Fr Frank Flynn AC HonDSc (1993) (Deceased)  
Dr John Hargrave AO MBE HonDSc (1995)  
Emeritus Professor Malcolm Nairn AM HonDSc (1999)  
Professor John Mathews HonDSc (2000)  
Dr Len Notaras AM HonDSc (2008)  
Dr Alan Walker HonDSc (Posthumously awarded, 2008)  
Dr Sadhana Mahajani HonDSc (2010)  
Professor Jonathan Carapetis HonDSc (2013)  
Professor Grahame Webb HonDSc (2013)  
Professor John Wakerman HonDSc (2013)  
Mr Jiro Okada HonDSc (2014)  
Professor Ross Baillie HonDSc (2017)  
Dr Dean Patterson HonDSc (2018)

## Doctor of the University

General Peter Cosgrove AC MC HonDUni (2001)  
The Hon Paul Everingham AO HonDUni (2003)  
Dr Valerie Asche HonDUni (2007)  
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)

### **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)

### **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)

# Glossary

**AMA**

Advanced Manufacturing Alliance

**ASQA**

Australian Skills Quality Authority

**ATSI**

Aboriginal and Torres Strait Islander

**BGS**

Board of Graduate Studies

**BIITE**

Batchelor Institute of Indigenous  
Tertiary Education

**CEITE**

College of Engineering, IT and  
Environment

**CI**

Confucius Institute

**CIFAS**

College of Indigenous Futures,  
Arts and Society

**CQU**

Central Queensland University

**DET**

Department of Education and Training

**DFAT**

Department of Foreign Affairs and Trade

**DIH**

Darwin Innovation Hub

**EI**

Engagement and Impact

**ERA**

Excellence in Research for Australia

**ERG**

Enterprise and Research Group

**HDR**

Higher Degree by Research

**HE**

Higher Education

**HEPPP**

Higher Education Participation  
and Partnerships Program

**IAS**

Institute of Advanced Studies

**ILS**

Indigenous Leadership Strategy

**IRU**

Innovative Research Universities

**JCU**

James Cook University

**NATSIAA**

National Aboriginal and Torres Strait  
Islander Arts Awards

**NCSEHE**

National Centre for Student Equity  
in Higher Education

**NCP**

New Colombo Plan

**NESP**

National Environmental Science Program

**NHMRC**

National Health and Medical Research  
Council

**NTG**

Northern Territory Government

**NTAHA**

NT Aboriginal Health Academy

**OPVCIL**

Office of the Pro Vice-Chancellor,  
Indigenous Leadership

**RIET**

Research Institute for Energy  
and Technology

**RI**

Research and Innovation

**SSVF**

Simplified Student Visa Framework

**TEQSA**

Tertiary Education Quality  
and Standards Agency

**THE**

Times Higher Education

**UoN**

University of Newcastle

**UniSA**

University of South Australia

**VET**

Vocational Education and Training

**WDPTL**

Workforce Development Program  
Timor-Leste

**YYF**

Yothu Yindi Foundation

# Our campuses and centres

## Charles Darwin University's campuses and centres:

**Casuarina** (main campus):  
Ellengowan Drive, Darwin NT 0909

**Alice Springs:**  
Grevillea Drive, Alice Springs NT 0870

**Palmerston:**  
University Avenue, Palmerston NT 0830

**CDU Sydney:**  
815 George Street, Haymarket,  
Sydney NSW 2000

**CDU Melbourne:**  
Level 7, 399 Lonsdale Street,  
Melbourne VIC 3000

**CDU Waterfront:**  
21 Kitchener Drive, Darwin NT 0800

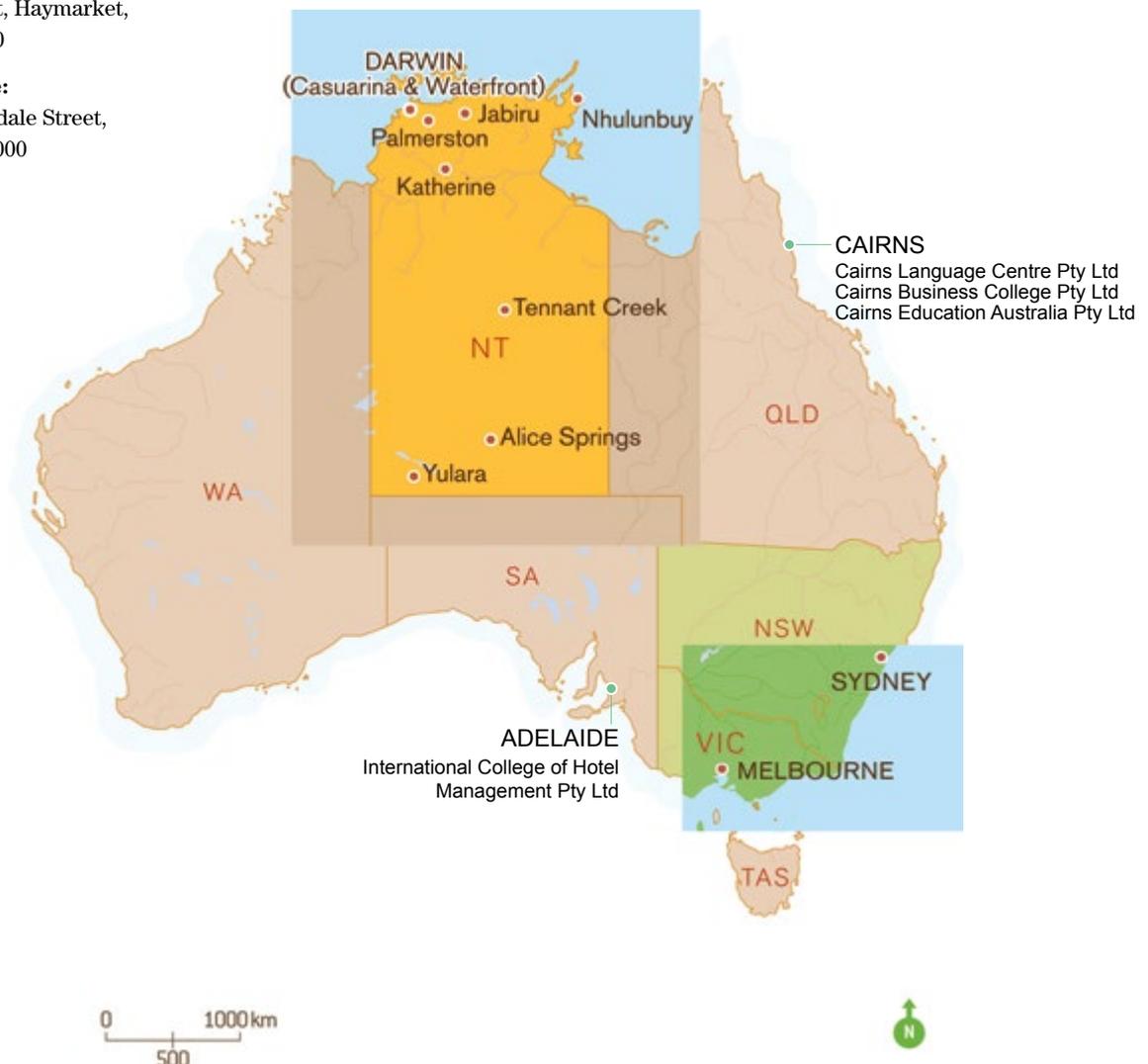
**Katherine:**  
19 Second Street, Katherine NT 0850

**Nhulunbuy:**  
PO Box 1479, Nhulunbuy NT 0881

**Jabiru:**  
PO Box 121, Jabiru NT 0886

**Tennant Creek:**  
PO Box 1425, Tennant Creek NT 0861

**Yulara:**  
Contactable through Alice Springs campus



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