



# Charles Darwin University

Annual Report

2025 year in review

*You make CDU*



**The Hon Jo-Anne (Jo) Hersey**  
**Northern Territory Minister for Education and Training**

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 2025, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.



**The Hon Trevor Riley AO KC**

Chancellor  
30 June 2026

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The Charles Darwin University (CDU) Annual Report 2025 is produced in two volumes. Volume 1, "2025 year in review" contains statutory reports. Volume 2, "2025 financial statements" contains the financial statements of CDU, and its related entities.

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

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

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

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

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

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

We acknowledge and pay our respects to the Kaurna who are the traditional custodians of the lands upon which our Adelaide centre is located.

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

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

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

We acknowledge and pay our respects to the Mirrarr (Jabiru), the Kungarakana and Warrai (Batchelor and Adelaide River), the Anindilyakwa (Groote Eylandt) and the Tiwi (Tiwi Islands) people.

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

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

We extend our respect to Elders – past and present – and to all First Nations peoples.



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## Message from the Chancellor

Charles Darwin University is a dynamic and distinctive institution, offering a breadth of education, training and research opportunities that are critical to the future of northern Australia. Since my investiture as Chancellor in July 2025, I have had the privilege of gaining a deeper insight into the work and impact of the University. I have been particularly impressed by the strength of CDU's connection to the community and the tangible contribution it makes to the wellbeing, capability and prosperity of Territorians.

The past year has been one of both growth and escalating complexity for Australia's higher education and training sectors. Universities continue to operate within an intensified and dynamic regulatory environment, shaped by evolving policy settings, enhanced integrity measures, a heightened focus on accountability, and increasing financial and technological imperatives.

In 2025, we saw a number of important developments across the sector, including the introduction of national planning levels for international student commencements, ongoing funding reform and a continued strengthening of regulatory oversight by bodies such as the Tertiary Education Quality and Standards Agency and the Australian Skills Quality Authority. These shifts have been accompanied by broader sector reviews, the growing impact of artificial intelligence on teaching and assessment, and an increased emphasis on quality assurance, student outcomes and institutional resilience.

While this environment has required careful navigation, it has also provided an opportunity to reaffirm the core principles that guide our work and against this backdrop, CDU has delivered a strong performance.

Looking ahead, 2026 will be a significant year for the University. Key priorities include reaccreditation through the Tertiary Education Quality and Standards Agency, the delivery of a new Strategic Plan, and the introduction of important new programs, including Medicine, Oral Health and a Master of Architecture. We will also continue to expand our presence nationally, extending CDU's reach and impact for students and communities across Australia.

The Northern Territory holds a unique and increasingly important place in Australia's future. Charles Darwin University is proud to play a central role in that future, advancing education, research, training and partnerships that create opportunity and deliver lasting impact. I look forward to working alongside our staff, students and communities as we pursue that mission together.

The Honourable Trevor Riley AO KC  
Chancellor

# Message from the Interim Vice-Chancellor

As I reflect on 2025, I am filled with a deep sense of pride in what our Charles Darwin University (CDU) community has achieved together. Across the University, our staff and students have continued to demonstrate what is possible when education and research are driven by a commitment to opportunity, impact, and the regions we serve.

More people than ever before are choosing CDU, with our student headcount growing by five per cent over the past year. Importantly, this growth reflects confidence in both our Higher Education, and Vocational Education and Training offerings, with enrolments increasing across degree, research and CDU TAFE programs.

Throughout 2025, we continued to strengthen the quality of our teaching and research, invest in contemporary learning environments, and deepen our engagement with the communities we serve across the Northern Territory and beyond.

Our national and global recognition this year reflects the strength of that work. CDU was recognised by the Australian Financial Review as Australia's leading university for equity, reinforcing our longstanding commitment to accessible, inclusive education and the belief that talent exists everywhere, regardless of postcode or circumstance.

We also continued to strengthen our global standing through improved international rankings, including being placed within the top 23 per cent of universities in the Times Higher Education World University Rankings and rising to number 584 in the QS World University Rankings.

Our researchers also continued to deliver work with real and immediate impact. The North Australia Centre for Autonomous Systems achieved a national first through the drone delivery of lifesaving medication to a remote community during flooding, demonstrating how innovation at CDU is helping solve the unique challenges of Northern Australia.



Charles Darwin University TAFE was named Large Training Provider of the Year at the 2025 Northern Territory Training Awards, recognising the critical role Vocational Education and Training plays in building the Territory's workforce and future prosperity.

We also completed construction for the Garrwa | Centre for Better Health Futures, an important investment in training the next generation of health professionals for the Territory.

Above all, these achievements reflect the dedication of our people. Our staff, students, and partners continue to strengthen communities through education, research, and engagement.

These are only some of the highlights for the University. There are countless others when including all the individual achievements that staff and students have earned with the support of our University community.

Thank you to everyone who contributes to Charles Darwin University and to the impact we are making together.

Yours sincerely,

A handwritten signature in blue ink, which reads "F Coulson". The signature is written in a cursive, flowing style.

Professor Fiona Coulson  
Interim Vice-Chancellor and President

# 2025 highlights

## Appointment of the Honourable Trevor Riley AO KC as CDU Chancellor

The Council for Charles Darwin University appointed the Honourable Trevor Riley AO KC as CDU's fifth Chancellor. This appointment reflects CDU's focus on leadership grounded in public service, integrity and community impact.

## CDU ranked #1 in Australia for equity

CDU was recognised as Australia's leading university for equity by the Australian Financial Review, highlighting the University's commitment to ensuring educational opportunity is accessible to all students, regardless of background or circumstance.

## CDU rises in the rankings

A 46-place rise in the 2026 Quacquarelli Symonds World University Rankings lifted CDU to 584 globally.

## Recognised excellence in vocational education

CDU TAFE was named Large Training Provider of the Year at the 2025 NT Training Awards and selected as a national finalist.

## Student satisfaction exceeds strategic targets

An overall Net Promoter Score of +34 more than doubled the strategic goal of +15 by 2025.

## Strong TAFE growth in regional and remote locations

CDU TAFE enrolments increased by nearly 14 per cent, with particularly strong growth across regional and remote locations.

## Launch of the First Nations Training and Teacher Education Hub

The First Nations Training and Teacher Education Hub established a nationally significant model for culturally grounded teacher education and First Nations workforce pathways.

## Menzies School of Health Research celebrates 40 years

In 2025, Menzies School of Health Research (Menzies) marked 40 years of research excellence and impact. The milestone was recognised with the release of the Medical Journal of Australia (MJA) Menzies Collection, highlighting the organisation's significant contributions to Aboriginal and Torres Strait Islander health and medical research. Menzies also continued to deliver globally recognised outcomes throughout the year, advancing malaria prevention and treatment, infectious disease control, and One Health approaches through its growing international programs, particularly in Timor-Leste. Central to this success is Menzies' enduring commitment to genuine partnership with communities, ensuring research translates into meaningful improvements in health and wellbeing across the Northern Territory, Australia and internationally. Menzies' 2025 Annual Report is available at [www.menzies.edu.au/icms\\_docs/344908\\_2025\\_Annual\\_Report.pdf](http://www.menzies.edu.au/icms_docs/344908_2025_Annual_Report.pdf)

## First Yolŋu PhD awarded

CDU awarded its first Yolŋu PhD, recognising the equal standing of Yolŋu and Western knowledge systems through the Dual Academy model.

## First drone-enabled emergency medical delivery

Australia's first drone-enabled emergency medical supply was delivered in West Arnhem, transporting lifesaving medication to a patient in cardiac arrest.

## Launch of purpose-built UAV test flight facility

The Airspace Integration Research Facility was launched at Katherine Rural Campus by North Australia Centre for Autonomous Systems, creating northern Australia's only purpose-designed and built unmanned aerial vehicle test flight facility.

## Key appointments

**Scott Cahalan** was appointed as Deputy Chief Executive Trades & Primary Industries CDU TAFE.

**Dr Ksenia Sawczak** was appointed Director, Office of Research and Innovation.

**Dr Sascha Jenkins** was appointed Associate Vice-Chancellor Sydney.

**Professor Maurizio Cirrincione** was appointed Director Energy and Resources Institute.

**Girishh Iyer** was appointed Associate Vice-Chancellor India.

**Professor Lisa Papatraianou** was appointed Associate Vice-Chancellor Adelaide.

**Dr Nathan Franklin** was appointed Associate Vice-Chancellor Indonesia.

## Key Performance Indicators

We will measure our success by meeting the following targets:

Strategic Goal	No.	Outcome metric	2020 Baseline	2025	2025 Performance against baseline	
Enhance delivery and expand opportunities in regional, rural, and remote training and education	1.1	Number of HE course offerings in regional, rural, and remote locations	133	154	▲	15.8%
	1.2	Number of VET course offerings in regional, rural, and remote locations	65	75	▲	15.4%
	1.3	Number of HE student enrolments in regional, rural, and remote locations	12,048	11,250	▼	-6.6%
	1.4	Number of VET student enrolments in regional, rural, and remote locations	13,845	14,338	▲	3.6%
	1.5	Number of HE completions in regional, rural and remote locations	2,019	2,570	▲	27.3%
	1.6	Number of VET student completions in regional, rural, and remote locations	1,944	2,499	▲	28.5%
	1.7	Number of HE student enrolments in pathway programs	2,576	1,667	▼	-35.3%
	1.8	Number of HE student completions in pathway programs	642	420	▼	-34.6%
Be the most recognised university for First Nations training, education, and research	2.1	Media monitoring evidence shows CDU recognised for First Nations engagement	899	2470	▲	174.7%
Advance our research capacity and capability to deliver quality and impact	3.1	HDR completions (impact)	44	80	▲	81.8%
	3.2	Q1 publications (impact)	476	699	▲	46.8%
	3.3	Shanghai Ranking	901-1000	N/A		N/A
Grow our reach and impact across the NT, Australia and beyond	4.1	Domestic HE enrolments - in NT	8,668	6,708	▼	-22.6%
	4.2	Domestic VET enrolments - in NT	14,724	15,503	▲	5.3%
	4.3	International HE enrolments - in NT	2,082	3,751	▲	80.2%
	4.4	International VET enrolments - in NT	238	331	▲	39.1%
	4.5	Domestic HE enrolments - outside NT	3,434	2,444	▼	-28.8%
	4.6	Domestic VET enrolments- outside NT	10	14	▲	40.0%
	4.7	International HE enrolments - outside NT	64	1319	▲	1960.9%
	4.8	International VET enrolments - outside NT	-	14		-
	4.9	Domestic HE completions - in NT	1,131	1460	▲	29.1%
	4.10	Domestic VET completions - in NT	2,083	2681	▲	28.7%
	4.11	International HE completions - in NT	529	947	▲	79.0%
	4.12	International VET completions - in NT	154	189	▲	22.7%

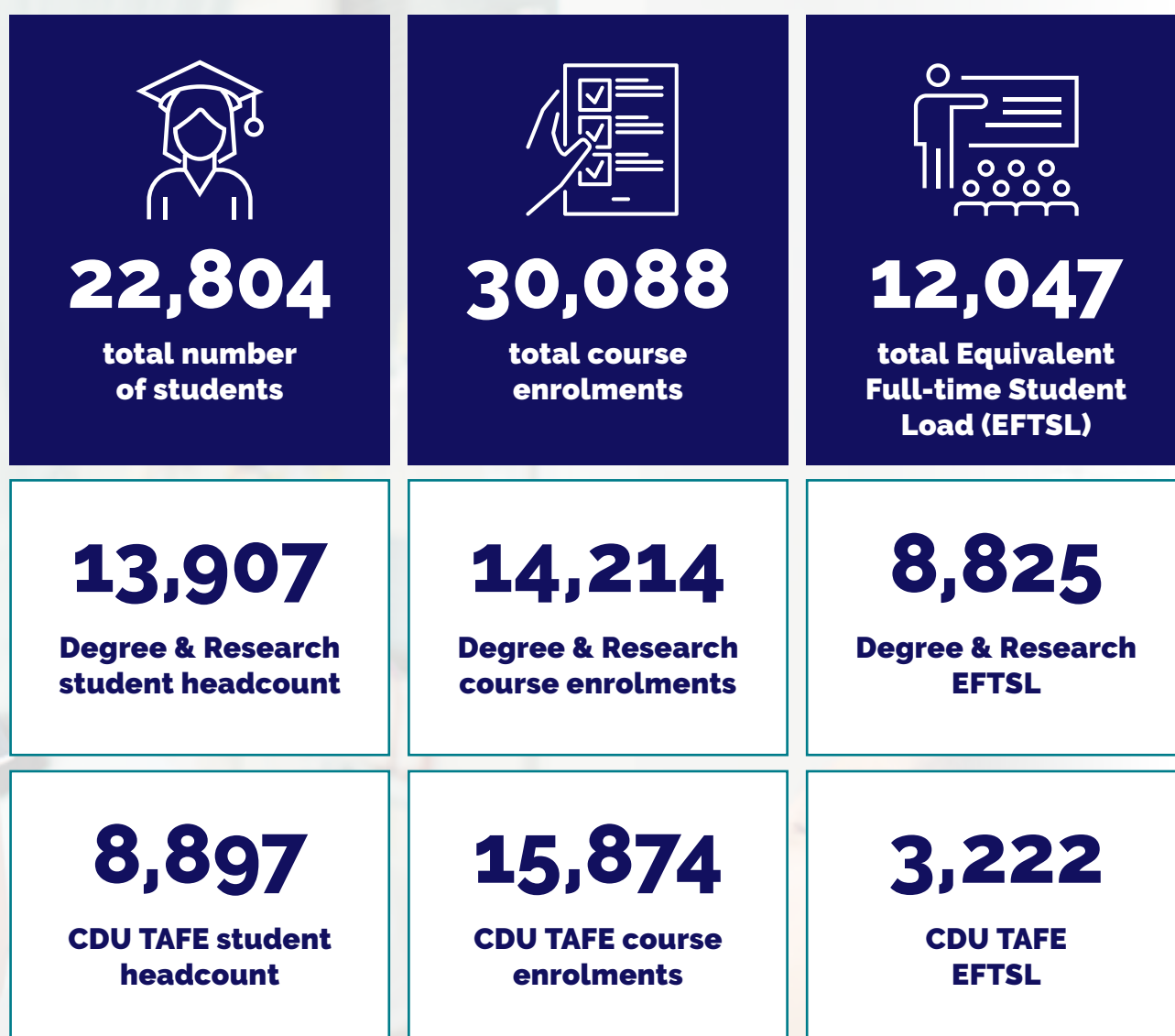
# Key Performance Indicators

Strategic Goal	No.	Outcome metric	2020 Baseline	2025	2025 Performance against baseline
<b>Grow our reach and impact across the NT, Australia and beyond</b>	4.13	Domestic HE completions - outside NT	981	<b>528</b>	▼ -46.2%
	4.14	Domestic VET completions - outside NT	7	<b>90</b>	▲ 1185.7%
	4.15	International HE completions - outside NT	44	<b>250</b>	▲ 468.2%
	4.16	International VET completions - outside NT	-	-	-
	4.17	Increase connected alumni	34,799	<b>42,807</b>	▲ 23.0%
<b>Prioritise environmental and organisational sustainability</b>	5.1	Core operating surplus 6% of revenue	7.0%	<b>0.5%</b>	▼ -6.5%
	5.2	International student HE enrolments	2,146	<b>5,070</b>	▲ 136.3%
	5.3	International student VET enrolments	238	<b>345</b>	▲ 45.0%
	5.4	International student HE EFTSL	1,690.0	<b>3,549.5</b>	▲ 110.0%
	5.5	International student VET EFTSL (Achieved)	103	<b>139</b>	▲ 35.0%
	5.6	Reduce CDU's net carbon emissions	12,269	<b>12,111</b>	▼ -1.3%
	5.7	Improve our overall score in The Times Higher Education Impact Rankings	83.4	<b>80.7</b>	▼ -3.2%
<b>Create a student experience where every student can connect and succeed</b>	6.1	First Nations HE success rate	62.2%	<b>66.5%</b>	▲ 4.3%
	6.2	First Nations VET success rate	83.1%	<b>80.5%</b>	▼ -2.6%
	6.3	Disability HE success rate	69.7%	<b>75.2%</b>	▲ 5.5%
	6.4	Disability VET success rate	78.2%	<b>68.5%</b>	▼ -9.7%
	6.5	Low SES HE success rate	77.7%	<b>81.3%</b>	▲ 3.6%
	6.6	Low SES VET success rate	90.5%	<b>86.9%</b>	▼ -3.6%
	6.7	Non-English Speaking Background HE success rate	86.2%	<b>90.1%</b>	▲ 3.9%
	6.8	Non-English Speaking Background VET success rate	80.8%	<b>85.1%</b>	▲ 4.3%
	6.9	Regional, rural and remote HE success rate	80.2%	<b>82.1%</b>	▲ 1.9%
	6.10	Regional, rural and remote VET success rate	86.4%	<b>84.3%</b>	▼ -2.1%
	6.11	Domestic non-equity HE success rate	83.4%	<b>87.3%</b>	▲ 3.9%
	6.12	Domestic non-equity VET success rate	93.4%	<b>93.7%</b>	▲ 0.3%
	6.13	International HE success rate	94.9%	<b>94.1%</b>	▼ -0.8%
	6.14	International VET success rate	94.8%	<b>98.2%</b>	▲ 3.4%
	6.15	Net promoter score	12.3	<b>33.9</b>	▲ 21.6
	6.16	Unit evaluation survey - % of HE units with Overall Experience mean score of 4/5 or more	70.1%	<b>77.7%</b>	▲ 7.6%
	6.17	International student barometer -Average satisfaction with learning and support	85%	<b>92.5%</b>	▲ 7.5%
	6.18	NCVER VET Student Outcomes (VET only) - % students satisfied with training	89.4%	<b>89.7%</b>	▲ 0.3%
<b>Create a student experience where every student can connect and succeed</b>	7.1	80% of staff agree that CDU is an employer of choice (question included in 2025 VOICE Survey)	80%	<b>71%</b>	▼ -9.0%
	7.2	80% of staff feel supported and happy (question included in 2025 VOICE Survey)	80%	<b>71%</b>	▼ -9.0%



# 2025 Key Statistics

Student numbers<sup>1</sup>



<sup>1</sup> Students with an enrolment in both Higher Education and Vocational Education and Training (VET) in the reporting year are counted once in each sector.

	Category	2024	2025	% Change 2024–2025
<b>Delivery Locations<sup>2</sup></b>	CDU Campuses & Centres	9	9	0.0%
	Other Urban Delivery Locations	18	25	38.9%
	Other Regional and Remote Delivery Locations	99	101	2.0%
	Other Interstate Delivery Locations	4	6	50.0%
	Other Overseas Delivery Locations	2	2	0.0%

<b>Course Profile<sup>3</sup></b>	Certificates	123	114	-7.3%
	Diplomas (VET / HE), Associate Degrees, UG Certificates, and Enabling	54	44	-18.5%
	Undergraduate Coursework	53	55	3.8%
	Postgraduate Coursework	80	90	12.5%
	Postgraduate Research	2	2	0.0%
	Non-Award Short Course	83	74	-10.8%

<b>Student Equity &amp; Diversity - CDU Students Overall</b>	% Domestic	85.3%	82.0%	-3.3%
	% International	14.7%	18.0%	3.3%
	# International Student Home Countries	79	80	
	% of International Students from Asian Countries	83.2%	81.4%	
	% First Nations Australians	17.0%	17.7%	0.7%
	% 25 years of age and older	66.6%	64.3%	-2.2%
	% Female	51.0%	50.2%	-0.8%
	% Non-Binary	0.1%	0.2%	0.1%
	% Male	48.9%	49.6%	0.7%
	% Low Socio-economic	13.8%	14.3%	0.5%
	% Regional or Remote Home Location	65.3%	63.4%	-2.0%
	% Non-English Speaking Background	23.9%	26.9%	3.1%
% Disability	8.1%	8.5%	0.4%	

<b>Student Equity &amp; Diversity, By Sector</b>	<b>Degree &amp; Research Education</b>			
	% Domestic	71.4%	64.4%	-7.0%
	% International	28.6%	35.7%	7.1%
	% First Nations Australians	6.5%	5.8%	-0.7%
	% 25 years of age and older	72.4%	67.5%	-4.9%
	% Female	64.8%	61.7%	-3.1%
	% Non-Binary	0.1%	0.2%	0.1%
	% Male	35.1%	38.2%	3.1%
	% Low Socio-economic	10.9%	9.6%	-1.3%
	% Regional or Remote Home Location	41.5%	37.4%	-4.1%
	% Non-English Speaking Background	24.4%	27.8%	3.4%
% Disability	9.7%	10.0%	0.3%	

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

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

	Category	2024	2025	% Change 2024–2025
<b>Student Equity &amp; Diversity, By Sector</b>	<b>CDU TAFE</b>			
	% Domestic	97.3%	97.8%	0.5%
	% International	2.7%	2.2%	-0.5%
	% First Nations Australians	26.1%	28.3%	2.2%
	% 25 years of age and older	61.5%	61.5%	0.0%
	% Female	39.0%	40.0%	1.0%
	% Non-Binary	0.2%	0.2%	0.0%
	% Male	60.8%	59.8%	-1.0%
	% Low Socio-economic	16.3%	18.4%	2.1%
	% Regional or Remote Home Location	86.1%	86.6%	0.5%
% Non-English Speaking Background	23.5%	26.2%	2.7%	
% Disability	6.7%	7.2%	0.5%	
<b>Research<sup>4</sup></b>	Research income (\$'000), all categories	\$89,544	\$104,491	16.7%
	Higher Degree by Research EFTSL	323.0	323.5	0.2%
	Higher Degree by Research completions (all)	53	78	47.2%
<b>Staff (Full-Time Equivalent)<sup>5</sup></b>	<b>Total</b>	<b>1481</b>	<b>1565</b>	<b>5.7%</b>
	<i>% Female</i>	62%	61%	
	Academic	635	697	9.8%
	<i>% Female</i>	54%	53%	
	Professional	846	868	2.7%
<i>% Female</i>	68%	68%		
<b>Financial</b>	Total revenue (consolidated), \$'000	\$425,039	\$494,297	16.3%
	Total expenses (consolidated), \$'000	\$422,120	\$465,951	10.4%
	Total equity, \$'000	\$663,466	\$729,172	19.4%

4 2024 HERDC research income figures are pre-audited figures and may vary slightly prior to submission, Total Research income includes Research Income reported in the Higher Education Research Data Collection (HERDC) and additional research income funded via Research Block Grants.

5 Staff FTE reporting methodology updated in 2025 to align with TCSI Staff Data reporting standards; continuing and fixed term employees as at 31st March 2025; and Casual staff FTE employed between 1st January and 31st December 2025. 2024 FTE reflects old reporting methodology which excludes Casual staff and reports continuing and fixed term staff as at 31st December of the reporting year.

## 2025 Degree Education and Research Student Statistics

Category	2024	2025	% Change 2024–2025	% Change over 5 years
Student Headcount	12,846	13,907	8.3%	0.6%
Course Enrolments	13,266	14,214	7.1%	-0.2%
Equivalent Full-time Student Load (EFTSL)	8,102.3	8,825.3	8.9%	11.4%
Commencing Student Headcount	5,224	6,230	19.3%	-0.4%
Commencing Course Enrolments	5,422	6,354	17.2%	-1.2%
Commencing EFTSL	3,145.8	3,735.7	18.8%	8.2%
(All elements below represented as <b>Course Enrolments</b> )				
<b>Student Type<sup>6</sup></b>				
Domestic	9,478	9,152	-3.4%	-24.4%
International	3,789	5,070	33.8%	136.3%
<b>Funding Source<sup>7</sup></b>				
Commonwealth Supported	8,838	8,620	-2.5%	-26.3%
Domestic Fee Paying (coursework)	335	260	-22.4%	62.5%
Domestic Higher Degree by Research	356	310	-12.9%	23.0%
International (coursework)	3,669	4,920	34.1%	135.9%
International Higher Degree by Research	78	113	44.9%	117.3%
Other	0	1	100%	-
<b>Course Level</b>				
Enabling	1,201	1,041	-13.3%	-38.0%
Undergraduate	7,711	8,046	4.3%	-16.1%
Postgraduate Coursework	3,847	4,674	21.5%	76.6%
Higher Degree by Research	434	422	-2.8%	38.8%
Non-Award	73	31	-57.5%	19.2%
<b>Study Load</b>				
Full-time	7,538	8,682	15.2%	18.1%
Part-time	5,728	5,532	-3.4%	-19.7%
% Part-time	43%	39%		
<b>Course Attendance Mode</b>				
External / Online	6,614	6,380	-3.5%	-28.2%
Mixed Mode	3,016	3,779	25.3%	44.9%
Internal	3,636	4,055	11.5%	47.6%
% External / Online	50%	45%		

6 Students can change from International to Domestic student type mid way through a year and therefore the sum of enrolments across student type exceeds the total course enrolments reported.

7 Students can change funding source during a year and therefore the sum of enrolments across funding sources exceeds the total course enrolments reported.

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Course Location</b>				
Online <sup>8</sup>	7,338	7,386	0.7%	-24.2%
Casuarina	3,738	3,310	-11.4%	-8.5%
Danala (Waterfront pre 2025)	1,412	2,159	52.9%	185.6%
Alice Springs	22	17	-22.7%	-41.4%
Sydney	753	1,341	78.1%	3428.9%
Brisbane	3	1	-66.7%	-
<b>Unit Delivery Location (EFTSL)</b>				
Online Studies	4,345.1	4,623.2	6.4%	-8.1%
Casuarina Campus	2,603.4	1,963.5	-24.6%	-12.8%
Danala (Waterfront pre 2025)	575.6	1,381.4	140.0%	134.1%
Alice Springs Campus	10.9	4.9	-55.0%	133.3%
Katherine Town Campus	1.8	1.8	0.0%	-
CDU Sydney	564.5	846.5	50.0%	4525.7%
Overseas	1.0	0.4	-62.5%	-
Nhulunbuy	0.0	3.6	360%	-
<b>Field of Study (Broad FOE)</b>				
Health	3,996	4,096	2.5%	-19.2%
Society and Culture	2,237	2,154	-3.7%	-17.2%
Education	1,903	1,997	4.9%	-2.4%
Information Technology	1,334	1,879	40.9%	266.3%
Management and Commerce	1,024	1,338	30.7%	28.9%
Mixed Field Programs	1,186	1,031	-13.1%	-37.7%
Engineering and Related Technologies	893	984	10.2%	57.2%
Agriculture, Environmental and Related Studies	281	309	10.0%	-0.3%
Natural and Physical Sciences	273	267	-2.2%	50.0%
Miscellaneous	124	95	-23.4%	-17.4%
Creative Arts	12	40	233.3%	-21.6%
Architecture and Building	3	24	700.0%	-40.0%

<sup>8</sup> Course Attendance Mode is External or Course Location Is External.

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Student Enrolment Diversity - All Students</b>				
Domestic	9,478	9,152	-3.4%	-24.4%
International	3,789	5,070	33.8%	136.3%
First Nations Australians <sup>9</sup>	857	824	-3.9%	-12.0%
25 years of age and older	9,601	9,598	0.0%	-10.6%
Female	8,590	8,766	2.0%	-13.3%
Non-Binary	17	22	29.4%	214.3%
Male	4,659	5,426	16.5%	31.3%
Low Socio-economic <sup>9</sup>	1,440	1,371	-4.8%	-18.7%
Regional or Remote Home Location <sup>9,10</sup>	5,499	5,318	-3.3%	-27.5%
Non-English Speaking Background	3,233	3,951	22.2%	63.3%
Disability	1,293	1,417	9.6%	38.6%

<b>% Student Enrolment Diversity - All Students</b>				
% Domestic	71.4%	64.4%	-7.0%	-20.6%
% International	28.6%	35.7%	7.1%	20.6%
% First Nations Australians <sup>9</sup>	6.5%	5.8%	-0.7%	-0.8%
% 25 years of age and older	72.4%	67.5%	-4.9%	-7.9%
% Female	64.8%	61.7%	-3.1%	-9.2%
% Non-Binary	0.1%	0.2%	0.1%	0.2%
% Male	35.1%	38.2%	3.1%	9.2%
% Low Socio-economic <sup>9</sup>	10.9%	9.6%	-1.3%	-2.2%
% Regional or Remote Home Location <sup>9,10</sup>	41.5%	37.4%	-4.1%	-14.1%
% Non-English Speaking Background	24.4%	27.8%	3.4%	10.8%
% Disability	9.7%	10.0%	0.3%	2.8%

<b>Domestic Equity Cohort Participation Rates<sup>11</sup></b>				
% Equity	66.2%	66.0%	-0.2%	-2.1%
% First Nations Australians	7.4%	7.6%	0.2%	1.0%
% Low Socio-economic	14.8%	14.7%	-0.1%	1.0%
% Regional or Remote Home Location <sup>10</sup>	57.3%	56.5%	-0.8%	-4.7%
% Non-English Speaking Background	5.1%	5.7%	0.6%	-1.7%
% Disability	11.9%	13.0%	1.1%	5.4%

<b>Domestic Equity Cohort Access Rates<sup>12</sup></b>				
% Equity	63.4%	65.4%	2.0%	0.3%
% First Nations Australians	8.5%	7.6%	-0.9%	0.3%
% Low Socio-economic	15.5%	14.3%	-1.2%	0.0%
% Regional or Remote Home Location <sup>10</sup>	54.3%	57.2%	2.9%	-0.5%
% Non-English Speaking Background	5.5%	7.2%	1.7%	0.3%
% Disability	11.7%	11.0%	-0.7%	3.2%

<sup>9</sup> First Nations status, Low Socio-economic status, and Home location remoteness is only reported for Domestic students. International student are excluded from these categorisations.

<sup>10</sup> New ABS data standard for ASGS Remoteness Categories and ASES Socio-economic Statuses applied from 2023 onwards.

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

<sup>12</sup> Access Rates only calculated for domestic students and is EFTSL from all commencing domestic students in the equity cohort, divided by the EFTSL from all commencing domestic students.

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Student Permanent Home Location</b>				
Northern Territory	3,782	3,739	-1.1%	-21.4%
Rest of Australia	6,105	5,937	-2.8%	-18.6%
Overseas	3,378	4,527	34.0%	106.6%
Unknown	1	11	1000.0%	175.0%
<b>International</b>				
Total	3,789	5,070	33.8%	136.3%
Commencing	1,566	2,691	71.8%	197.3%
International as % of Total Enrolments	28.6%	35.7%	7.1%	20.6%
<b>Top 10 Countries of Origin for International Students</b>				
Nepal	960	1,479	54.1%	264.3%
India	686	1,175	71.3%	182.5%
Bangladesh	599	773	29.0%	374.2%
China (excludes Special Administrative Regions and Taiwan)	239	231	-3.3%	-33.6%
Pakistan	181	150	-17.1%	72.4%
Vietnam	177	170	-4.0%	-8.1%
Sri Lanka	98	98	0.0%	42.0%
Philippines	68	86	26.5%	21.1%
Nigeria	41	33	-19.5%	3.1%
Indonesia	37	32	-13.5%	-28.9%
<b>Top 10 Countries of Origin % of Total International Course Enrolments</b>				
% Nepal	25.3%	29.2%	3.8%	10.3%
% India	18.1%	23.2%	5.1%	3.8%
% Bangladesh	15.8%	15.2%	-0.6%	7.7%
% China (excludes Special Administrative Regions and Taiwan)	6.3%	4.6%	-1.8%	-11.7%
% Pakistan	4.8%	3.0%	-1.8%	-1.1%
% Vietnam	4.7%	3.4%	-1.3%	-5.3%
% Sri Lanka	2.6%	1.9%	-0.7%	-1.3%
% Philippines	1.8%	1.7%	-0.1%	-1.6%
% Nigeria	1.1%	0.7%	-0.4%	-0.8%
% Indonesia	1.0%	0.6%	-0.3%	-1.5%
<b>Total Number of Countries of Origin for International Students</b>				
	71	69	-2.8%	-2.8%
<b>Graduate Outcomes<sup>13</sup></b>				
% Graduates in employment 4 months after graduation	81.6%	77.0%	-4.6%	5.0%
% Graduates in further study 4 months after graduation	11.1%	12.9%	1.8%	0.6%
Graduate Satisfaction	70.2%	72.4%	2.2%	-5.2%

<sup>13</sup> Graduate Outcomes are taken from the Graduate Outcomes Survey (GOS) administered under the Commonwealth Government's Quality Indicators of Learning and Teaching (QILT).

## 2025 Vocational Education &amp; Training Student Statistics

Category	2024	2025	% Change 2024–2025	% Change over 5 years
Student Headcount	8,870	8,897	0.3%	0.9%
Course Enrolments	15,269	15,874	4.0%	6.1%
Achieved Actual Hours Curriculum (AHC)	2,502,745	2,320,177	-7.3%	2.2%
Equivalent Full-time Student Load (EFTSL) <sup>14</sup>	3,476.0	3,222.0	-7.3%	2.1%
Commencing Student Headcount	6,744	6,680	-0.9%	-4.8%
Commencing Course Enrolments	11,107	11,498	3.5%	-0.8%
Commencing AHC	1,705,304	1,517,655	-11.0%	-5.5%
Commencing EFTSL <sup>14</sup>	2,368.0	2,108.0	-11.0%	-5.6%

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

Student Type <sup>15</sup>	2024	2025	% Change 2024–2025	% Change over 5 years
VET in Schools	1,217	1,289	5.9%	-5.2%
Apprentice / Trainee	4,104	4,031	-1.8%	37.5%
NTG Subsidised Other <sup>16</sup>	7,620	8,248	8.2%	-13.8%
International	407	345	-15.2%	45.0%
Other <sup>17</sup>	1,948	2,045	5.0%	123.0%

Course Level <sup>15</sup>	2024	2025	% Change 2024–2025	% Change over 5 years
Certificate I - III	4,909	5,126	4.4%	-2.5%
Certificate IV	1,240	1,273	2.7%	6.3%
Diploma	352	323	-8.2%	10.2%
Short Course / Non-Award	3,769	3,750	-0.5%	-9.0%
Learner Support	4,999	5,402	8.1%	32.0%

Part-time or Full-time <sup>18</sup>	2024	2025	% Change 2024–2025	% Change over 5 years
Full-time	2,887	2,427	-15.9%	0.5%
Part-time	12,382	13,447	8.6%	7.2%
% Part-time	81%	85%		

Attendance Mode (Units) <sup>15</sup>	2024	2025	% Change 2024–2025	% Change over 5 years
External / Online	1,051	1,354	28.8%	-11.6%
Internal	14,092	14,439	2.5%	7.2%
Workplace	1,322	1,785	35.0%	386.4%
RPL	586	305	-48.0%	-62.9%

<sup>14</sup> EFTSL = 720 AHC

<sup>15</sup> Metric is based on a unit level attribute and a student can have multiple unit level attributes within a course enrolment. Therefore the sum of course enrolments in this section exceed the total Course enrolments.

<sup>16</sup> NTG Subsidised Other- Student Type includes students enrolled where part/all of the cost of training is offset by an Northern Territory Government contracted subsidy, other than VET in Schools and Apprentices and Trainees.

<sup>17</sup> Other Student Types includes all other enrolments not reported in the above student types.

<sup>18</sup> Part-time if student is enrolled in 540 AHC of Funded Enrolled AHC with an activity start date in the reporting year. This was previously reported at a course enrolment level (ie a student with 2 x course enrolments of 300 AHC each = 600 total AHC would have previously been reported as part time and is now reported as full-time in the year).

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Top 10 Unit Delivery Locations (Achieved AHC)<sup>14</sup></b>				
Casuarina Campus	934,597	852,685	-8.8%	<b>-21.3%</b>
Palmerston Campus	436,627	365,663	-16.3%	<b>39.7%</b>
Alice Springs Campus	325,055	277,078	-14.8%	<b>-8.4%</b>
Danala (Waterfront pre 2025)	136,854	126,333	-7.7%	<b>-35.6%</b>
External / Online	78,667	116,629	48.3%	<b>227.1%</b>
Katherine (Rural College)	62,213	54,179	-12.9%	<b>50.7%</b>
Nhulunbuy (Gove)	65,402	53,202	-18.7%	<b>58.7%</b>
Darwin	480	19,983	4063.1%	<b>327.5%</b>
Katherine Town Centre	25,140	19,230	-23.5%	<b>-23.9%</b>
Hart Range (Atitjere/Aritarlipita)	3,539	18,104	411.6%	-
<b>Total Number of Delivery Locations</b>	<b>120</b>	<b>132</b>	<b>10.0%</b>	<b>30.7%</b>
<b>Unit Delivery Remoteness<sup>19</sup> (Achieved AHC)<sup>14</sup></b>				
Urban	2,046,511	1,898,558	-7.2%	<b>8.8%</b>
Regional	28,024	18,061	-35.6%	<b>27.1%</b>
Remote	420,670	383,558	-8.8%	<b>7.4%</b>
Interstate	7,540	10,060	33.4%	<b>5.7%</b>
Overseas	-	9,940	-	-
% of Total AHC delivered in Remote / Very Remote Locations	17.9%	17.3%	-0.6%	<b>1.0%</b>
<b>Field of Study</b>				
Mixed Field Programs	5,021	5,426	8.1%	<b>27.6%</b>
Agriculture, Environmental and Related Studies	2,561	2,584	0.9%	<b>134.5%</b>
Engineering and Related Technologies	2,645	2,562	-3.1%	<b>-13.9%</b>
Management and Commerce	1,440	1,574	9.3%	<b>-29.3%</b>
Food, Hospitality and Personal Services	1,118	1,008	-9.8%	<b>10.0%</b>
Society and Culture	534	632	18.4%	<b>-37.0%</b>
Architecture and Building	522	531	1.7%	<b>-35.3%</b>
Education	572	514	-10.1%	<b>34.9%</b>
Health	429	455	6.1%	<b>17.9%</b>
Creative Arts	208	333	60.1%	<b>34.3%</b>
Information Technology	216	255	18.1%	<b>39.3%</b>
Natural and Physical Sciences	2	-	-	-
Unknown	1	-	-	-

<sup>19</sup> Based on the delivery location of unit training and remoteness categories based on the NT Government remoteness loading categories - this is different to the Australian Geographical standards for categorising remoteness areas.

## 2025 Key Statistics

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Industry Group</b>				
General Education and Training	5,135	5,453	6.2%	25.6%
Primary Industry	2,572	2,544	-1.1%	95.1%
Business and Clerical	1,008	1,088	7.9%	-24.4%
Tourism and Hospitality	996	863	-13.4%	26.7%
Utilities	894	905	1.2%	10.0%
Community Services, Health and Education	827	1,071	29.5%	-19.7%
Building and Construction	739	666	-9.9%	-30.3%
Automotive	671	640	-4.6%	11.3%
Engineering and Mining	613	531	-13.4%	-54.3%
Arts, Entertainment, Sports and Recreation	421	476	13.1%	3.0%
Sales and Personal Service	412	332	-19.4%	-6.7%
Transport and Storage	397	460	15.9%	-26.0%
Computing	216	345	59.7%	88.5%
Food Processing	211	261	23.7%	58.2%
Finance, Banking and Insurance	92	174	89.1%	-56.8%
Cookery	64	61	-4.7%	-54.5%
Science, Technical and Other	1	1	0.0%	-
Process Manufacturing	0	3	300%	-87.0%
<b>Student Diversity and Equity</b>				
Domestic	14,862	15,529	4.5%	5.5%
International	407	345	-15.2%	45.0%
First Nations Australians	3,982	4,489	12.7%	47.8%
25 years of age and older	9,391	9,760	3.9%	2.0%
Female	5,962	6,345	6.4%	3.9%
Non-Binary	24	31	29.2%	-
Male	9,282	9,494	2.3%	7.3%
Low SES	2,488	2,923	17.5%	72.1%
Regional Home Location	7,249	7,259	0.1%	-12.2%
Remote / Very Remote Home Location	5,891	6,487	10.1%	27.3%
Non-English Speaking Background	3,582	4,156	16.0%	22.1%
Disability/ies	1,022	1,147	12.2%	73.0%

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>% Student Diversity and Equity</b>				
% Domestic	97.3%	97.8%	0.5%	-0.6%
% International	2.7%	2.2%	-0.5%	0.6%
% First Nations Australians	26.1%	28.3%	2.2%	8.0%
% 25 years of age and older	61.5%	61.5%	0.0%	-2.5%
% Female	39.0%	40.0%	1.0%	-0.8%
% Non-Binary	0.2%	0.2%	0.0%	0.2%
% Male	60.8%	59.8%	-1.0%	0.6%
% Low SES	16.3%	18.4%	2.1%	7.1%
% Regional Home Location	47.5%	45.7%	-1.8%	-9.6%
% Remote / Very Remote Home Location	38.6%	40.9%	2.3%	6.8%
% Non-English Speaking Background	23.5%	26.2%	2.7%	3.5%
% Disability/ies	6.7%	7.2%	0.5%	2.8%
<b>Student Home Location</b>				
Northern Territory <sup>20</sup>	12,900	13,633	5.7%	2.5%
Rest of Australia <sup>20</sup>	468	299	-36.1%	45.1%
Overseas	411	371	-9.7%	53.9%
Unknown	1,490	1,571	5.4%	29.0%
<b>International</b>				
Total	407	345	-15.2%	45.0%
Commencing	327	293	-10.4%	48.7%
International as % of Total Enrolments	2.7%	2.2%	-0.5%	0.6%
<b>Top 10 Countries of Origin</b>				
Vietnam	60	50	-16.7%	117.4%
Indonesia	44	46	4.5%	170.6%
China	54	24	-55.6%	-36.8%
Nepal	24	20	-16.7%	17.6%
England	14	18	28.6%	1700.0%
Philippines	26	18	-30.8%	-5.3%
Papua New Guinea	1	16	1500.0%	1500.0%
Timor-Leste	14	15	7.1%	-
France	5	11	120.0%	1000.0%
Fiji	31	11	-64.5%	-

<sup>20</sup> Postcode 4825 covers an area that includes NT and QLD. In 2023 annual report this postcode was reported in "Rest of Australia" however students are located inside the NT border and this postcode is now reported as "NT".

## 2025 Key Statistics

Category	2024	2025	% Change 2024–2025	% Change over 5 years
<b>Top 10 Countries of Origin - % of Total International Course Enrolments</b>				
% Vietnam	14.7%	14.5%	-0.2%	<b>4.8%</b>
% Indonesia	10.8%	13.3%	2.5%	<b>6.2%</b>
% China	13.3%	7.0%	-6.3%	<b>-9.0%</b>
% Nepal	5.9%	5.8%	-0.1%	<b>-1.3%</b>
% England	3.4%	5.2%	1.8%	<b>4.8%</b>
% Philippines	6.4%	5.2%	-1.2%	<b>-2.8%</b>
% Papua New Guinea	0.2%	4.6%	4.4%	<b>4.2%</b>
% Timor-Leste	3.4%	4.3%	0.9%	<b>2.2%</b>
% France	1.2%	3.2%	2.0%	<b>2.8%</b>
% Fiji	7.6%	3.2%	-4.4%	<b>3.2%</b>
<b>Total Number of Countries of Origin for International Students</b>				
	44	39		
<b>Graduate Outcomes<sup>21</sup></b>				
% Graduates in Employment 4 months after graduation	80.0%	81.3%	1.3%	-
Graduate Satisfaction	94.5%	94.2%	-0.3%	-

<sup>21</sup> Graduate outcomes (Employment and satisfaction taken from the Student Outcomes Survey (SOS).

## 2025 Higher Degree by Research

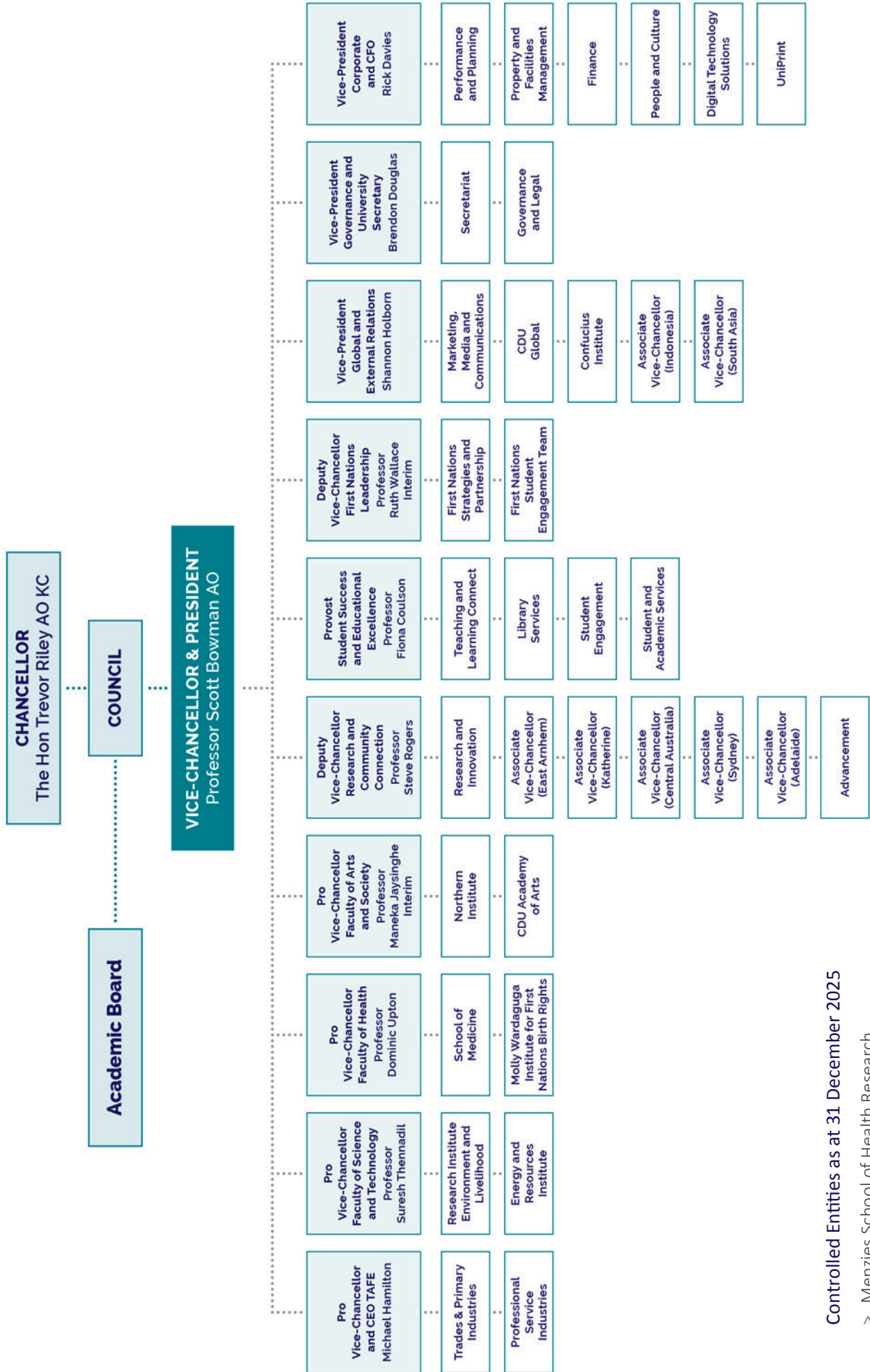
	Category	2024	Est. 2025	% Change 2024–2025
<b>Total Research Income (\$,000)</b>		<b>89,544</b>	<b>104,491</b>	<b>16.7%</b>
<b>HERDC Research income (\$,000)</b>	<b>Total HERDC Research Income</b>	<b>66,837</b>	<b>81,242</b>	<b>21.6%</b>
	Category 1, National competitive grants	42,005	51,674	23.0%
	Category 2, Other public sector research funding	12,064	16,044	33.0%
	Category 3, Industry and other funding	11,393	12,377	8.6%
	Category 4, CRC income	1,375	1,147	-16.6%
<b>Research Block Grants</b>		<b>22,706</b>	<b>23,249</b>	<b>2.4%</b>
<b>Higher Degree by Research completions</b>	<b>Total</b>	<b>53</b>	<b>78</b>	<b>47.2%</b>
	PhD	51	73	43.1%
	Masters	2	5	150.0%
<b>Higher Degree by Research load, EFTSL</b>	<b>Total</b>	<b>323.0</b>	<b>323.5</b>	<b>0.2%</b>
	PhD	299.8	281.0	-6.3%
	Masters	23.3	42.5	82.8%
<b>Weighted publications</b>	<b>Total</b>	<b>419.7</b>	<b>373.4</b>	<b>-11.0%</b>
	Books	23.3	26.3	13.2%
	Book chapters	20.4	20.4	0.0%
	Journal articles	355.8	314.4	-11.6%
	Conference proceedings	20.2	12.3	-39.2%

Total Research income includes Research Income reported in the Higher Education Research Data Collection (HERDC) and additional research income funded via Research Block Grants. 2025 HERDC research income figures are pre-audited figures and may vary slightly prior to submission; 2024 figures have been audited. 2025 completions are presubmission estimates. From 2015, publications figures are provisional HERDC-equivalent point estimates at March of the following year.

## Staff Profile

	Category	2024	2025	2024 Females	2025 Females	2024 Female %	2025 Female %
HE & VET academic staff (FTE)	<b>Total Academic FTE</b>	<b>635</b>	<b>697</b>	<b>343</b>	<b>370</b>	<b>54%</b>	<b>53%</b>
	Level E	49	88	24	45	50%	51%
	Level D	52	49	33	30	64%	60%
	Level C	114	118	59	64	52%	55%
	Level B	181	190	110	116	61%	61%
	Level A	239	252	116	115	49%	46%
Professional Staff (FTE)	<b>Total General FTE</b>	<b>846</b>	<b>868</b>	<b>577</b>	<b>587</b>	<b>68%</b>	<b>68%</b>
	HEW 10 and above	110	112	57	62	52%	55%
	HEW 9	67	65	45	44	67%	67%
	HEW 8	131	132	98	97	75%	74%
	HEW 7	161	159	114	109	71%	68%
	HEW 6	140	147	107	110	76%	75%
	HEW 5	159	156	104	99	65%	64%
	HEW 4	66	73	45	50	69%	69%
	HEW 3	11	19	7	13	69%	72%
	HEW 2	1	5	0	2	0%	33%
	HEW 1	0	2	0	1	0%	0%

# Our structure



## Controlled Entities as at 31 December 2025

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

# Corporate Governance

## University Governance and Executive Management

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

The Council appointed the Honourable Trevor Riley AO KC as the University's fifth Chancellor, effective 1 July 2025. Mr Riley, a former Chief Justice of the Supreme Court of the Northern Territory, brings extensive legal and governance experience, including a long association with the University. He succeeds the Honourable Paul Henderson AO, who served the University with distinction over two terms.

Five standing committees assist Council in carrying out its responsibilities:

- > **Executive Committee** acts on behalf of Council as required on matters between regular meetings of Council that cannot be deferred until the next scheduled meeting. The Executive Committee of Council assists the Chancellor in determining the key performance indicators and remuneration package of the Vice-Chancellor and President and reviews their performance.
- > **Academic Board** is the principal academic body charged with the academic governance of the University with oversight of teaching, learning, research and research training. The Academic Board focuses strongly on the assurance and enhancement of the academic quality and standards of all courses and awards, as well as matters of academic integrity.

- > **Finance and Infrastructure Development Committee** is responsible for assessing and advising Council on the University's financial position and performance.
- > **Audit, Risk and Compliance Committee** assists the Council in exercising governance, due care, diligence and skill in relation to discharging the following broad duties: internal controls and risk management, external and internal audit, and regulatory compliance and delegations.
- > **Nominations, Honorary Awards and Legislation Committee** oversees nominations for Council membership, provides advice and recommendations in relation to Honorary awards, and reviews any proposed legislation.

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

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

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

- > Monitor the performance of the Vice-Chancellor
- > Approve the mission and strategic direction of the University
- > Approve the budget and business plan of the University
- > Oversee the management of the University, including approving significant commercial activities

- > Regularly review delegations under the Act
- > Monitor systems of accountability implemented by the University
- > Review management practices and performance of the University
- > Oversee risk management across the University.

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

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

The structure, composition and size of Council are determined by the *Charles Darwin University Act 2003*. Direction in the Act ensures Council can discharge its responsibilities and duties adequately via the following membership:

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



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

#### Education program for new Council members

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

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

- > To enhance organisational performance by improving the skill set of all members and chairs of Council committees.

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

#### Written Code of Conduct

The University has a Code of Conduct for employees and has an effective suite of policies in relation to Fraud and Corruption as well as Privacy, Whistleblowing and Freedom of Information.

Disclosures of such matters are facilitated using eforms, and regular reports are provided to Council through the Audit, Risk and Compliance Committee.

#### Policy management

Governance has two dedicated Policy officers, one overseeing Academic and Research the other Corporate. The quality of CDU's policies and procedures ensures

the University has a Governance Document Library that is fit for purpose and meets all legal obligations.

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

#### Legal

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

### Enterprise risk management and internal audit

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

The Risk and Assurance function continues to enhance risk and assurance practices, and provide oversight and advice to improve the University's risk and assurance frameworks. Highlights for 2025 were:

- > Implementation of the CDU Internal Audit Plan. The audit on Corporate Governance observed that CDU has made significant progress in strengthening its governance structures, processes, and risk management frameworks. The University is now demonstrating a regulatory posture that exceeds standards and reflects a mature, sector-leading governance approach.
- > Conduct of the bi-annual risk review and reporting to the relevant governance committees on the strategic, corporate and emerging risks that impact CDU's ability to achieve its strategic goals.

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

### Health and safety

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

### Records management

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

### Freedom of information

The University is committed to protecting the privacy of staff, students and other stakeholders. Its privacy statement contains the policy for managing personal information collected. This is part of the procedures in place to protect the privacy of personal information in accordance with the information privacy principles set out in the Information Act (Northern Territory). The University received 14 FOI applications in 2025.

### Modern slavery

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

### Students and decision-making

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

## Council Members

as at 31 December 2025



**The Hon Trevor Riley AO KC**  
Chancellor



**Mr Ken Davies PSM**  
Deputy Chancellor



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



**Dr Louise King**  
Chair of Academic Board



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



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



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



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



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



**Ms Susan Bowden**  
Member appointed by  
the Administrator



**Associate Professor  
Jon Mason**  
Higher Education staff  
member



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



**Mr Rodney Peake**  
Undergraduate student



**Mr Manoj Thapa**  
Postgraduate student

## Meetings of Committees

	Council Meetings		Finance and Infrastructure Development		Audit Risk and Compliance Committee		Nominations Honorary Awards and Legislation	
	A	B	A	B	A	B	A	B
Hon Paul Henderson AO	7	4	2	1	3	1	2	2
Hon Trevor Riley AO KC	4	4	2	2	2	2	2	2
Professor Scott Bowman AO	11	11	4	4	4	4	4	4
Professor Louise King	11	10	0	0	4	2	4	4
Mr Ken Davies PSM	11	9	0	0	0	0	4	3
Mr Dick Guit OAM	11	9	4	3	0	0	0	0
Mr Craig Graham	11	9	0	0	0	0	0	0
Ms Susan Bowden	3	2	0	0	0	0	0	0
Mr Mark Munnich	11	7	0	0	0	0	0	0
Vacant	NA	NA	NA	NA	NA	NA	NA	NA
Emeritus Professor Charles Webb	7	7	0	0	0	0	0	0
Dr Ruth Schubert	7	6	0	0	0	0	0	0
Associate Professor Jon Mason	11	11	0	0	0	0	0	0
Mr Raymond Simpson	11	10	0	0	0	0	0	0
Mr Mir Asif Hossain	4	3	0	0	0	0	0	0
Mr Maged Mohamed Esmat Mohamed	7	7	0	0	0	0	0	0
Mr Rodney Peake	6	6	0	0	0	0	0	0
Mr Manoj Thapa	2	1	0	0	0	0	0	0

### Legend

A = Number of Meetings eligible to attend

B = Number of Meetings attended

*Includes out of session meetings/resolutions*

## Principal Officers

as at 31 December 2025



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



**Professor Fiona Coulson**  
Provost



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



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



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



**Professor Ruth Wallace**  
Acting Deputy Vice-Chancellor,  
First Nations Leadership



**Professor Steve Rogers**  
Deputy Vice-Chancellor, Research and  
Innovation and Acting Vice-President  
Community Connection



**Professor Maneka Jayasinghe**  
Acting Pro Vice-Chancellor Faculty  
of Arts and Society



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



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

# Awards and Achievements

## The 2025 Alumni Awards

**Distinguished Alumni Award:**  
Yalmay Yunupirju

**Alumni of the Year Award:**  
Esther Scarborough

**Alumni Award for Community Service:**  
Esther Scarborough (winner) and  
Helen Zahos (special commendation)

**Alumni Award for Early Career Achievement:**  
Sharni Sloan (winner)  
and Sujan Manandhar  
(special commendation)

**Alumni Award for Industry Excellence:**  
Dylan Bennett (winner) and  
Mary Linnell (special commendation)

**First Nations Alumni Award:**  
Sherkeira Abala (winner)  
and Jorja Costello  
(special commendation)

**International Alumni Award:**  
Ali Dhirani (winner)  
and Dr Isabella Garti  
(special commendation)



## 2025 Vice-Chancellor Awards

**Outstanding Contribution to Student Success:**  
Sean Newcombe and Ellie Keegan  
- Student Engagement, Student  
Success and Educational Excellence

**The Highly Commended for Outstanding Contribution to Student Success:**  
Moss Hashim – Faculty of Health

**Outstanding Contribution to Student Wellbeing, Belonging and Inclusion:**  
Dr Isaac Akefe – Faculty of Health

**Outstanding Contribution to Collaborative Educational Partnerships in Learning and Teaching:**  
CDU Health Hub – Faculty of Health

**Excellence in Teaching Practice – First Nations:**  
First Nations Training and Teacher  
Education Hub - Faculty of Arts and  
Society

**Excellence in Teaching Practice – VET:**  
Veeramani Ramasami – CDU TAFE

**Excellence in Teaching Practice – Higher Education (HE):**  
Speech Pathology Discipline/Team  
- Faculty of Health

**First Nations Researcher Award:**  
Professor Yvette Roe - Molly  
Wardaguga Research Institute

**Early Career Researcher Award:**  
Dr Awni Etaywe - Faculty of Arts  
and Society

**Research Impact Award – Academic:**  
Professor Jennifer Deger - Northern  
Institute

**The Highly Commended for Research Impact Award:**

Professor Kim Caudwell - Faculty of Health

**Research Impact Award – Societal:**

BRUCE-TL team - Menzies School of Health Research

**The Highly Commended for Research Impact Award – Societal:**

Associate Professor Felicity McLure - Faculty of Arts and Society

**The Highly Commended for Research and Impact Award – Societal:**

Associate Professor Felicity McLure - Faculty of Arts and Society

**Innovative Research Partnerships Award:**

SCAFOLD Research Group - Menzies School of Health Research

**The Highly Commended for Innovative Research Partnership Award:**

Water Resources Team - Research Institute for the Environment and Livelihoods

**Higher Degree by Research Supervision Award:**

Associate Professor Erwin Chan - Energy and Resources Institute

**The Highly Commended for Innovative Research Partnership Award:**

Associate Professor Jon Mason - Faculty of Arts and Society

**CDU Values Excellence Award:**

Learning and Teaching Team - Faculty of Health

**The High Commended for CDU Values Excellence Award:**

The Commonwealth Practicum Payments (CPP) Implementation team - Student and Academic Services, Planning and Performance and DTS

**People Management Excellence Award:**

Kristine Evans - Faculty of Health



**Outstanding Contribution in the areas of Equity, Diversity and Inclusion:**

Safer Communities Team - Student Engagement

**Outstanding Contribution to Work, Health and Safety:**

Yolande Yep, Senior Technical Officer - Faculty of Health

**Outstanding Performance by a First Nations Staff Member:**

Yasmin Crawshaw, Manager First Nations Student Programs - First Nations Leadership and Engagement

**Outstanding Performance by a Professional Staff Member - Level 1 to Level 6:**

Joan Jones, TAFE Project Officer - CDU TAFE

**Outstanding Performance by a Professional Staff Member - Level 7 to Level 10:**

Keomi Braun, Senior Regulatory Specialist – Teaching and Learning Connect

**HE Fellowship Recipients**

- > Luis Herrera Diaz
- > Liz Grylls
- > Rachel Klesch
- > Dr Bharanidharan Shanmugam
- > Josh Billam
- > Rachel Chamberlain
- > Olga Kerle
- > Bek Burnett

# Review of activities

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

### Expanding education on Country

CDU's agreement with Laynhapuy Homelands Aboriginal Corporation is extending CDU TAFE programs into homelands. This approach supports culturally appropriate, place-based education aligned with community needs while increasing participation in training and higher education.

### Increasing regional access and participation

CDU held its largest-ever graduation ceremony in Nhulunbuy, with almost 100 graduates recognised. The event reflected the University's expanding presence in East Arnhem Land and the impact of programs delivered in the region. Master of Environment Management graduate Yvette Douglas delivered the student address, highlighting the importance of place-based education and improved completion outcomes for remote students.

### Building local workforce capability

CDU TAFE partnerships with industry, including Sea Swift, are creating local employment pathways in remote communities by training local workforces. This approach reduces reliance on fly-in, fly-out models while strengthening regional economic sustainability.

### Strengthening early childhood workforce pathways

Graduates from CDU programs delivered through the Pacific Australia Labour Mobility scheme



are now contributing to early childhood education across Katherine and Alice Springs. The program addresses workforce shortages while strengthening regional capability and supporting long-term workforce retention.

### Supporting rehabilitation through education

CDU TAFE partnered with the Northern Territory Government to commence the establishment of a Corrections Skills and Training Facility at Katherine Rural Campus. The facility will deliver vocational training and employment pathways that support rehabilitation and contribute to local workforce development.

### Developing future industries for Northern Australia

Plans for a North Australian Hub for Native Bushfoods and Botanicals positioned CDU at the forefront of emerging industries. The initiative supports the protection of First Nations knowledge while creating new economic opportunities and

potential export industries across the Territory.

### Celebrating lifelong learning and cultural contribution

A group of Hermannsburg Potters graduated through CDU in 2025, highlighting the University's role in supporting creative practice and lifelong learning. Participants translated internationally recognised cultural work into formal qualifications, reinforcing the value of inclusive and flexible education pathways.

### Achieving national skills excellence

CDU TAFE student Lucy Southam, 16, won gold in Makeup Services at the National WorldSkills competition, with other CDU TAFE students achieving additional awards and recognition. These results demonstrate the quality of CDU TAFE training and the job-readiness of graduates entering key industries.

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

### **Expanding participation and success for First Nations students**

First Nations students represented a significantly higher proportion of CDU TAFE enrolments than the national average, with more than 3,300 First Nations students enrolled in 2025. This reflects the strength of CDU's partnerships, including training and collaboration with ranger groups, creating accessible and culturally relevant pathways to education and employment.

### **Leading nationally in Indigenous research output**

Seventeen per cent of CDU's research aligns with Indigenous studies, significantly exceeding the national average. This reflects a sustained institutional focus on First Nations research leadership and real-world impact across communities.

### **Embedding cultural integrity in research**

CDU's Ethics and Integrity Team received national recognition for leadership in First Nations ethical research governance. This approach ensures research is conducted with cultural integrity, respect, and meaningful community engagement.

### **Preserving cultural knowledge for future generations**

Renowned artist Dr and Uncle Yidumduma Bill Harney donated his archive to CDU, ensuring the ongoing sharing and preservation of Wardaman culture. CDU's stewardship will support teaching, research, and cultural continuity for future generations.

### **Prestigious award for early career academic**

CDU Research Fellow Dr James Bednall received an Australian Research Council Discovery Early Career Research Award for his work on Aboriginal languages in East Arnhem Land. His research strengthens cultural knowledge systems while contributing to global understanding of language and peacemaking.

### **Amplifying First Nations voices**

Gurindji man and broadcaster Charlie King OAM AM delivered the annual Vincent Lingiari Memorial Lecture at CDU, sharing powerful reflections through storytelling and lived experience. The event reinforced CDU's role in national conversations on history, identity, and reconciliation.

### **Recognising Indigenous leadership**

CDU awarded an Honorary Doctorate to Dean Munuggillumurr Yibarbuk, recognising his decades of contribution to land management. His work reflects the strength of combining traditional knowledge with scientific practice to deliver sustainable environmental outcomes.

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

### 2025 Research Performance



#### Positioning CDU as a hub for ideas and innovation

TEDxCharles Darwin University brought together leading thinkers, researchers, and community voices to explore the theme of community resilience. The event showcased CDU’s role as a platform for ideas that respond to real-world challenges across the Northern Territory and beyond.

#### Informing global conservation policy

A conservation policy informed by CDU-led research was adopted by the International Union for Conservation of Nature’s World Conservation Congress in Abu Dhabi. The policy commits to using Longevity Conservation approaches to protect the Earth’s oldest animals. Longevity Conservation stemmed from research led by CDU’s Dr R. Keller Kopf, which showed the loss of older animals undermines population stability, ecosystem resilience, and the transfer of knowledge within animal societies.

#### Driving innovation in environmental solutions

Distinguished Research Professor Bogdan Dlugogorski and Dr Vinuthaa Murthy are leading research efforts into fluorine-free firefighting foams in partnership with the US Department of Defense. This work supports global efforts to phase out harmful PFAS chemicals while maintaining effective fire suppression.

#### Challenging global assumptions on greenhouse gas emissions

An international study led by CDU cast doubt on accepted estimates of greenhouse gas emissions produced by tropical inland waters. The study, led by CDU Adjunct Senior Research Fellow Dr Clément Duvert in collaboration with academics from Australia, Brazil, China, Germany, France, and the Netherlands, found that emissions were significantly lower than previously believed.

#### Delivering a world-first solar study

First Nations seasonal calendars were used in solar power generation forecasts in a world-first study. Co-author, CDU PhD student and Bandjalang man Luke Hamlin, explained that using First Nations seasonal calendars produced more accurate forecasting models than those currently used in the industry.

#### Strengthening autonomous systems capability

North Australian Centre for Autonomous Systems launched its Airspace Integration Research Facility, the only purpose-designed and built unmanned aerial vehicle test flight facility based in northern Australia. Located at Katherine Rural Campus, the facility has access to more than 10,000 hectares of sparsely populated land with very low ground infrastructure and air traffic. The Civil Aviation Safety Authority approved the site for Beyond Visual Line of Sight operations.

### Applying AI to environmental challenges

CDU researchers Glen Shennan and Dr Richard Crabbe are using artificial intelligence to map invasive species such as African lovegrass and bitou bush. This approach improves monitoring accuracy and supports more effective land management across the Territory.

### Protecting Country through research partnerships

PhD candidate Sam Williams from the Northern Institute worked with Traditional Owners to support the registration of 11 sacred sites across Arnhem Land. This research highlights the importance of Indigenous-led approaches to protecting cultural heritage and Country.

### Unlocking new economic opportunities

PhD candidate Waseem Ahmed from CDU's Research Institute for Northern Agriculture is leading research into growing mushrooms from the Northern Territory's cotton waste. According to Mr Ahmed, the research could create a \$100 million industry.

The NT generates 2,500 to 3,000 tonnes of cotton waste annually, and the research shows there is potential to produce 600 to 700 kilograms of mushrooms per tonne.

### Examining the future of self-driving cars

CDU Senior Lecturer in Law Dr Mark Brady led a study which found that most legislative powers to stop vehicles are based on the presence of a human driver and whether road traffic laws are being violated. While self-driving car technology is moving closer to practical application, his research highlights the need for legislative frameworks to keep pace.

### Informing social and demographic change

Research from CDU's Northern Institute received international attention after revealing that the number of Australians identifying as lesbian, gay or bisexual could be indicative of a "sexual revolution" not seen since the 1960s and 1970s. The LGB+ population of Australia doubled between 2012 and 2020, indicating a "burst of acceptance", according to lead researchers Fiona Shalley and Adjunct Associate Professor Thomas Wilson.

### Understanding the impact of social media

Gender-based violence researcher Vimbai Mutero authored a study into how influencers use oppression, manipulation, and weaponisation to police Black women on social media. The internationally relevant research examined unsolicited advice and digital policing of Black femininity across major social media platforms.



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

### **Expanding community health access through the CDU Health Hub**

The CDU Health Hub significantly expanded its impact in 2025, delivering seven allied health services to the public across psychology, audiology, occupational therapy, social work, exercise and sports science, speech pathology and health science. Community demand continued to grow, with client numbers increasing from 413 in 2024 to 619 in 2025. At the same time, student placement days nearly tripled from 1148 in 2023 to 3296 in 2025, strengthening CDU's contribution to workforce development and improving access to health services across the Northern Territory.

### **New Trades Training Centre at Casuarina**

A new two-storey TAFE Trades Training Centre marks the expansion of CDU's VET capabilities at Casuarina campus. The \$10-million centre features heavy equipment precinct, an assembly area and workshop space, an industrial sand pit, and classrooms.

### **Supporting Territorians through accessible tax services**

The CDU Free Tax Clinic delivered more than 400 consultations and supported 100 small businesses, not-for-profits and charities in 2025, including outreach to First Nations communities in Croker Island, Ramingining, Wadeye and other remote regions. The clinic improves access to professional tax support for people experiencing

barriers to financial services while providing students with valuable real-world experience in taxation and community engagement.

### **Advancing Birthing on Country**

Launched in 2025, the National Roadmap for Birthing on Country Services 2026–2036 sets out a transformative 10-year plan to redesign maternity services to better serve First Nations families. The Molly Wardaguga Institute for First Nations Birth Rights co-designed the plan with more than 245 stakeholders in response to enduring health inequities and in alignment with the National Agreement on Closing the Gap.

### **Delivering aged care training in Timor-Leste**

CDU TAFE launched its first offshore aged care training program in Timor-Leste. The Australian-first program offers Australian-accredited training delivered in Timor-Leste, with the goal of strengthening the local workforce and providing Timorese students with internationally recognised qualifications.

### **IT Code Fair expands**

The University's IT Code Fair expanded to the CDU Sydney Campus for the first time following its success in Darwin. The annual event showcases CDU's Faculty of Science and Technology's students' work through a series of competitions and real-time challenges, as well as the opportunity to connect with the industry and future employers during employer 'speed dating'.



### Recognising innovation in rural and remote health

Outback Active received national recognition after being named Rural/Remote Health Innovator of the Year at the National Rural and Remote Health Awards. The telehealth service improves access for older Australians in regional areas of the Territory while giving students valuable hands-on learning experiences.

### Delivering Stroke Bootcamp

CDU Health Hub delivered an Upper Limb Stroke Bootcamp, providing an intensive five-week rehabilitation program for stroke survivors. The collaborative approach enriched the student experience, enabling students to engage in unique and innovative placements that prepare them for working in the complex Northern Territory environment.

### Radicle Centre joins CDU

Inspired NT has joined the CDU Radicle Centre after four years of successful community engagement. Through this partnership, the Centre will provide ongoing support for local science initiatives as well as

expand the reach of STEM projects across the NT. The STEM outreach program includes a new science centre in Darwin City to inspire young people to pursue science.

### Strengthening Australia-Vietnam collaboration

CDU joined the Australian Vietnam Policy Institute as a knowledge partner, strengthening ties and enabling CDU to develop partnerships in Vietnam. The partnership will support organisations to draw on CDU academic expertise, including in relation to Vietnam's net zero targets by 2050.

### Growing global study opportunities

CDU Global arranged Study Abroad Agreements with Beijing Union University, Beijing Institute of Petrochemical Technology and Qingdao Binhai University, and renewed a student exchange agreement with Mount Royal University in Canada. The University also signed a Memorandum of Understanding with the Banking Academy of Vietnam.

### Showcasing CDU at the International Graduate Scholarship Fair

CDU's education opportunities were showcased at the 2025 International Graduate Scholarship Fair in Beijing, attended by higher education providers from Australia and around the world. CDU was represented by Dean of Graduate Studies Professor Steven Greenland and CDU Global Director Dr Adam Lam. The Fair is an international education exchange initiative organised annually by the China Scholarship Council.



## Goal 5 – Prioritise environmental and organisational sustainability

### Achieving maximum RTO re-registration

CDU TAFE received seven years of re-registration as a National Vocational Education and Training Regulator Registered Training Organisation. This is the maximum term possible and confirms CDU TAFE's continued ability to deliver quality vocational education and training that is nationally recognised and compliant with the 2025 RTO Standards.

### Increasing renewable energy at Palmerston Campus

A 200kW solar array was installed at Palmerston Campus in 2025. The system is generating a significant proportion of the campus's energy needs and reducing carbon emissions, supporting the University's sustainability goals.

### Improving water security at Katherine Campus

A new bore was installed at Katherine Campus in 2025, increasing water security and supply capacity. The bore supports sustainable water management and provides a reliable backup water source for campus operations.

### Expanding open access publishing

CDU Library entered into Open Access Agreements with 10 major academic publishers. These agreements support students, academics, and researchers with access to scholarly research and provide authors with the opportunity to publish open access immediately on acceptance, free of transactional article processing charges.

### Improve access to CDU's art collections

CDU strengthened the management of its Special, Cultural and Heritage Collections, improving the assessment, preservation and promotion of significant archival and digital materials. This work supports the ongoing stewardship of important collections and ensures they remain accessible for teaching, research, and community engagement.

### Supporting responsible use of AI in health education

Faculty of Health academics collaborated with the Language and Learning Team in the Library to develop four workshops for academics to engage critically with AI, with a focus on ethical practice and assessment design. Participants explored opportunities to enhance efficiency and innovation while considering the ethical, professional, and policy dimensions relevant to higher education health disciplines.

### Improving library support through a chatbot

CDU Library introduced a chatbot to answer library-related queries and provide assistance outside business hours. The chatbot draws keywords from the Library's FAQ knowledge base, with ongoing work focused on creating and updating FAQs to better support common queries.

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



### Continuing growth in student satisfaction

CDU achieved an overall NPS of +34, more than doubling the 2020 strategic goal of achieving an NPS of +15 by 2025. Degree and Research achieved an NPS of +33.5 and TAFE achieved an NPS of +35.8. Areas of positive sentiment included lecturer helpfulness, professionalism, and outstanding student services.

### Graduating Australia's first Doctors of Pharmacy

CDU pharmacy graduates became the first in Australia to be awarded the title of Doctor of Pharmacy. Accreditation changes announced by the Federal Government in late 2024 marked a significant advancement in recognising the evolving clinical responsibilities of pharmacists.

### Elevating student voice

Almost 220 students contributed to improving policies, resources, services, and experiences through the Your Voice Student Network. The network ran more than 65 focus groups and surveys, covering issues

including how CDU prevents and responds to gender-based violence, redesigning the Library website, enhancing orientation events, improving sensory spaces and creating better access to resources for Law students.

### Leading student-centred access and inclusion

CDU's Access and Inclusion Team won the Australian Disability Clearinghouse on Education and Training's Accessibility in Action Award. The award recognised the team's student-centred and inclusive practices. Highlights included new sensory spaces at Casuarina and Sydney campuses, accessible event guidelines for staff, and updated Disability Standards and Awareness Training.

### Expanding peer support

CDU recruited its largest team of peer advisors to date, with 16 members delivering support services to incoming students commencing in Semester One. The team delivered peer-assisted study sessions across

all faculties and provided support, including individual appointments with students, in 83 first-year units.

### Supporting international HDR candidates

An inaugural Higher Degree by Research peer mentor was appointed to support HDR candidates from Shanghai Normal University. The mentor assisted the first intake of HDR candidates to navigating life in a new country and the Australian academic environment. The initiative was a collaboration between the Library and the Office of Research and Innovation.

### Strengthening industry engagement

Around 500 students engaged in industry connection opportunities in 2025, including Connect & Elevate: Network for Career Success at Danala, the Health Graduate Nursing and Midwifery Employment Program Information Session at Casuarina, and the Boost Your Career Panel: The Power of Volunteering in Sydney. These events helped students connect with industry professionals and build networks for future careers.

### Celebrating student partnership impact

The CDU Student Council and the Be A Better Human Committee were named winners of the 2025 Student Voice Australasia Student Staff Partnership Impact Award. The award recognises institutions, staff and students that incorporate student voice, agency and partnership into decision making.

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

### Staff engagement reaches new high

The VOICE Pulse Survey 2025 of staff recorded engagement at 79 per cent favourable, an increase of three percentage points from 2023. Most survey categories increased in 2025 compared with the 2023 VOICE survey, resulting in CDU winning its second consecutive Change Champion Award for positive improvement and change.

### National leadership in gender pay equity

CDU's gender pay gap, as reported by the Workplace Gender Equality Agency (WGEA), decreased to 3.2 per cent, down from 3.3 per cent in 2024 and 5.9 per cent in 2023. WGEA classifies CDU's pay gap as neutral, placing the University among the top five Australian universities reporting through WGEA for gender pay equity.

### Prioritising First Nations employment

First Nations Priority Recruitment was applied to 99 per cent of vacancies and supported the appointment of six new staff members from August 2025. By year's end, CDU employed 55 full-time equivalent First Nations staff. CDU also launched Coaching Pairs, a two-way mentoring program between First Nations staff and non-Indigenous managers.

### Launching Respect Month

CDU launched its first Respect Month in April, aligning with Sexual Assault Awareness Month. Across four campuses, more than 10 events were held, with more than 400 students, staff, and community

members participating. The initiative sparked conversations, encouraged reflection and fostered a culture of respect, empathy, and consent across the University community.

### Growing professional development opportunities

The People and Culture team delivered 88 development sessions with 1518 attendees. In addition, nearly 80 per cent of staff completed education on the new Code of Conduct, and Information Sharing pop-up sessions were introduced to more than 300 attendees.

### Supporting mentoring and career growth

The Mentoring Impact program continued to gain momentum, with 36 staff acting as mentors to 34 mentees, including participation from executive leaders. This increased from 27 mentors and 32 mentees in 2024. The program continues to foster meaningful professional development and leadership growth across the University.

### Building connection through the Professional Staff Conference

An estimated 100 staff attended the 2025 Professional Staff Conference, themed Shaping Tomorrow: Innovation, Reconnection and Wellbeing. The event featured speed networking with CDU executive leaders and workshops on topics including The Power of Self-Care, AI: Keeping Things Human in the Age of Technology, and future-proofing careers through an inspiring panel of CDU leaders.

### Strengthening workforce development and performance

The introduction of a new Development and Career Planning system improved visibility and engagement in staff development, achieving an 84 per cent participation rate and increasing positive staff sentiment toward career planning. This reflects CDU's commitment to building capability, supporting career growth, and investing in its people.





# Summary of financial information

## Financial Performance

Charles Darwin University's consolidated group delivered a stronger financial performance in 2025, with a net surplus from continuing operations of \$28.3 million. This represents a significant improvement on the \$2.9 million surplus recorded in the prior year.

Total revenue for the consolidated group increased to \$494 million in 2025, reflecting year-on-year growth of 16 per cent. This was primarily driven by higher government grant income of \$32 million, increased international student fee revenue of \$18 million, and growth in contract research income of \$9 million.

Total expenditure rose by 10.4 per cent to \$466 million in 2025. Employment costs increased by 7 per cent, reflecting wage indexation of 3.3 per cent and targeted investment in growth capacity, including planned recruitment associated with the CDU Menzies Medical Program. Additional cost increases were recorded in student scholarships, recruitment agent fees, utilities, facilities management, and depreciation.

## Financial Position

The University's net assets increased by \$66 million compared to 2024. Total assets grew by \$90 million, primarily driven by increases in property, plant and equipment. Total liabilities rose by \$24 million, reflecting higher trade payables and provisions. Cash and cash equivalents increased by \$30 million, supported by the strong operating surplus achieved in 2025.

## Future Direction

The University continues to implement the *Strategic Plan 2021-2026*. The strategy includes seven goals centred on regional and remote learning opportunities, recognition for Indigenous education, research capability, student experience and connection, and becoming an employer of choice, among others. This strategy is supported by several core and enabling plans.

While international student income remained resilient in 2025, policy constraints and market uncertainty continued to present challenges to the University's growth ambitions. The Australian Government's limits on international student visa processing, first introduced in 2024, remained in effect throughout 2025. CDU operated within a soft cap of approximately 2,200 international student visas, significantly below earlier strategic growth targets. In response, the University maintained disciplined cost-control measures and continued to explore opportunities to diversify revenue streams. Future international opportunities are being explored, especially throughout the Asia-Pacific region.

The Darwin City campus, Danala | Education and Community Precinct, which was completed and opened in late 2024, has now been fully operational throughout 2025 and continues to deliver significant benefits to the Darwin CBD and broader community. The campus attracts substantial daily activity from staff and students, contributing positively to the local economy. Danala's state-of-the-art teaching, research, and community facilities—including the art gallery and modern library—are enhancing the student experience and strengthening community engagement.

Planning has progressed for purpose-built student accommodation adjacent to Danala to support anticipated long-term growth in student demand and to reinforce Darwin's position as a leading regional centre for education, research, and innovation. The University remains focused on sustainable growth, operational efficiency, and delivering on its strategic priorities in a complex and evolving higher education environment.

# Consolidated Income Statement

For the year ended 31 December 2025

	Note	Group		Parent Entity	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	3.1	171,044	138,640	144,691	119,113
HELP- Australian Government payments	3.1	37,237	36,008	37,237	36,008
NT Government financial assistance	3.2	17,597	18,685	11,621	12,340
HECS- HELP student payments		5,596	4,300	5,596	4,300
Fees and charges	3.3	179,866	154,815	176,441	153,317
Consultancy and contract fees	3.4	50,063	40,970	30,645	25,881
Other revenue	3.5	20,133	18,307	17,841	16,412
Investment revenue	4	11,930	12,799	8,679	9,578
Gains on disposal of assets	24	148	-	101	24
Share of profit on investments accounted for using the equity method	16	683	514	683	514
<b>Total revenue and income from continuing operations</b>		<b>494,297</b>	<b>425,039</b>	<b>433,535</b>	<b>377,487</b>
<b>Expenses from continuing operations</b>					
Employee-related expenses	5	248,856	232,134	209,372	196,682
Depreciation	6	28,128	23,053	27,469	22,336
Repairs and maintenance	7	8,575	7,294	8,124	6,995
Impairment of assets	8	1,941	287	1,941	287
Losses on disposal of assets	24	-	106	-	-
Other expenses	9	178,451	159,246	171,250	154,356
<b>Total expenses from continuing operations</b>		<b>465,951</b>	<b>422,120</b>	<b>418,156</b>	<b>380,656</b>
<b>Net result from continuing operations</b>		<b>28,346</b>	<b>2,918</b>	<b>15,379</b>	<b>(3,169)</b>

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

# Consolidated Statement of Comprehensive Income

For the year ended 31 December 2025

	Note	Group		Parent Entity	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Net result from continuing operations</b>		<b>28,346</b>	2,918	<b>15,379</b>	(3,169)
Items that will not be reclassified to profit or loss in subsequent periods					
Loss on value of financial assets at fair value through other comprehensive income	25(a)	(6,410)	(14,186)	(6,413)	(14,291)
Increase on revaluation on property, plant & equipment	25(a)				
		<b>43,770</b>	-	<b>43,770</b>	-
<b>Total other comprehensive loss</b>		<b>37,360</b>	(14,186)	<b>37,357</b>	(14,291)
<b>Total comprehensive income (loss) from continuing operations</b>		<b>65,706</b>	(11,268)	<b>52,736</b>	(17,460)

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

# Consolidated Statement of Financial Position

As at 31 December 2025

	Note	Group		Parent Entity	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	10	131,174	101,481	114,334	81,150
Receivables	11	19,433	15,537	18,193	14,571
Inventories	12	670	661	670	661
Other financial assets	14	117,691	120,408	87,450	104,912
Other assets	15	12,775	11,507	12,194	10,829
<b>Total current assets</b>		<b>281,743</b>	<b>249,594</b>	<b>232,841</b>	<b>212,123</b>
<b>Non-current assets</b>					
Biological assets	13	887	1,017	887	1,017
Other financial assets	14	1,999	1,880	-	-
Investments accounted for using the equity method	16	2,881	2,198	2,881	2,198
Property, plant and equipment	17	792,614	735,578	791,373	734,118
<b>Total non-current assets</b>		<b>798,381</b>	<b>740,673</b>	<b>795,141</b>	<b>737,333</b>
<b>Total assets</b>		<b>1,080,124</b>	<b>990,267</b>	<b>1,027,982</b>	<b>949,456</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	20	146,038	129,088	113,727	94,756
Lease liabilities	19(a)	4,272	3,923	4,236	3,784
Provisions	22	38,638	34,454	32,474	28,657
Other liabilities	23	290	36	43,017	42,764
<b>Total current liabilities</b>		<b>189,238</b>	<b>167,501</b>	<b>193,454</b>	<b>169,961</b>
<b>Non-current liabilities</b>					
Trade and other payables	20	167	244	156	207
Lease liabilities	19(a)	31,574	29,766	31,574	29,766
Borrowings	21	126,500	126,500	126,500	126,500
Provisions	22	3,473	2,791	2,893	2,353
<b>Total non-current liabilities</b>		<b>161,714</b>	<b>159,300</b>	<b>161,123</b>	<b>158,827</b>
<b>Total liabilities</b>		<b>350,952</b>	<b>326,801</b>	<b>354,577</b>	<b>328,788</b>
<b>Net assets</b>		<b>729,172</b>	<b>663,466</b>	<b>673,405</b>	<b>620,668</b>
<b>Equity</b>					
Reserves	25(a)	294,366	285,587	293,531	284,757
Restricted funds	25(b)	57,044	58,783	57,044	58,783
Retained earnings	25(c)	377,762	319,096	322,830	277,128
<b>Total equity</b>		<b>729,172</b>	<b>663,466</b>	<b>673,405</b>	<b>620,668</b>

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

# Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

	Note	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
<b>GROUP</b>					
<b>Balance at 1 January 2024</b>		49,396	299,050	326,157	674,603
Net result		-	-	2,918	2,918
Other comprehensive loss		-	(14,186)	-	(14,186)
<b>Total comprehensive income/(loss)</b>		-	(14,186)	<b>2,918</b>	(11,268)
Transfers from / (to) restricted fund reserve	25(b)(c)	9,387	-	(9,387)	-
Transfers to / (from) revaluation reserves	25(a)(c)	-	723	(723)	-
Related party disposals	25(c)	-	-	131	131
<b>Balance at 31 December 2024</b>		<b>58,783</b>	<b>285,587</b>	<b>319,096</b>	<b>663,466</b>
<b>Balance at 1 January 2025</b>		58,783	285,587	319,096	663,466
Net result		-	-	28,346	28,346
Other comprehensive loss		-	37,360	-	37,360
<b>Total comprehensive income</b>		-	37,360	<b>28,346</b>	65,706
Transfers (from) / to restricted fund reserve	25(b)(c)	(1,739)	-	1,739	-
Transfers (from) / to revaluation reserves	25(a)(c)	-	(28,581)	28,581	-
<b>Balance at 31 December 2025</b>		<b>57,044</b>	<b>294,366</b>	<b>377,762</b>	<b>729,172</b>
<b>PARENT</b>					
<b>Balance at 1 January 2024</b>		49,396	298,325	290,407	638,128
Net result		-	-	(3,169)	(3,169)
Other comprehensive loss		-	(14,291)	-	(14,291)
<b>Total comprehensive loss</b>		-	(14,291)	<b>(3,169)</b>	(17,460)
Transfers from / (to) restricted fund reserve	25(b)(c)	9,387	-	(9,387)	-
Transfers to / (from) revaluation reserves	25(a)(c)	-	723	(723)	-
<b>Balance at 31 December 2024</b>		<b>58,783</b>	<b>284,757</b>	<b>277,128</b>	<b>620,668</b>
<b>Balance at 1 January 2025</b>		58,783	284,757	277,128	620,668
Net result		-	-	15,379	15,379
Other comprehensive loss		-	37,357	-	37,357
<b>Total comprehensive income</b>		-	37,357	<b>15,379</b>	52,736
Transfers (from) / to restricted fund reserve	25(b)(c)	(1,739)	-	1,739	-
Transfers (from) / to revaluation reserves	25(a)(c)	-	(28,584)	28,584	-
<b>Balance at 31 December 2025</b>		<b>57,044</b>	<b>293,531</b>	<b>322,830</b>	<b>673,405</b>

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

# Consolidated Statement of Cash Flows

For the year ended 31 December 2025

	Note	Group		Parent Entity	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Cash flows from operating activities</b>					
Australian Government Financial Assistance		218,785	176,594	185,299	154,267
OS-HELP (net)		252	(205)	252	(205)
Commonwealth Prac Payment (net)		123	-	123	-
NT Government grants		17,501	18,277	11,667	12,340
HECS-HELP student payments		8,477	7,640	8,477	7,640
Receipts from student fees and other customers		249,255	215,690	231,327	200,023
Interest received		11,843	12,981	8,730	9,625
Dividend received		324	623	165	623
Payments to suppliers and employees		(424,281)	(397,790)	(375,741)	(357,630)
Interest on borrowings		(2,220)	(2,193)	(2,220)	(2,193)
Lease interest payments		(560)	(619)	(559)	(612)
Low value / short term lease payments		(4,006)	(4,416)	(3,815)	(4,240)
<b>Net cash from operating activities</b>	35	<b>75,491</b>	<b>26,582</b>	<b>63,705</b>	<b>19,638</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment	24	148	24	103	24
Proceeds from sale of biological assets		355	369	355	369
Payments for property, plant and equipment		(36,725)	(71,953)	(36,421)	(71,303)
Payments for biological assets		(76)	(45)	(76)	(45)
Proceeds from sale of equity investments		16,870	42,683	16,714	42,500
Increase in Term deposits		(21,642)	(75)	(6,500)	-
<b>Net cash used in investing activities</b>		<b>(41,071)</b>	<b>(28,997)</b>	<b>(25,825)</b>	<b>(28,455)</b>
<b>Cash flows from financing activities</b>					
Payment of principal portion of lease liabilities		(4,727)	(3,221)	(4,697)	(3,082)
Proceeds from borrowings		-	8,125	-	8,125
<b>Net cash (used in)/from financing activities</b>		<b>(4,727)</b>	<b>4,904</b>	<b>(4,697)</b>	<b>5,043</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>29,693</b>	<b>2,489</b>	<b>33,184</b>	<b>(3,774)</b>
Cash and cash equivalents at the beginning of the financial year		<b>101,481</b>	98,992	<b>81,150</b>	84,924
<b>Cash and cash equivalents at the end of the financial year</b>	10	<b>131,174</b>	101,481	<b>114,334</b>	81,150

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



# Honorary awards roll

## Master of Arts

Mr Peter Strachan HonMArts (2020) (Deceased)

## Doctor of Arts

Dr Gawirrin Gumana HonDArts (2007)

Dr Judith Ann Weepers HonDArts (2007)

Dr Donna Ah Chee HonDArts (2022)

Dr Michael Long (HonDArts 2022)

Dr John Paterson HonDArts (2022)

Dr Robyne Burridge OAM HonDArts (2022)

## Doctor of Economics

Dr Jose Sun-Say Yu HonDEc (1999)

Dr Neil Conn AO HonDEc (2001)

Dr Susilo Bambang Yudhoyono AC HonDEc (2017)

Dr Hitoshi Okawa HonDEc (2023)

## Doctor of Education

Dr Dato Seri Samy Vellu HonEdD (1998)

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

Emeritus Professor Ron McKay HonEdD (2006)  
(Deceased)

Dr Raymattja Marika HonEdD (2007) (Deceased)

Dr Peter Plummer HonEdD (2009)

Dr Waymamba Yinamara Gaykamangu HonEdD (2014)

Dr Kevin Davis AM HonEdD (2015)

Dr Kathy Guthadjaka HonEdD (2018)

## Doctor of Laws

The Hon Austin Asche AC KC HonLLD (1994) (Deceased)

The Hon Brian Martin AO MBE HonLLD (2007)

The Hon Dean Mildren RFD KC HonLLD (2013)

## Doctor of Letters

Dr Harold Garner HonDLitt (1997) (Deceased)

Dr George Chaloupka HonDLitt (1998) (Deceased)

Dr Miriam Rose Ungunmerr-Baumann HonDLitt (2002)

The Hon Mr Ted Egan AO HonDLitt (2002)

Dr Patricia Miller AO HonDLitt (2006)

Dr RG (Dick) Kimber AM HonDLitt (2006)

Dr John Ah Kit HonDLitt (2009)

Dr Thomas Calma HonDLitt (2010)

The Hon Daryl Manzie HonDLitt (2010)

Professor Ian Chubb AC HonDLitt (2011)

Professor Judith Whitworth AC HonDLitt (2011)

Dr Kay Rala Xanana Gusmao HonDLitt (2012)

Dr Jack Thompson HonDLitt (2012)

Dr Elaine L awurrpa Maypilama HonDLitt (2013)

The Hon Tom Harris HonDLitt (2015)

The Hon Christopher Burns HonDLitt (2016)

Dr Otto Bulmaniya Campion HonDLitt (2020)

Dr Grace Miguyie Daniels HonDLitt (2020)

Dr Janie Mason HonDLitt (2020)

Dr Alan Morris AO HonDLitt (2020)

Dr Sabaratnam Prathapan HonDLitt (2020)

Dr Richard Ryan AO HonDLitt (2021)

Dr Samuel Bush-Blanasi HonDLitt (2023)

Dr Eileen Cummings HonDLitt (2023)

Dr Bilawara Lee HonDLitt (2023)

Dr Warren Snowdon HonDLitt (2023)

Dr Harold Thomas HonDLitt (2023)

Dr John 'Foxy' Robertson HonDLitt (2024)

Dr Peter Forrest HonDLitt (2024)

Dr Derek Pugh OAM HonDLitt (2024)

Dr Paricia Ansell-Dodds HonDLitt (2024)

Dr Angelica Poulos OAM HonDLitt (2024)

Dr Peter Christopherson HonDLitt (2024)

Professor Anne Martin AM HonDLitt (2024)

Ms Lorraine Williams HonDLitt (2024)

Dr Uncle Yidumduma Bill Harney (2024)

Dr Dean Yibarbuk HonDLitt (2025)

Dr Faye Parriman HonDLitt (2025)

Dr Nora Lewis AM HonDLitt (2025)

## Doctor of Science

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

Fr Frank Flynn AC HonDSc (1993) (Deceased)

Dr John Hargrave AO MBE HonDSc (1995)

Emeritus Professor Malcolm Nairn AM HonDSc (1999)

Professor John Mathews HonDSc (2000)

Dr Len Notaras AM HonDSc (2008)

Dr Alan Walker HonDSc (Posthumously awarded, 2008)

Dr Sadhana Mahajani HonDSc (2010)

Professor Jonathan Carapetis HonDSc (2013)

Professor Grahame Webb HonDSc (2013)

Professor John Wakerman HonDSc (2013)

Mr Jiro Okada HonDSc (2014)

Professor Ross Baillie HonDSc (2017)

Dr Dean Patterson HonDSc (2018)  
 Dr Simon Maddocks HonDSc (2021)  
 Dr John Horswell HonDSc (2022)  
 Dr Steven Tickell HonDSc (2025)

#### Doctor of Social Work

Dr Josephine Lee HonDSW (2025)

#### Doctor of the University

General Peter Cosgrove AC MC HonDUni (2001)  
 The Hon Paul Everingham AO HonDUni (2003)  
 Dr Valerie Asche HonDUni (2007) (Deceased)  
 Emeritus Professor Helen Garnett PSM HonDUni (2016)  
 The Hon Sally Thomas AC HonDUni (2018)

#### Companion of the University

Mr Keith Pennell OAM (2001)  
 Mr Paul Sitzler OAM (2003) (Deceased)  
 Mrs Minna Sitzler AM (2003)  
 Mr Michael Martin OAM (2011)  
 Ms Angelica Poulos (2011)  
 Mr Ian Kew (2011)  
 Mr Earl James AM (2012)  
 Mrs Wendy James OAM (2012)  
 Professor David Parry (2012)  
 Ms Elizabeth Martin OAM (2012)  
 Ms Diana Jarvis (2013)  
 Ms Terry Underwood AM (2013)  
 Mr Allan Garraway (2013)  
 Ms Veronica Dobson AM (2013)  
 Mr Neil Ross (2015)  
 Mr Richard Giles (2015)  
 Mr Rex Wild KC (2016)  
 Mrs Annette Burke (2016)  
 Mr Franck Gohier (2017)  
 Mrs Deborah Fracaro (2019)  
 Mr Raymond Adams (2020) (Deceased)  
 Mr Ken Suter (2022) (Deceased)

#### Award of Emeritus Professor

Emeritus Professor Alan Powell (1992)  
 Emeritus Professor Ron McKay (2006) (Deceased)  
 Emeritus Professor Malcolm Nairn AM (1999)  
 Emeritus Professor James Thomson AM (1992) (Deceased)  
 Emeritus Professor David Carment AM (2008)  
 Emeritus Professor Mary Ann Bin-Sallik (2008)  
 Emeritus Professor Helen Garnett PSM (2009)  
 Emeritus Professor Charles Webb (2012)  
 Emeritus Professor Barney Glover (2015)  
 Emeritus Professor Steve Shanahan (2020)  
 Emeritus Professor Jai Singh (2020)  
 Emeritus Professor Sue Carthew (2021)  
 Emeritus Professor Simon Maddocks (2021)  
 Emeritus Professor Les McCrimmon (2021)  
 Emeritus Professor David Price (2023)  
 Emeritus Professor Greg Shaw (2023)  
 Emeritus Professor Sandra Dunn (2024)  
 Emeritus Professor John Wakerman (2024)  
 Emeritus Professor Rolf Gerritsen (2025)  
 Emeritus Professor Michael Christie (2025)  
 Emeritus Professor David Young (2025)

#### Award of Emeritus Chancellor

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

# Our locations

## Casuarina

Ellengowan Drive  
Brinkin NT 0810

## Waterfront

21 Kitchener Drive  
Darwin NT 0800

## Palmerston

80 University Avenue  
Palmerston NT 0830

## Danala

54 Cavenagh Street  
Darwin City NT 0800

## Katherine

Lot 5626 (16 km North of Katherine)  
Stuart Hwy, Katherine NT 0852

## Nhulunbuy

1468 Arnhem Road, Gove  
Nhulunbuy NT 0880

## Tennant Creek

63 Haddock Street  
Tennant Creek NT 0860

## Adelaide

100 Smart Road  
Modbury SA 5092

## Alice Springs

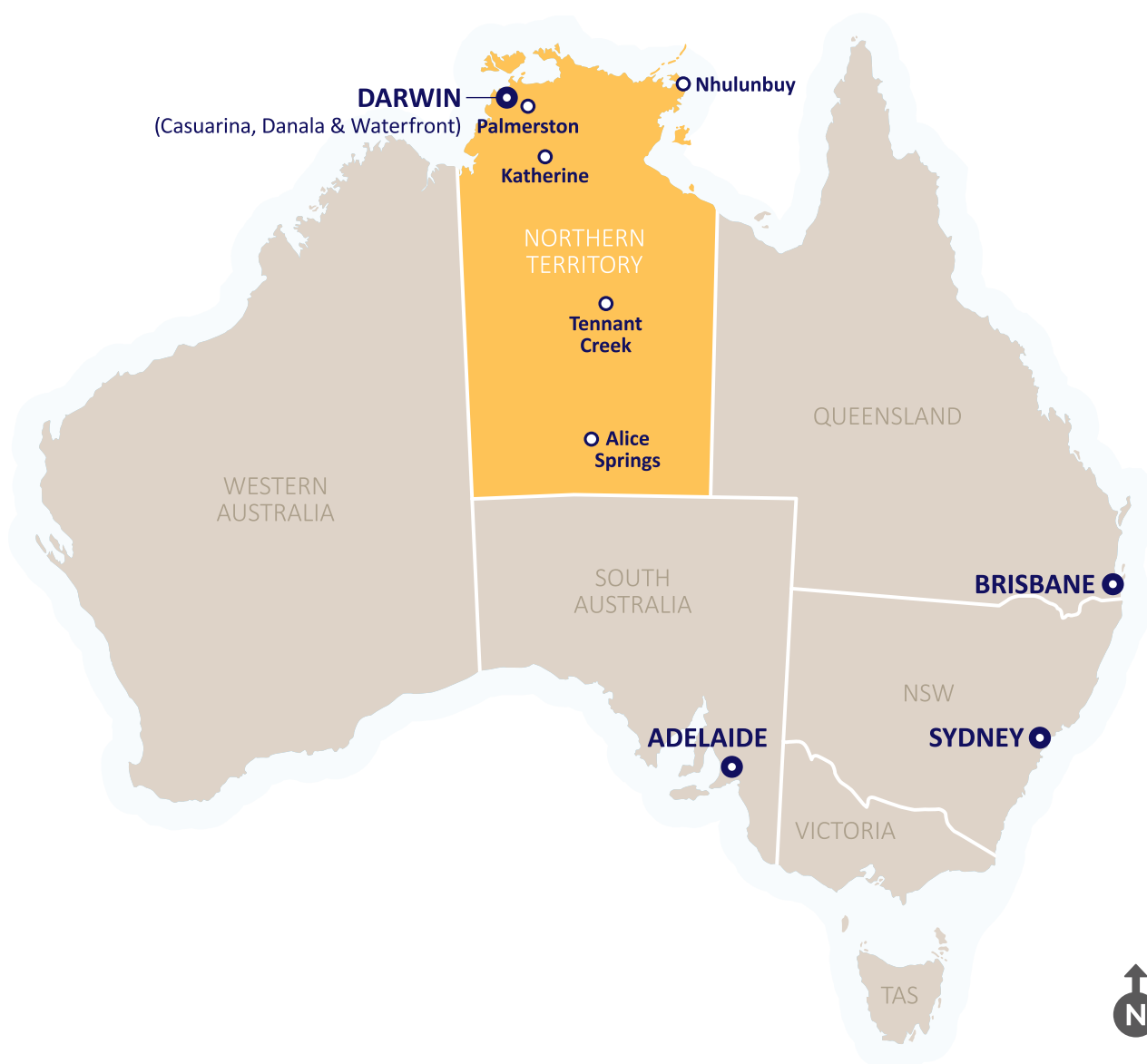
10 Grevillea Drive  
Alice Springs NT 0871

## Sydney

815 George Street  
Haymarket NSW 2000

## Brisbane

410 Ann Street  
Brisbane QLD 4000





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