

ANNUAL REPORT

2016 IN REVIEW





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*The Hon. Ms Eva Lawler MLA
Northern Territory Minister for Education*

Dear Minister

I have the honour to present to you for tabling in the Northern Territory Parliament, the Annual Report of the Council of Charles Darwin University for the year ended 31 December 2016, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.

A handwritten signature in black ink, appearing to read "NR Balnaves".

Mr Neil Balnaves AO

Chancellor

30 June 2017

The Charles Darwin University (CDU) Annual Report 2016 has been produced in two volumes. Volume 1, “2016 in Review”, contains statutory reports. Volume 2, “2016 Financial Statements”, contains the financial statements of CDU and its related entities.

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

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Front cover image: A section of the newly refurbished University Theatre located on Casuarina campus.

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The year in review



A Vocational Education and Training student works with cattle at the Katherine Rural Campus.

Charles Darwin University began 2016 with the implementation of the institution's new strategic plan, titled Connect Discover Grow. This 10-year plan for growth was developed in 2015 following extensive internal and external consultation. Connect Discover Grow creates the framework for the University to become an outstanding achiever across all areas of our business: teaching and learning, Indigenous leadership, engagement, internationalisation and research.

The executive portfolios were restructured to better align our engagement with the aspirations and directions articulated in Connect Discover Grow. This was largely a realignment of existing positions or reporting lines. The refreshed senior executive structure, which reports to the Vice-Chancellor and President, comprises:

- Provost and Vice-President, with responsibility for the Higher Education faculties
- Deputy Vice-Chancellor and Vice-President Research and Research Training
- Deputy Vice-Chancellor and Vice-President Global Strategy and Advancement; a new role that will lead the commitment to “internationalise” the University and its engagement programs
- Deputy Vice-Chancellor and Vice-President Operations.
- Pro Vice-Chancellor Vocational Education and Training
- Pro Vice-Chancellor Education and Student Success
- Pro Vice-Chancellor Indigenous Leadership.

Members of the executive have worked collectively to plan and oversee the reorganisation of individual units of the University

to better position it to achieve the goals of the strategic plan. The first unit to be reviewed, the Office of People and Capability, was restructured to ensure that the University is able to meet the human capital needs of its business, and the industries and communities we serve. Enabling significant capability enhancement in CDU's workforce will ensure effective contribution to the University's organisational goals. The diversity of our workforce will continue to provide innovative solutions to the challenges we face as a significant employer in the Northern Territory. By focusing on workforce engagement, organisational culture and investment in our people, People and Capability is focused on how the University attracts, develops, engages and retains talented people who not only form part of our organisation but also the communities in which the University operates.

The success of Connect Discover Grow is contingent, in part, on the University achieving operational excellence, which requires a shift from simply identifying process improvements to mapping the future needs of the business in the context of the strategic plan. To this end, the University began an institution-wide consultation and engagement process to review how the areas of operation met our current needs and how they will best meet our future needs. The University has identified that operational excellence will be achieved through effective leadership, efficient management and an enabling culture.

Chancellor appointed

In the first quarter of the year, the Charles Darwin University Council appointed a new Chancellor. Mr Neil Balnaves AO replaced the Honourable Sally Thomas AC, following the completion of her second term in the role. Mr Balnaves, who became the University's third Chancellor, has been at the centre of the Australian media industry for 45 years, and has a deep commitment to Indigenous issues, the arts and medicine through the philanthropic work of his family foundation, The Balnaves Foundation.

Mr Balnaves was Executive Chairman of the Southern Star Group, which he founded, and Chairman of Ardent Leisure Group. He is a Trustee Member of Bond University, a Director of the Sydney Orthopaedic Research Institute, a member of the Advisory Council and Dean's Circle of the University of New South Wales (Faculty of Medicine).

He began his three-year term in April and was installed in the position during a ceremony on Casuarina campus attended by staff, students and members of the Northern Territory community.

Global rankings

A new international report into higher education identified CDU as a "rising star" among an elite group of 20 universities, which are described as having the potential to become globally influential by 2030. The report by UK higher education consultant Firetail listed a set of fast-improving global universities it called "the Class of 2030".

Universities described as "ambitious and fast-improving" were best placed to take advantage of global trends that created unique opportunities for innovation, the report said. Firetail noted that the rising class of 2030 would balance long-term vision with short-term execution, linked by strong management and culture.

In other international rankings of universities this year, CDU was ranked in 31st place on the Times Higher Education rankings of the world's "Top 150 Universities Under 50 years of age".

The University also maintained its top 300 global rank in the Times Higher Education World University Rankings 2016-2017. CDU was ranked in the 251-300 category of institutions worldwide and placed equal 11th out of 35 Australian institutions. This was the sixth consecutive year that the University has been included in the Times Higher Education World University Rankings.

Improving learning

The University continues to be responsive to the changing needs of students by applying new technologies and delivering an increasing range of Higher Education (HE) and Vocational Education and Training (VET) courses regardless of the students' locations. In the VET portfolio in 2016, the Diploma of Salon Management was available fully online, joining other diploma courses in Project Management, Nursing, Early Childhood Education and Care, Conservation and Land Management, and Work Health and Safety. A total of 1760 VET students enrolled in online VET study in 2016.

HE students enrolled in first year subjects were assisted in improving their academic results through the introduction of YourTutor, an online personalised tutorial service that offers real time academic support. YourTutor complements the University's Academic Language and Learning Support Programme and its Peer Assisted Study Sessions (PASS), whereby students receive academic support from senior peers. The University expanded the number of units, on campus and online, running the PASS sessions. Results show that students who participate achieve higher academic results.

Outstanding professors

The University launched a flagship research initiative titled "Outstanding Professors" to recruit into disciplines where we have particular research strengths. The initiative has attracted strong interest from distinguished researchers and applications will be considered throughout 2017.

Scholarly engagement with community

The University hosted a series of lectures throughout the year that brought together the academic and Northern Territory communities. The pinnacle of these was the Charles Darwin Oration. Princeton University evolutionary biologists emeritus professors Peter and Rosemary Grant were the University's guests throughout June as CDU's 2016 Charles Darwin Scholars. As part of their appointment, they presented an extremely successful Charles Darwin Oration in which they presented evidence of rapid evolution within a human lifetime, based on findings from their 40 years of research on "Darwin's Finches" on the Galapagos Islands.

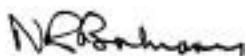
The scientists also met with postgraduate students and contributed to the production of new content for the University's MOOC entitled "Charles Darwin, Evolution and Tropical Australia". Charles Darwin Scholars are appointed biennially.

NT Training Awards

The University's VET students were recognised in the 2016 NT Training Awards. For the second consecutive year, the prestigious Austin Asche Apprentice of the Year award was won by a female Electrotechnology apprentice, reflecting the University's strong commitment to supporting women in trades. Ella Cavallaro (Certificate III Electrotechnology) was awarded the Austin Asche Apprentice of the Year, Ashlee Coleman (Certificate

III and IV in Community Services) won the Vocational Student of the Year, and Scarlett Gray (Certificate III and IV in Fitness) won the prize for VET in Schools Student of the Year.

While acknowledging the continued uncertainty around funding for the tertiary sector, the increasing presence of private competitors in the marketplace, and the continuous demands of and opportunities afforded by new technology in education delivery, the University has every confidence in the integrity of Connect Discover Grow and in the ability of our staff to achieve our goals over the coming years.



Mr Neil Balnaves AO
Chancellor



Professor Simon Maddocks
Vice-Chancellor and President

Snapshot Statistics



The entrance to the Business School at the Darwin Waterfront.

2016 Key statistics

	Category	2015	2016	% Change 2015-2016
Student numbers	Total Number of Students ¹	23,090	22,382	-3.1%
	Total Course Enrolments	26,824	27,256	1.6%
	Total Equivalent Full-time Student Load (EFTSL)	10,329	10,352	0.2%
	Higher Education Student Headcount	12,089	11,921	-1.4%
	Higher Education Course Enrolments	12,392	12,202	-1.5%
	Higher Education EFTSL	6,573	6,566	-0.1%
	Vocational Education and Training Student Headcount	11,168	10,612	-5.0%
	Vocational Education and Training Course Enrolments	14,432	15,054	4.3%
	Vocational Education and Training EFTSL	3,756	3,786	0.8%
Student Equity & Diversity	Higher Education			
	% Aboriginal and Torres Strait Islander	5.3%	5.6%	5.7%
	% Low Socioeconomic Status	14.4%	13.9%	-3.5%
	% Remote or Very Remote	8.6%	8.7%	1.2%
	% Female	64.8%	65.1%	0.5%
	% Non-English Speaking Background	26.0%	28.2%	8.5%
	% International	20.7%	22.4%	8.2%
	% Mature Age (25 years and older)	70.6%	70.8%	0.3%
	Vocational Education and Training			
	% Aboriginal and Torres Strait Islander	27.9%	30.2%	8.2%
	% Low Socioeconomic Status	20.7%	21.5%	3.9%
	% Remote or Very Remote	25.9%	27.0%	4.2%
	% Female	40.5%	39.9%	-1.5%
	% Non-English Speaking Background	30.0%	32.0%	6.7%
	% International	2.1%	22.4%	974.3%
	% Mature Age (25 years and older)	61.3%	58.7%	-4.2%
Research	Research income (\$'000), all categories ²	\$52,476	\$60,117	14.6%
	Higher Degree by Research EFTSL	212.5	226.3	6.5%
	Higher Degree by Research completions (all)	34	41	20.6%
Staff (Full Time Equivalent)	Total	1,383	1,426	3.1%
	Academic	600	611	1.8%
	General	783	815	4.1%
Financial	Total revenue (consolidated), \$'000	\$308,003	\$315,889	2.6%
	Total expenses (consolidated), \$'000	\$321,899	\$329,991	2.5%
	Total equity, \$'000	\$611,062	\$590,367	-3.4%

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

² Total Research income previously reported in the CDU 2015 Annual Report includes only Research Income reported in the Higher Education Research Data Collection (HERDC). CDU also receives additional research income via Research Block Grants, which is now reflected in the Total Research Income for both the 2015 and 2016 figures.

2016 Higher Education

	2015	2016	% Change 2015 - 2016	% Change over 5 years
Student Headcount	12,089	11,921	-1.4%	36.3%
Course Enrolments	12,392	12,202	-1.5%	36.5%
Equivalent Full-time Student Load (EFTSL)	6,573	6,566	-0.1%	45.6%
Commencing Student Headcount	5,295	4,934	-6.8%	16.6%
Commencing Course Enrolments	5,445	5,074	-6.8%	17.4%
Commencing EFTSL	2,756	2,631	-4.5%	28.3%
(All elements below represented as Course Enrolments)				
Funding Source				
Commonwealth Supported	9,415	9,072	-3.6%	17.0%
Domestic Fee Paying (coursework)	174	159	-8.6%	-35.9%
Domestic Higher Degree by Research	237	237	0.0%	20.9%
International	2,566	2,734	6.5%	265.5%
Course Level				
Enabling	1,406	1,318	-6.3%	2.9%
Undergraduate	8,314	8,288	-0.3%	44.9%
Graduate Diploma	15	7	-53.3%	
Postgraduate Coursework	2,285	2,200	-3.7%	36.8%
Higher Degree by Research	296	302	2.0%	24.8%
Non-Award	91	94	3.3%	8.0%
Part-Time				
Full-time	6,393	6,602	3.3%	30.6%
Part-time	5,999	5,600	-6.7%	44.1%
% Part-time	48%	46%		
Attendance Mode				
External / Online	7,144	6,634	-7.1%	21.7%
Mixed Mode	3,140	3,449	9.8%	80.4%
Internal	2,108	2,119	0.5%	34.5%
% External / Online	58%	54%		
Course Location				
Online ³	7,793	7,390	-5.2%	20.9%
Casuarina	3,007	3,025	0.6%	8.6%
Darwin Waterfront	241	414	71.8%	
Alice Springs	38	44	15.8%	4.8%
Batchelor Institute	97	94	-3.1%	
Sydney	352	406	15.3%	

	2015	2016	% Change 2015 - 2016	% Change over 5 years
Melbourne	864	829	-4.1%	
Field of Study (Broad FOE)				
Natural and Physical Sciences	253	274	8.3%	30.5%
Information Technology	248	252	1.6%	31.3%
Engineering and Related Technologies	574	598	4.2%	58.6%
Architecture and Building	57	66	15.8%	61.0%
Agriculture, Environmental and Related Studies	208	212	1.9%	5.5%
Health	3,242	3,533	9.0%	93.6%
Education	1,897	1,588	-16.3%	-6.1%
Management and Commerce	2,061	2,042	-0.9%	178.6%
Society and Culture	2,057	2,015	-2.0%	1.2%
Creative Arts	128	125	-2.3%	-19.9%
Mixed Field Programs	1,406	1,318	-6.3%	2.9%
Non-Award Course	261	179	-31.4%	-25.1%
% Student Diversity and Equity				
% ATSI	5.3%	5.6%		
% Low SES	14.4%	13.9%		
% Remote / Very Remote	8.6%	8.7%		
% Female	64.8%	65.1%		
% International	20.7%	22.4%		
% Non-English Speaking Background	26.0%	28.2%		
% >25years of Age	70.6%	70.8%		
Student Home Location				
Northern Territory	4,003	4,111	2.7%	10.5%
Interstate	5,738	5,279	-8.0%	20.2%
Overseas	2,640	2,789	5.6%	241.0%
Unknown	11	23	109.1%	187.5%
Total Number of Countries of Origin for International Students				
	66	65		
Graduate Outcomes⁴				
% Graduates in Employment 4 months after graduation	82.78%	85.06%	2.8%	
% Graduates in Further Study 4 months after graduation	21.09%	19.89%	-5.7%	
Graduate Satisfaction ⁵	76.50%	78.73%	2.9%	
³ Course Attendance Mode is External or Course Location Is External				
⁴ 2016 Graduate Outcomes are taken from the Graduate Outcomes Survey (GOS) administered under the Commonwealth Government's Quality Indicators of Learning and Teaching (QILT). The comparable figures for 2015 are taken from the previous iteration of this survey, the Australian Graduate Survey (AGS), administered by Graduate Careers Australia.				
⁵ Graduate satisfaction taken from the Overall Satisfaction Index in the GOS / AGS surveys. Figures represent the percentage of graduates who indicated a score of 4 or 5 out of a maximum score of 5 with regard to overall satisfaction with their student experience at CDU.				

2016 Vocational Education and Training

	2015	2016	% Change 2015 - 2016	% Change over 5 years
Student Headcount	11,168	10,612	-5.0%	-20.6%
Course Enrolments	14,432	15,054	4.3%	-13.6%
Actual Hours Curriculum (AHC) ⁶	2,704,561	2,726,102	0.8%	-1.5%
Equivalent Full-time Student Load (EFTSL) ⁷	3,756	3,786	0.8%	-1.5%
Commencing Student Headcount	8,847	8,291	-6.3%	-22.6%
Commencing Course Enrolments	11,582	11,883	2.6%	-16.3%
Commencing AHC	2,068,824	2,023,989	-2.2%	-7.6%
Commencing EFTSL	2,873	2,811	-2.2%	-7.6%
(All elements below represented as Course Enrolments)				
Student Type				
Apprentice / Trainee	2,391	2,772	15.9%	16.9%
VET in Schools	1,505	1,740	15.6%	2.5%
International	301	357	18.6%	10.5%
Other	10,235	10,185	-0.5%	-21.9%
Course Level				
Certificate I - III	9,241	9,915	7.3%	-16.7%
Certificate IV	1,628	1,397	-14.2%	-36.8%
Diploma	445	452	1.6%	8.7%
Non-Award	1,777	1,058	-40.5%	-17.3%
Statement of Attainment not Identifiable by Level	1,326	2,225	67.8%	37.0%
Part-Time				
Full-time	855	922	7.8%	41.6%
Part-time	13,577	14,132	4.1%	-15.8%
% Part-time ⁸	94%	94%		
Attendance Mode				
Mixed Mode	6,840	7,255	6.1%	-6.8%
Internal	7,592	7,799	2.7%	-19.1%
Top 10 Unit Delivery Locations (Sum Total AHC delivered at Location excluding Credit Transfers)				
Casuarina Campus	1,164,047	1,252,293	7.6%	
Alice Springs Campus	345,161	329,320	-4.6%	
Palmerston Campus	335,107	317,008	-5.4%	
Waterfront Campus	187,819	158,589	-15.6%	
Katherine Rural Campus	79,302	60,950	-23.1%	
Yulara	40,444	49,773	23.1%	
Master Builders Association	30,130	32,340	7.3%	
Katherine Town Centre	52,571	30,318	-42.3%	
Tennant Creek	18,225	22,323	22.5%	
Daly River	300	21,312	7004.0%	
Total Number of Delivery Locations	131	141	7.6%	
AHC delivered in Remote / Very Remote Locations	419,951	463,536		
% of Total AHC delivered in Remote / Very Remote Locations	15.5%	17.0%		

	2015	2016	% Change 2015 - 2016	% Change over 5 years
Industry Group				
Arts, Entertainment, Sports and Recreation	711	776	9.1%	-35.3%
Automotive	770	740	-3.9%	45.1%
Building and Construction	1,071	1,191	11.2%	-11.1%
Community Services, Health and Education	1,102	1,199	8.8%	-21.7%
Finance, Banking and Insurance	209	226	8.1%	-25.7%
Food Processing	166	176	6.0%	0.0%
Engineering and Mining	1,076	1,137	5.7%	48.2%
Primary Industry	1,959	1,834	-6.4%	-17.9%
Process Manufacturing	37	48	29.7%	-17.2%
Sales and Personal Service	470	437	-7.0%	-33.9%
Tourism, Hospitality and Cookery	1,528	1,409	-7.8%	-44.3%
Transport and Storage	406	162	-60.1%	-78.0%
Utilities	880	834	-5.2%	95.3%
Business and Clerical	1,043	1,087	4.2%	-12.3%
Computing	240	224	-6.7%	-51.4%
General Education and Training	2,764	3,574	29.3%	11.5%
% Student Diversity and Equity				
% ATSI	27.9%	30.2%		
% Low SES	20.7%	21.5%		
% Remote / Very Remote ⁹	25.9%	27.0%		
% Female	40.5%	39.9%		
% International	2.1%	2.4%		
% Non-English Speaking Background	30.0%	32.0%		
% >25years of Age	61.3%	58.7%		
Student Home Location				
Northern Territory	11,792	12,792	8.5%	-5.4%
Interstate	703	403	-42.7%	-7.4%
Overseas	301	357	18.6%	10.5%
Unknown	1,636	1,502	-8.2%	-52.3%
Total Number of Countries of Origin for International Students				
	43	44		
Graduate Outcomes¹⁰				
% Graduates in Employment 4 months after graduation	N/A	91.70%		
Graduate Satisfaction ¹¹	N/A	89.80%		
⁶ Includes only Funded AHC. Excludes AHC from Credit Transfers.				
⁷ 1 EFTSL = 720 AHC				
⁸ Part-time if funded AHC in the student course enrolment is greater than 540 AHC.				
⁹ Based on home location of the student at time and not the delivery location of the training.				
¹⁰ Graduate outcomes taken from the Student Outcomes Survey (SOS) conducted for the first time in 2016.				
¹¹ Graduate satisfaction reflects the overall satisfaction index from the SOS 2016. The rate shows the percentage of students that gave CDU an overall satisfaction score of either 4 or 5 out of a maximum score of 5 in 2016.				

2016 Higher Degree by Research

Category		2015	2016 ¹²	% Change 2014-2015
Total Research Income ² (\$'000)		\$52,476	\$60,117	14.6%
HERDC Research income (\$'000)	Total HERDC Research Income	\$38,105	\$45,567	19.6%
	Category 1, National competitive grants	\$18,469	\$21,527	16.6%
	Category 2, Other public sector research funding	\$14,045	\$16,556	17.9%
	Category 3, Industry and other funding	\$4,536	\$6,464	42.5%
	Category 4, CRC income	\$1,055	\$1,020	-3.3%
Research Block Grants (\$'000)		\$14,371	\$14,550	1.2%
Higher Degree by Research completions	Total	34	41	20.6%
	PhD	32	32	0.0%
	Masters	2	9	350.0%
Higher Degree by Research load, EFTSL	Total	212.5	226.3	6.5%
	PhD	179.5	193.8	7.9%
	Masters	33.0	32.5	-1.5%
Weighted publications	Total	354.3	372.5	5.1%
	Books	11.4	22.0	93.0%
	Book chapters	29.9	48.0	60.8%
	Journal articles	275.5	282.5	2.5%
	Conference proceedings	37.5	20.0	-46.6%
² Total Research income previously reported in the CDU 2015 Annual Report included only Research Income reported in the Higher Education Research Data Collection (HERDC). CDU also receives additional research income via Research Block Grants, which is now reflected in the Total Research Income for both the 2015 and 2016 figures.				
¹² 2015 research income figures are pre-audit figures; 2016 publication figures are pre-submission estimates at 30 April 2017.				

2016 Staff Profile

	Category	2015	2016	2015 Female %	2016 Female %
HE & VET academic staff (FTE) ¹³	Total Academic FTE	601	612	51%	51%
	Level E	44	44	27%	26%
	Level D	31	35	33%	38%
	Level C	99	99	61%	55%
	Level B	190	203	56%	58%
	Level A	237	231	51%	50%
General staff (FTE) ¹³	Total General FTE	783	816	69%	69%
	HEW 10 and above	79	68	46%	52%
	HEW 9	50	58	78%	76%
	HEW 8	86	95	75%	71%
	HEW 7	122	132	67%	71%
	HEW 6	123	135	75%	74%
	HEW 5	145	161	68%	66%
	HEW 4	131	122	75%	71%
	HEW 3	35	34	63%	62%
	HEW 2	11	10	75%	77%
	HEW 1	1	1	100%	100%

¹³ Figures reported in the 2016 Annual Report reflect staff Full-time Equivalent (FTE) counts. Previous annual reports have reported staff headcounts.

The Organisation



Students take part in an Indigenous smoking ceremony during Orientation Week on Casuarina campus.

Our vision, values and priorities

Connect Discover Grow

Charles Darwin University
Strategic Plan 2015 – 2025

New world thinking

A new world university is one built on social justice, sustainability, creativity and collective effort. It is a place where everyone can follow their passions to make things better.

Our plan for quality and growth

CDU aspires to become a truly international dual sector university. From our base in the Northern Territory and as the Australian university closest to Asia, we will continue to expand and enhance

our significant contribution to the important issues of our region through education and knowledge.

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

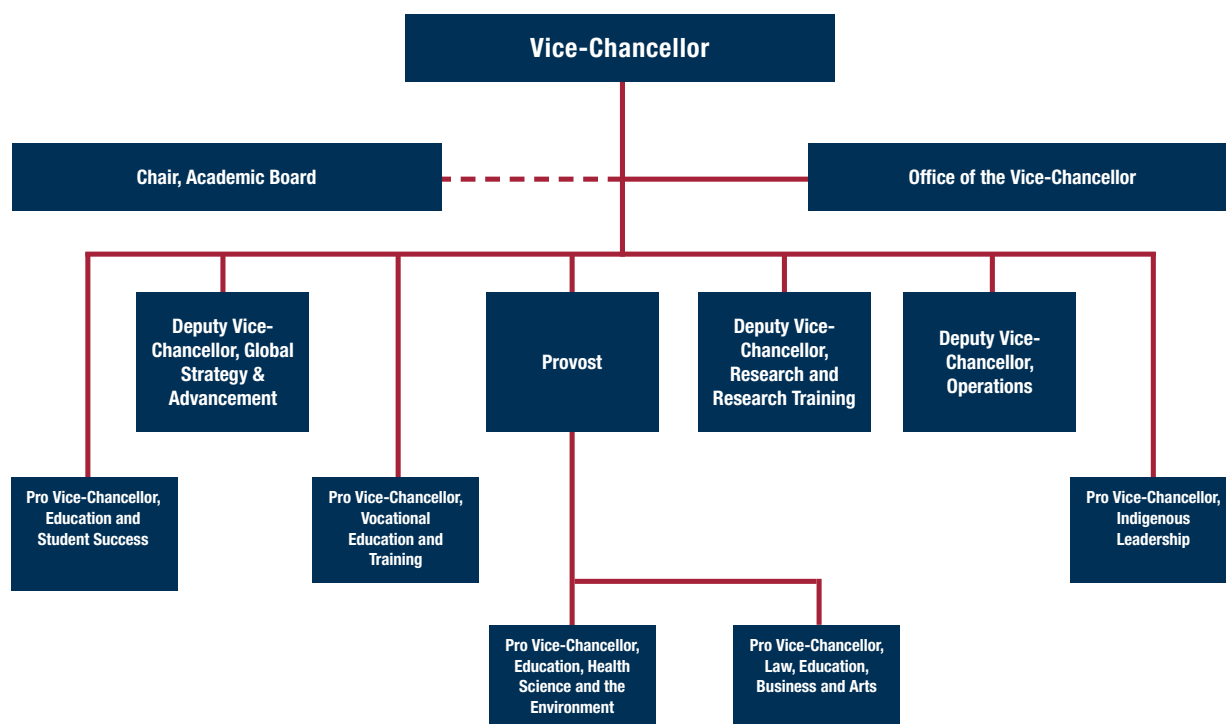
The University also will further develop its world-class and emerging research strengths in areas critical to the sustainable and prosperous development of Northern Australia and the region — particularly in Indigenous and tropical health, environmental science, public

policy, engineering, information technology and Indigenous knowledges — through engagement with governments, industry, institutions and stakeholders.

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

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

Our structure



Controlled entities

- Menzies School of Health Research
- CDU Amenities Limited
 - Cairns Language Centre Pty Ltd
 - Cairns Business College Pty Ltd
 - Cairns Education Australia Pty Ltd
- CDU Foundation and Trust

Corporate governance

University Governance and Executive Management

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

Seven standing committees assist the Council in carrying out its responsibilities:

Executive Committee acts on behalf of the Council as required on matters between regular meetings of the Council that cannot be deferred until the next scheduled meeting.

Academic Board is the principal academic body assisting the Council and Vice-Chancellor in all matters relating to learning,

teaching and assessment, and the assurance and enhancement of the academic quality and standards of all programs and awards.

Finance and Infrastructure Development Committee is responsible for assessing and advising the Council on the University's financial position and performance, its assets and liabilities, and its strategies relating to income, budget allocations and capital expenditure.

Audit and Risk Committee assists the Council in exercising governance, due care, diligence and skill in relation to discharging the following broad duties: financial reporting, internal controls and risk management,

external audit, internal audit, and controlled and associated entities.

Tender Committee is responsible for reviewing tenders, expressions of interest, certificates of exemption or other means of procurement in excess of the University's \$10,000 procurement threshold.

Nominations, Honorary Awards and Legislation Committee oversees nominations for Council membership, advises on honorary awards, and reviews all proposed legislation.

Remuneration Committee assists the Council in determining the remuneration package and performance of the Vice-Chancellor. It also advises

the Vice-Chancellor on the remuneration packages of Executive level staff.

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

University governance best practices

The University was deemed compliant with the National Governance Protocols as described in the Commonwealth Grant Scheme Guidelines under the *Higher Education Support Act 2003*.

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

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

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

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

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

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

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

Education program for new Council members

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

- To ensure new Council members receive an induction program and appropriate

core documentation and information (induction)

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

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

Written Code of Conduct

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

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

- **Integrity and professionalism:** We value integrity and professionalism in our activities and across academic, teaching and management functions. Professionalism is characterised by competency, skill, quality service delivery, and the expectation that staff will conduct their duties in a responsible and conscientious manner
- **Accountability:** We value accountability and take responsibility for our actions within the scope of our work, study and community engagement
- **Equality of opportunity:** We value equality of opportunity and celebrate diversity.

Overseeing risk management and internal audit

The University internally manages the coordination of

activities related to the organisational risk-management framework. The Audit and Risk Committee formally endorses the risk management framework, monitors activities and reports to the Council.

The University undertakes internal audit activities through both in-sourced and out-sourced means. The Audit and Risk Committee formally endorses an annual internal audit plan, monitors activities, and reports to the Council.

Satisfactory health and safety measures in place

The University takes a proactive risk-management approach to workplace health and safety issues to meet the requirements of occupational health and safety policy and legislation. A dedicated health and safety team has day-to-day responsibility for activities in this area,

working with the University Health and Safety Committee, chaired by a member of the University Executive. The Council reviews health and safety measures as part of the regular risk management and internal audit activities.

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 two information access requests in 2016.

Council members



**Mr Neil
Balnaves AO**
Chancellor

Mr Balnaves was elected

Chancellor and began in the role in April 2016, succeeding the Honourable Sally Thomas AC. Mr Balnaves is Chairman of Ardent Leisure Group, a Trustee Member of Bond University, a Director of the Sydney Orthopaedic Research Institute, a member of the Advisory Council and Dean's Circle of the University of NSW (Faculty of Medicine), a member of the Art Gallery of South Australia Board, a Director of Technicolor Australia Ltd, and is a Foundation Fellow of the Australian Institute of Company Directors. He also serves on numerous advisory and community organisations.



**Associate
Professor
Steve
Shanahan**
Chair, Academic Board

Associate Professor Shanahan is the elected Chair of the Academic Board and assumed the designated position as a member of Council on 1 July 2013. He sits on the Nominations, Honorary Awards and Legislation Committee.



**Mr Richard
Ryan AO**
Deputy Chancellor

Mr Ryan became an appointed

member of Council in 2009 and has held the position of Deputy Chancellor since January 2010. Mr Ryan was the inaugural Chancellor of Charles Darwin University. He is a professional company director of several public companies and statutory bodies. Mr Ryan sits on the Executive Committee of Council, and is Chair of the Finance and Infrastructure Development Committee, and a member of the Audit and Risk Committee, the Nominations, Honorary Awards and Legislation Committee, and the Remuneration Committee.



Mr Alan Morris

Mr Morris became an appointed member of Council in 2006.

He has held senior government positions including Chief Executive of the Department of the Chief Minister of the Northern Territory and Chair of the Commonwealth Grants Commission. He is Chair of the Audit and Risk Committee and sits on the Finance and Infrastructure Development Committee.



**Professor
Simon
Maddocks**
Vice-Chancellor

Professor

Maddocks was appointed Vice-Chancellor in 2014 and took up the role in March that year. As Vice-Chancellor, Professor Maddocks sits on the Executive Committee of Council, the Nominations, Honorary Awards and Legislation Committee, the Finance and Infrastructure Development Committee, the Audit and Risk Committee, the Remuneration Committee and the Academic Board.



**Mrs Jodie
Ryan**

Mrs Ryan became an appointed

member of Council in 2014. She is the Chief Executive of the Department of the Chief Minister. Formerly she was the Under Treasurer of the Northern Territory. Mrs Ryan is a graduate of the University. She sits on the Finance and Infrastructure Development Committee.



Mr Ken Davies

Mr Davies became an appointed member of Council in 2013.

He is the Chief Executive of the Territory Families portfolio of the Northern Territory Government. Previously he was the Chief Executive of the Department of Education, Chief Executive of the departments of Lands, Planning and Environment, and Housing, Local Government and Regional Services, and was Deputy Chief Executive of the Department of the Chief Minister.



Professor Judith Whitworth AC

Professor Whitworth

became an appointed member of Council in 2015. She is recognised internationally for her research. Professor Whitworth has held positions in various hospitals, medical research institutes and universities across Australia, in France and the United Kingdom.



Mr Jeffery Gaden

Mr Gaden became an elected member

of Council in 2015. He was elected by the postgraduate students.



Ms Marion Scrymgour

Ms Scrymgour is the Chief Executive

Officer of the Tiwi Islands Regional Council and Chair of the Aboriginal Medical Services Alliance of the Northern Territory. Previously she was the Chief Executive Officer of the Wurli-Wurliinjang Health Service and was a member of the Northern Territory Legislative Assembly and a Minister in the Northern Territory Government.



Ms Louise King

Ms King was appointed to Council in

2015 as a result of the resignation of an elected member. She holds the elected position from the Vocational Education and Training academic staff and is the Team Leader – VET Development in the Office of Learning and Teaching.



Ms Cathy Jones

Ms Jones is the undergraduate students'

representative on the Council. She is an external student who has been an active member of the CDU Student Association and held various student representative positions.



Mr Lorenzo Strano OAM

Mr Strano became an appointed

member of Council in 2015. He is the Director of the Northern Territory Office of the Department of Foreign Affairs and Trade. Before this he served overseas as Deputy Consul-General at the Australian Consulate-General in Chicago, First Secretary and Consul at the Australian Embassy in Rome, Third Secretary and later Second Secretary at the Australian High Commission in Apia, and Vice-Consul at the Australian Embassy in Vientiane.



Professor Keith Christian

Professor Christian

became an elected member of Council in 2014. Professor Christian was elected from the Higher Education academic staff and is the Professor of Zoology.

Meetings

	Council		Executive		FIDC		ARC		NHAL		Tender		Remuneration	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Sally Thomas AC	1	1			1	1	1	0	2	2	4	4		
Neil Balnaves AO	5	4	1	1	5	4	3	0	2	2			1	1
Simon Maddocks	6	6	1	1	6	6	4	4	4	4			1	1
Steve Shanahan	6	5							4	3				
Ken Davies	6	4												
Alan Morris	6	5	1	1	6	4	4	3					1	1
Jodie Ryan	6	5			6	4								
Richard Ryan AO	6	5	1	0	6	4	4	3	4	2			1	1
Marion Scrymgour	4	0												
Lorenzo Strano OAM	2	2												
Judith Whitworth AC	6	4												
Keith Christian	6	6												
Cathy Jones	6	5												
Jeffery Gaden	3	3												
Louise King	6	6												

FIDC: Finance and Infrastructure Development

ARC: Audit and Risk Committee

NHAL: Nominations, Honorary Awards and Legislation Committee

Legend

A = Number eligible to attend

B = Attended

Principal Officers



Professor Simon Maddocks
Vice-Chancellor and President



Ms Christine Robertson
Pro Vice-Chancellor, Faculty of
Vocational Education and Training



Professor Sue Carthew
Provost and Vice-President



**Associate Professor Steve
Shanahan**
Pro Vice-Chancellor, Faculty of
Engineering, Health, Science and
the Environment



Professor Lawrence Cram
Deputy Vice-Chancellor and
Vice-President, Research and
Research Training



Professor Peter Kell
Pro Vice-Chancellor, Faculty of Law,
Education, Business and Arts



Ms Meredith Parry
Deputy Vice-Chancellor and
Vice-President, Operations



Ms Wendy Ludwig
Acting Pro Vice-Chancellor,
Indigenous Leadership



Professor Martin Carroll
Pro Vice-Chancellor, Education
and Student Success



Ms Anne Coulter
Chief Financial Officer

Awards and Achievements



The incoming Chancellor Mr Neil Balnaves AO, the outgoing Chancellor the Honourable Sally Thomas AC, and Vice-Chancellor and President Professor Simon Maddocks.

Fulbright honour a first

A prominent academic has received a prestigious Fulbright award, which will allow her to build on her research into engaging remote communities in biosecurity surveillance.

The Director of the Northern Institute, Professor Ruth Wallace, is the first woman to be awarded the Fulbright Distinguished Chair in Agriculture and Life Sciences Scholarship.

She took up the Chair in the United States in early 2017 and contributed to the Biosecurity Policy at the Margins Project, which engages regional and marginalised communities in biosecurity identification and response systems, at a national and local scale.

Professor Wallace worked with researchers at the Research and Extension Division at Kansas State University, which is sponsoring the Fulbright.



Professor Ruth Wallace, awarded the Fulbright Distinguished Chair in Agriculture and Life Sciences Scholarship.

Report proclaims a bright future

A new international report into higher education has identified Charles Darwin University as a “rising star” among an elite group of 20 universities, with the potential to become globally influential by the year 2030.

Released by United Kingdom-based higher education consultant Firetail, the report lists a set of fast-improving global universities that it calls “the Class of 2030”.

Universities described as “ambitious and fast-improving” were best placed to take advantage of global trends that created unique opportunities for innovation, the report said.

The authors noted that the Class of 2030 would balance long-term vision with short-term execution, linked by strong management and culture.

Vice-Chancellor Professor Simon Maddocks said: “We echo similar sentiments in our new strategic plan, Connect Discover Grow, which is based on our own comprehensive institutional review.”

The Firetail report was the product of a multi-faceted approach based on reviews of strategic plans and annual reports, and interviews with vice-chancellors and presidents.

Firetail also analysed six years of research citation rankings for the top 2000 universities.

Earlier in the year CDU was ranked in 31st place in the Times Higher Education rankings of the world’s “Top 150 Universities Under 50 years of age”.

Award underscores international success

The University received the Training and Education Exporter



Fellowship winner Associate Professor James Smith.

of the Year award at the 2016 Chief Minister’s NT Export and Industry Awards.

The NT Export and Industry Awards recognise outstanding achievements of NT exporters and industry leaders, and promote the importance of international trade.

The University is the leading education services exporter in the NT with growing international student numbers and success in research and teaching collaborations through a range of international partnerships and networks.

The University has more than 2000 international students from 50 nationalities enrolled in PhD,

Masters and Bachelor programs, and in VET courses.

Master of Professional Accounting student Faatih Natasha Putri won the StudyNT International Business Student of the Year Award.

Literary award double

A talented essay writer and academic won a Northern Territory Literary Award for the second consecutive year.

Higher Education Lecturer Dr Adelle Sefton-Rowston won the 2016 CDU Essay Award for her piece entitled “Cleansing and Catharsis: The River as Metaphor in Tony Birch’s Ghost River”.

This follows her win in 2015 in the same category for: “Not at the end of the world: creation stories and apocalypse”.

The University is a principal partner of the Northern Territory Library’s annual awards and sponsors the CDU Essay Award along with the CDU Travel Short Story Award.

Fellowship to build Indigenous pathways

A Charles Darwin University researcher will use a prestigious fellowship to improve the evaluation process of national Indigenous higher education programs and policies.

Associate Professor James Smith was selected by the National Centre for Student Equity in Higher Education at Curtin University to investigate ways to improve higher education pathways for Indigenous Australians.

Dr Smith will create a series of national guiding principles that could be used by equity practitioners to evaluate Indigenous higher education programs across the country.

“Indigenous students are significantly under-represented within the Australian higher

education context and universities need to carefully tailor attraction and retention strategies to meet the needs of this priority group,” Dr Smith said.

The Equity Fellows Programme is funded by the Australian Government Department of Education and Training, with each Fellow receiving up to \$215,000.

Scholars illuminate rapid evolution

The 2016 Charles Darwin Scholars, emeritus professors Peter and Rosemary Grant, spent June in the Northern Territory and presented the Charles Darwin Oration and took part in workshops with postgraduate students.

During the highly popular public Oration, the Princeton University evolutionary biologists presented evidence that evolutionary change can be observed within a human lifetime, a claim they base on findings from their 40 years of ground-breaking research on “Darwin’s Finches” on the Galapagos Islands.

The Grants, known internationally for demonstrating rapid evolution in response to changes in food supply, also were

involved in the production of new content based on their work for the University’s MOOC entitled “Charles Darwin, Evolution and Tropical Australia”.

Extending a helping hand

A student from Indonesia has received a national award for her volunteering efforts in the NT community.

Bachelor of Education Secondary Teaching (Music) student Enggar Daranindra won the award at the Council of International Students of Australia 2016 conference, which was held in Darwin.

The Undergraduate International Student of the Year Award acknowledged Enggar’s role as a student ambassador with both the University and the Northern Territory Government’s StudyNT program.

“These roles have given me the opportunity to help new international students to make the most of their studies while also becoming part of the local community,” Enggar said.

She also volunteers with community organisations in Darwin, including the Multicultural Broadcasting Council NT and Multicultural Youth NT.

Providing transformative skills and learning



The Northern Territory's tropical wetlands provide a perfect classroom for environmental science students.

The transformative value of skills and learning lies in changing people's lives; providing choices in seeking rewarding and productive employment that leads to prosperity and fulfillment. Our aim is to provide this through an accessible and high-quality learning experience for all our students and to create an organisational culture that places the quality of the student learning experience at the forefront of everything we do.

Developments in the University's teaching program in 2016 reflected the changing demands in the marketplace relating to tertiary education. The University recognised that many students prefer to study courses that are shorter than full degree programs, perhaps choosing to complete a degree at a later stage.

As a result, the University introduced a suite of Diploma and Associate Degree courses nested within degree programs, and a suite of Graduate Certificates and Graduate Diplomas nested within Masters degrees.

The University introduced a range of full programs, some with shorter courses nested within them, in 2016:

- **Master of Play Therapy**, including nested Graduate Certificate and Graduate Diploma, is offered through the School of Psychological and Clinical Sciences. The courses enhance the knowledge and practice skills of education, nursing, allied health and social work professionals to work with children and adolescents, through the therapeutic use of play.
- **Master of Public Policy**, offered through the Northern Institute, provides a unique focus on public policy in

Northern Australia, in particular its remote context, the importance of Indigenous people and culture, and its proximity to South-east Asia. The course prepares policy makers with the necessary knowledge and skills to engage in effective and ethical research in the region, across policy development, implementation and evaluation phases.

- **Graduate Diploma of Indigenous Policy Development**, offered through the School of Indigenous Knowledges and Public Policy. The course examines key issues of Indigenous policy development and implementation, economic development and participation, traditional and contemporary governance structures, and intellectual and cultural property rights in current social and political

contexts. It provides an important foundation for respectful and accountable engagement with Indigenous people and the contemporary social and political issues they face in Australia and internationally.

- **Bachelor of Engineering/Masters of Engineering**, the first double degree in Australia to receive not only Engineers Australia accreditation but also ASIIN EUR-ACE® accreditation, which allows graduates to work as professional engineers throughout Europe.

Vocational Education and Training (VET) offerings continue to respond to the dynamic needs of the Northern Territory. In 2016, more than 100 VET courses were added or transferred on to the University's scope.

Learning technologies

CDU continues to leverage technology to make Higher Education (HE) and VET opportunities

available to students regardless of their location. In the VET portfolio in 2016, the Diploma of Salon Management was available fully online, joining other diploma courses in Project Management, Nursing, Early Childhood Education and Care, Conservation and Land Management, and Work Health and Safety. A total of 1760 VET students enrolled in online VET study in 2016.

Students enrolled in the Certificate IV in Electrical Instrumentation and the Certificate III in Electrical and Refrigeration in 2016 accessed online training to complement the practical component of apprenticeship training. This initiative enabled apprentices to study at any time from any location.

The VET Faculty also collaborated with industry, community and government to expand and consolidate pathways between qualifications working with industry, community and government.

The University introduced YourTutor, an online personalised tutorial service, to assist HE students in first year subjects with real time academic support. YourTutor complements the University's Academic Language and Learning Support Programme and its Peer Assisted Study Sessions (PASS), whereby students receive academic support from senior peers. CDU significantly expanded the number of units, on campus and online, running the PASS sessions. Results show that students who participate achieve superior academic results.

CDU's suite of student learning technologies, collectively known as Learnline, continued to stay at the leading edge of University engagement. A browser-based learning environment called Collaborate Ultra was introduced, making participation in online classes easier.

VoiceThread was introduced to facilitate greater online discussion around learning resources. Systems for invigilating examinations online were trialled. The systems have the potential to help students by enabling secure examinations to take place in their own homes or workplaces.

VET profile strategy

The Faculty of VET implemented a VET profile strategy to support decision-making about which courses to offer for training. Four principles were identified and implemented to reshape the VET course profile in 2016 to ensure that courses are:

- Client-centred – designed on the needs of students and employers
- Relevant to graduates – equipping students for employment, further

Students hone field skills

Environmental Science students from across the country and overseas developed their field skills as they travelled 450 km along the Top End's rainfall gradient.

The students made scientific observations at sites along the sub-continental rainfall gradient during the 10-day field intensive between Darwin and Mataranka.

Professor of Environmental Science Lindsay Hutley said the students explored the impact of fire on vegetation

structure and function at the sites, which shared the same rainfall patterns.

The students gained skills in vegetation and bird surveying, and in the assessment of landscape and soil condition.

The School of Environment also ran a two-week field intensive in Brazil later in the year, during which students observed the Giant South American Turtles that live in the Amazon River.

education and increased productivity in the workplace

- Of high quality – to ensure courses enhance CDU's reputation and achieve high student and employer satisfaction
- Sustainable – to ensure courses attract viable enrolments.

Flexible assessment in the form of recognition of prior learning (RPL) continued to grow in 2016, with more than 5000 VET students successfully undertaking RPL assessments.

In-class, small group and one-on-one support was provided to all VET students. The Learner Support Unit implemented a formal process to support apprentices identified as being at-risk, linking employers, apprentices, lecturers, training consultants and equity services to remove literacy and numeracy barriers. Support was provided to 2114 individual students or 20% of the total VET students enrolled.

Partnerships and opportunities

New partnerships were developed with other educational providers to facilitate seamless progression into CDU degree courses with advanced credit. These included VET providers such as TAFE SA and the BCA, a private RTO working in the Northern Territory.

CDU collaborated with a number of secondary schools throughout the NT to develop a new pathway into higher education through a subject called Research Project B. Students who successfully complete this subject, and present it to CDU for assessment at University

Unit merges law, politics and philosophy



Professor of Political Science Wayne Cristaudo and Senior Lecturer in Law Felicity Gerry QC.

A new course unit, which was developed this year, will encourage students to respond to some of the biggest questions of our time.

Lecturers in Law, Politics and Philosophy have collaborated to create the “Law, Justice and the State” unit, which will be offered for the first time in 2017.

The academic staff involved include: Head of the School of Creative Arts and Humanities Professor Brian Mooney, Professor of Political Science Wayne Cristaudo, and Senior Lecturer in Law Felicity Gerry QC.

Ms Gerry said the unit would develop students’ research skills and equip them to respond to modern political and philosophical issues in a legal context.

“The connective tissue between politics and law is philosophy, which is why we have collaborated on the creation and delivery of this unit,” she said.

The unit covers justice and rationality, natural law theory, legal positivism, jurisprudence and the rule of law in varying contexts, and democracy and social justice.

level, obtain advanced standing when they enrol in CDU Higher Education courses. Dozens of students throughout the Northern Territory were successful and the program is set to expand significantly in 2017.

The Faculty of VET has strong relationships with the Northern Territory Government (NTG), community and industry that resulted in programs to address skill shortages across the NT. Examples include:

- Home and Community Care courses offered to remote communities across the NT in partnership with NTG's Department of Health. Staff travelled thousands of kilometres throughout Central Australia's MacDonnell Shire to ensure that students from Amoongunna, Titjikala, Imanpa, Haasts Bluff, Hermannsburg and Finke completed a Certificate II in Community Services. Many of these students will continue their studies in 2017
- Restricted Electrical-Disconnect/Reconnect Water Heaters course rolled out in response to requests from the NTG's Department of Trade, Business and Innovation, and the Plumbers Board to develop skilled trades' personnel across the Territory
- Short courses in four wheel driving, chainsaw skills, mechanical maintenance, carpentry and welding fundamentals to meet the needs of the Central Land Council and remote communities
- Tailored agriculture training, focusing on Northern Australia livestock production and general stock and station skills, was delivered

to 190 students from 34 stations across the Top End, Barkly Tablelands and Victoria River districts and featured a significant practical component of workplace training and assessment

- In Kakadu, practical training was delivered to provide work-ready skills to Kakadu Rangers, traditional owners of the park and other Indigenous groups.

The VET sector at the University operates in an increasingly competitive environment. Maintaining our participation, partnerships and programs has become even more challenging as a result of two national/Territory reforms:

Three VET Student Loans (VSL) Bills were passed by the Australian Government in December 2016. The Bills replaced VET Fee-HELP loans with VSL from 1 January 2017. The Bills have significant implications to CDU VET delivery, requiring adjustments to the Student Management System, course offerings, unit offering, fee structure, load calendars, loan schemes and related enrolment data configuration.

The Faculty of VET prepared a new *VET Plan 2017-2019*. This plan builds on successful strategies for improving workplace training and staff capability during 2016 including:

- Industry-led programs that embed the VET Lecturer within aged care organisations, connecting the Lecturer to the training needs of individual staff
- The online Diploma of Conservation and Land Management offers flexible training resources for rangers

Project targets NT literacy education

Grammar and punctuation are about to come under the spotlight in the Northern Territory through a project that has attracted a national grant.

Lecturer in Early Childhood Learning Dr Linda Mahony and NT Schools assistant principal Pam Adams received an Australian Literacy Educators' Association grant to run the project for one year.

The project will help teachers share their most effective methods for teaching grammar and punctuation in the context of a Territory school.

Dr Mahony said teachers had a wealth of knowledge about the best ways to deliver grammar and punctuation lessons to their students.

She will interview up to 10 teachers about how they teach grammar and punctuation to preschool, Year 1 and Year 2 students to identify examples of best practices.

and land managers in remote and regional areas of the NT. The training includes cutting-edge technologies such as voice-overs, online interactive tutorials and videos

- The online Diploma of Nursing enables health care workers to upskill and new students to gain an essential qualification to benefit the NT.

New courses for 2017

The University developed a range of new courses during 2016, including the world's first Diploma of Yolngu Studies.

The Yolngu Advisory Group advised the School of Indigenous Knowledges and Public Policy on the coordination and management of the diploma, which offers skills in speaking and writing "Yolngu Matha" languages of the Indigenous people from north-east Arnhem Land.

The course grew from a collaboration between a Yolngu Studies Lecturer, Brenda Muthamuluwuy, and course coordinator Yasunori Hayashi, and is available on campus and online.

A Master of Digital Learning Futures also will be offered in 2017 after its development this year. The course will boost educators' and trainers' skills in using new technologies in the classroom, including mobile apps, video games and drones.

A Graduate Certificate of Spatial Science, including units on remote sensing technology, environmental monitoring and modelling, and location-based

analytics tools known as "geographic information systems", will be offered for the first time in 2017.



Yolngu Studies Lecturer Brenda Muthamuluwuy and course coordinator Yasunori Hayashi.

Print exchange project lands in Darwin

Visual arts students raised awareness about one of the world's greatest flight paths used by millions of migratory birds.

The 15 students from Darwin and Alice Springs used multiple printmaking techniques for the exhibition, "Flyway Print Exchange – Birds Without Borders Award 2016".

The works of six students were selected to be included

in the "Our Feathered Friends" exhibition at the CDU Art Gallery, which was mounted later in the year.

Editions of the winning works were donated to the CDU Art Collection and the Birdlife Australia Flyway Print Exchange project.

The Flyway Print Exchange highlights the East Asian-Australasian Flyway, which about 50 million migratory

waterbirds travel on annually, and encompasses 22 countries including Australia, Alaska, Russia, China, Japan, Korea, New Zealand and the western Pacific.

The project was an exchange between artists living in the countries along this flight path.

Key features include:
asynchronous learning
for students in remote
and regional locations, a
variety of teaching/learning
approaches and Nursery
and Midwifery Board of
Australia accreditation for
people who would not have
been able to access this

- Many staff members have completed Lynda.com professional development training to: develop online training and assessment skills, build knowledge about RPL assessment, and work with industry partners to deliver quality training and assessment.

There has been increasing demand for language, literacy and numeracy training, particularly in rural and remote areas. As low literacy and numeracy (LLN) skills can restrict the training outcomes of individuals, targeted support for learners with limited LLN skills has been a major focus for 2016.

Expansion of Library services

The Library expanded and refreshed its services including providing a new library facility at CDU Sydney, a dedicated librarian to support students at the Business School at the Darwin Waterfront, and significant furniture, power and group study area improvements began at Casuarina campus and are expected to be completed early in 2017. The Casuarina campus Library courtyard building and landscaping works were completed and opened for student use.

The Library Technology Team won the 2016 Australian Library

and Information Association NT award, which recognises success and innovation for its role in the preservation of thousands of bilingual education storybooks in more than 30 Indigenous languages of the NT through the online Living Archive of Aboriginal Languages.

The process to select and implement a new Library Management System was completed with the system scheduled to be live in January 2017. This mobile-friendly system allows the library to deliver improved services to clients.

Recognising that many CDU students study online, the Library expanded its collection of online resources to more than 250,000 eBooks and 30,000 online Journals.

Awards

VET staff, students and programs received recognition at local, territory and national levels.

The VET Faculty achieved a host of awards in the annual 2016 NT Training Awards operated by the NTG's Department of Trade, Business and Innovation:

- Austin Asche Apprentice of the Year – winner Ella Cavallaro (Electrotechnology)
- Vocational Student of the Year – winner Ashlee Coleman
- VET in Schools Student of the Year – winner Scarlett Gray.

Other awards included:

- Chief Minister Award for Indigenous Employment Program
Winner: "Improving Indigenous Employment Outcomes", which combines practical on-the-job learning and structured training over

20 weeks and has prepared new Indigenous graduates for the Northern Territory Public Sector

- VET Lecturer in Pastoral Production Alison Haines was awarded one of only six Australian Beef Industry Foundation scholarships to participate in the Marcus Oldham College leadership program
- WorldSkills Australia National Competition – Winner of Gold Medal, VETiS Food and Beverage Georgia English.

Regulations

VET is regulated in Australia by the Australian Skills Quality Authority. Similarly, Higher Education in Australia is regulated by the Tertiary Education Quality Standards Agency. CDU is scheduled for re-registration by both regulators in 2017, and consequently much of 2016 was dedicated to preparing for these processes. This preparation is helping identify areas in which the University's internal quality assurance and accreditation processes can be improved.

Women feature at NT Training Awards

Four VET students and a trainer from Katherine were recognised for excellence at the NT Training Awards ceremony in Darwin.

Three of the students won individual categories, while the others recognised were runners-up. All were women.

Among the winners was Electrotechnology electrical student Ella Cavallaro, who won the Austin Asche Apprentice of the Year Award. It was the 11th consecutive year that a CDU student took home this prestigious prize.

CDU's other winners on the night were Ashlee Coleman (Certs III and IV in Community Services), who

won the Vocational Student of the Year award, and Scarlett Gray (Certs III and IV in Fitness) who collected the prize for VET in Schools Student of the Year.

The runners-up were Katherine-based business lecturer Tammy Healey in the VET teacher / trainer of the year category and Courtney Cameron (Cert III in Cookery) in the Austin Asche Apprentice of the Year award.

In congratulating the winners and runners up, Pro Vice-Chancellor VET Christine Robertson said training was fundamentally a three-way partnership involving the student, employer and CDU as the trainer.

"It is pleasing to note that the coveted Austin Asche Apprentice of the Year award was won by a female Electrotechnology apprentice for the second year in a row, indicating our strong commitment to supporting women in trades at CDU," Ms Robertson said.

"Another six of our students, a second member of staff and two collaborative industry initiatives were selected as finalists, highlighting the depth and breadth of excellence within the Faculty of Vocational Education and Training."



Ella Cavallaro (left), Ashlee Coleman and Scarlett Gray receive their awards.

Leadership in Indigenous tertiary education nationally



Artist Eymard Tungatalum hand-carved three Pukumani poles about 23 years ago. This year he restored the poles, which tell Creation stories, before they were located at the Australian Centre for Indigenous Knowledges and Education on Casuarina campus.

The University is committed to providing effective and transformative leadership in Indigenous tertiary education in Australia. We acknowledge the role that education plays in empowering Indigenous people to achieve their aspirations and in addressing Indigenous disadvantage.

The University's continued commitment to promoting Indigenous leadership was exemplified in 2016 with the appointment of its first Larrakia academic-in-residence. A respected Larrakia elder, Ms Bilawara Lee, was appointed to the position. Ms Lee is acknowledged widely as a community communicator, healer and teacher of Aboriginal spirituality and healing. She has a range of responsibilities in the role including providing culturally informed guidance, direction

and support to Indigenous and non-Indigenous students, staff and stakeholders.

The position is part of a historic memorandum of understanding signed to strengthen the relationship between the University, the Larrakia Nation Aboriginal Corporation and the Larrakia Development Corporation. The agreement outlines CDU's formal acknowledgement and recognition of the Larrakia people, the traditional owners of the land on which CDU's headquarters are located, and its commitment to the ongoing development and strengthening of the relationship between all parties.

Higher education

The enrolment rate of Indigenous students in Higher Education courses is increasing while the retention rate remains consistent with the previous year. The

Office of the Pro Vice-Chancellor Indigenous Leadership (OPVC-IL) this year undertook a range of initiatives to address the retention rate.

An Indigenous Academic Skills Workshop was established to assist first year Indigenous students to develop the academic skills necessary for success in Higher Education. The OPVC-IL also worked to increase student awareness of and access to support services available.

VET

A decrease in Vocational Education and Training (VET) enrolments by Indigenous students, and the subsequent decrease in the retention rate, is attributed in part to students being required by funding agencies – such as Abstudy, Austudy and Centrelink – to enrol in whole courses before they can be eligible for student allowances.

First Larrakia academic-in-residence appointed

A respected Larrakia elder, who is acknowledged internationally as a community communicator, healer and teacher of Aboriginal spirituality and healing, has been appointed as the University's first Larrakia academic-in-residence.

Bilawara Lee has more than 30 years of experience in the areas of education and health, and is an internationally published author.

The Larrakia academic-in-residence position recognises the importance and respect given to the custodians of knowledges in Indigenous societies and demonstrates the commitment to Indigenous knowledges in CDU's learning, teaching and research.

Ms Lee is responsible for providing a range of culturally informed guidance, direction and support to Indigenous and non-Indigenous students, staff and stakeholders.

The position is part of a range of commitments to formally acknowledge the Larrakia people as the traditional owners of the land on which Casuarina campus, the headquarters of CDU, is located.



Larrakia Elder Bilawara Lee is the University's first Larrakia academic-in-residence.

This requirement is contrary to the growing trend of VET enrolments, which is for specific skill sets relevant to students' interests, work requirements or commitments. The VET Faculty's decision to restrict delivery of a range of courses and programs, especially in regional and remote

communities in the Northern Territory, also contributed to a decrease in student retention from one year to the next.

Increasing understanding of cultures

The OPVC-IL led the establishment of the CDU Human Ethics

– Indigenous Research Advisory panel, which examines and comments on all Indigenous-related research being undertaken within the University. The PVC-IL is a member of the panel. It is also a member of the CDU Human Ethics Research Committee.

Artwork installed in ceremonial space

The work of a senior Larrakia man and major Australian Indigenous artist has been restored and installed in the ceremonial courtyard at the Australian Centre for Indigenous Knowledges and Education on Casuarina campus.

The four-metre-long ceremonial mural comprises 38 ceramic tiles hand-painted by Midpul (aka Prince of Wales) and has been incorporated into a large bench seat to form part of the rainbow serpent design bordering the ceremonial space.

Restoration of the artwork and its installation at CDU has not only revived the work but also gives visitors, students and staff access to a piece of unique Indigenous ceremonial history.

Midpul emerged as an artist when he was about 60 years old and the ceramic images bear testimony to his lifetime of painting within the ceremonial context.

The University accepted the decommissioned work of hand-painted ceramic tiles in 2010 as part of an earlier commission by the City of Darwin for the Darwin Mall.

Although the work had suffered damage, a team restored the tiles and incorporated each piece into the seat, ensuring the original integrity of the work was maintained.

Indigenous languages a click away

A new project is aiming to preserve endangered Indigenous languages by encouraging higher education students across Australia to learn about them.

The project received a \$40,000 Australian Government Office of Learning and Teaching grant to provide Indigenous knowledge owners with online platforms to share languages, histories, art, knowledge and culture with students.

With most Indigenous languages in Australia classed as endangered, the project will develop an online “shell” that will increase and develop Indigenous knowledge availability. It is being driven and authorised by the traditional language owners.

The project will begin with a pilot program on the North Australian language of Bininj Kunwok, which is spoken in Kakadu and West Arnhem Land regions by about 2000 native speakers.

The University has a long history of collaborative research with Indigenous communities and promotes Indigenous knowledge education through its Yolngu Studies course and other programs.

ARC grant funds Yolngu project

An Australian Government grant is supporting a research project that focuses on aspects of the Yolngu people in north-east Arnhem Land of the Northern Territory.

A Senior Research Fellow at the Northern Institute, Dr Linda Ford, was awarded \$358,313 under the Australian Research Council’s Discovery Early Career Researcher Award, Discovery Indigenous Project scheme.

Dr Ford’s project will examine the nature of Aboriginal or Yolngu cosmology, and its meaning for and effect on public policy for women and gender.

Based in the north-east Arnhem region of Elcho Island at Gawa, the project will identify the Djurrwirr Yalu guiding principles used to enhance the levels of governance and other systems applied to their community, culture, traditional ecological environmental knowledge and skill sets.

The anticipated benefits include supporting and retaining established Yolngu researchers in traditional ecological environmental knowledge, and improving Yolngu wellbeing and quality of life.

Young 'know role' in knowledge future

Young Indigenous people in Central Australia recognise their vital role in ensuring that traditional knowledge is carried into the future, a PhD graduate has found.

Dr Josie Douglas said that young Aboriginal people had much to offer in showing how modern technology could be used in the “maintenance and transmission of knowledge”.

“As fearless users of technology, our young people are often underestimated, but are nonetheless a central element in the Indigenous knowledge system,” Dr Douglas said.

“They also motivate and energise the senior generations, which is vital to the endurance of knowledge and its future.”

Dr Douglas, who received her PhD from CDU in 2016, based her research on the views of more than 150 young adults in Alice Springs, from a mix of language groups.

“I found that the major contemporary reflections of Indigenous ecological knowledge, such as going hunting, taking part in ceremonial life, believing in the efficacy of traditional healing practices, valuing language skills, and observing ‘rules’ in relationship to conscious country, are salient symbols of youth social identity,” she said.



Dr Josie Douglas examined the social lives of young Aboriginal adults.

The OPVC-IL actively tendered for and won a range of small research grants, which have enabled a predominantly

Indigenous research agenda to be pursued.

Under the auspices of the Australian Government

Higher Education Pathways and Participation Program (HEPPP) Whole of Community Engagement initiative, the

OPVC-IL hosted the Remote Indigenous Researchers Forum at Casuarina campus. There are greater levels of awareness within the research arena of Indigenous people's interests and aspirations as a result of the advocacy work being undertaken by the OPVC-IL through the current University strategic plan. Work also began on developing an Indigenous research strategy/policy for the faculties.

OPVC-IL continued to provide advice across the University in a range of initiatives including in the development of Indigenous-specific courses by the School of Indigenous Knowledges and Public Policy; the faculties' strategies for embedding Indigenous knowledges and improving attraction and retention of Indigenous staff and students; and in discussions on the development of an Indigenous engagement strategy/policy.

In the VET area, OPVC-IL continued to advise on the delivery of courses/programs specifically for Indigenous students and communities. The office also collaborated with the Faculty of VET to develop an Indigenous VET Plan.

The OPVC-IL is working with the Office of People and Capability to develop an Indigenous Employment, Retention and Development Plan, and is providing ongoing advice and support to staff in the Operations portfolio about working with and supporting Indigenous people.

Recognising Indigenous culture

Traditional Larrakia (and other traditional custodian) smoking ceremonies were introduced as a regular component of the

Valued Pukumani poles restored

Three traditional poles representing a Tiwi story of Creation have been revitalised 23 years after they were first erected at Casuarina campus.

The Pukumani poles symbolise the University's ongoing commitment to Indigenous education.

Melville Island artist Eymard Tungatalum was commissioned to restore the poles after creating them while

studying at the University's predecessor institution, the Northern Territory University, in 1993.

The poles tell a traditional Tiwi story about the creation of rituals to help the dead enter the spirit world.

The artworks were moved to a new and prominent location on Casuarina campus to reflect their cultural and educational significance.

University's significant events such as the start of the academic year, Indigenous valedictory ceremonies and the installation of the Chancellor, Mr Neil Balnaves AO.

Vice-Chancellor Professor Simon Maddocks also received a smoking ceremony and Welcome to Country. The schedule of Indigenous valedictory ceremonies was expanded to include Alice Springs and Katherine campuses.

The OPVC-IL co-hosted the Third Indigenous Leadership Conference at Casuarina campus, hosted a Language, Literacy and Numeracy workshop and discussion panel, and hosted the Indigenous Youth Leadership workshop and panel discussion.

The office also hosted a range of events as part of Orientation Week to assist in the education of non-Indigenous students regarding the role of the OPVC-IL, Indigenous knowledges, cultural practices and history.

Critically engaged in our region



Hairdressing students took their training salon into the great outdoors during National Homelessness Week. The students set up shop on the lawns of Parliament House in Darwin to provide haircuts for homeless people.

CDU's place in the Northern Territory, in Australia and in the Asian region, is strategically important and comes with unique responsibilities, opportunities and challenges compared with other Australian universities. The University is, and will remain, strongly committed to and focused on meeting the tertiary education and research needs and expectations of the NT community so that our region can develop and prosper, while continuing to develop our outreach to students and communities across Australia and internationally.

Researchers and students were at the forefront of the University's engagement within the Northern Territory and beyond during 2016.

Student mobility and engagement

Students took up a range of opportunities to enhance their

cultural and academic experiences through the Australian Government's New Colombo Plan Mobility Program and other scholarships, such as Global Voices. A Global Voices scholarship allowed a PhD candidate to join the Youth Delegation to the Youth 20 China summit, which brought together young people from the G20 countries to discuss issues closely related to the topics of the G20 Leaders' Summit.

Undergraduate students also undertook a range of activities through the New Colombo Plan including in-country language programs in South-east Asia. The University secured \$300,000 in New Colombo Plan funding that will allow 93 students to study internationally in 2017. Funding will support programs for midwifery students in Bali, law students in China and the Philippines, humanitarian and community studies students in Timor-Leste,

and education students in Cambodia and the Philippines.

The program also will assist 10 Indigenous pre-service teachers to complete their teacher placements in Timor-Leste, through the Growing Our Own program, a CDU partnership with NT Catholic Education. Another 10 students will take part in the China in-country language program, in collaboration with Flinders University.

Multi-year programs currently underway, including programs with Engineers Without Borders in India and programs for Law and Environmental Science students in Indonesia, also received grant funding.

A School of Environment field trip involved students spending two weeks in the Amazon in Brazil to study turtles. A further 10 students attended an international summit in India. The students gained experience in human-centred design

'Untapped workers' could boost NT economy

The Northern Institute has estimated that there are nearly 6000 unemployed Darwin residents with the potential to boost the Northern Territory economy.

Workforce Development Research Associate Alicia Boyle said the mobilisation of Darwin's "untapped labour force" could enhance government objectives to develop Northern Australia.

"The Territory's capacity to seize opportunity is limited by a tight labour market that is characterised by a small and mobile workforce, low unemployment rate,



Senior Research Fellow Dr Kate Golebiowska.

recruitment and retention difficulties and skills shortages," Ms Boyle said.

"Part of the solution may rest with the untapped workforce, whom we've identified as comprising migrants and refugees, people with a disability and people aged 50 years and older who hold post-school qualifications and were unemployed at the last Australian Census."

Ms Boyle and Senior Research Fellow Dr Kate Golebiowska published their findings in a co-authored Darwin case study entitled "How to mobilise the 'untapped' labour force for Northern development?"

Small and medium-size Darwin businesses are considered well placed to benefit from untapped labour.

Through the study many of the 75 small and medium-sized enterprises surveyed reported numerous benefits from having employed people from these groups, noting that retention levels were good or excellent.

during the two-week India Humanitarian Design Summit, run by Engineers Without Borders Australia. As part of the summit the students lived in remote villages with host families for four days and worked in groups to develop design concepts to improve the livelihoods in rural communities.

Research collaboration

The University continues to be deeply engaged nationally

and internationally in research projects. It is a member of an international research partnership that is investigating health workforce issues in remote parts of Sweden. The three-year program, which began this year, includes partners from Canada and Sweden, to bring novel perspectives to the long-standing problem of recruiting and retaining health professionals, and the design of primary care services in northern Sweden.

The University hosted a range of research-related events including an international research symposium, titled "Understanding Coastal Livelihoods in the Arafura and Timor Seas: Impacts and opportunities of contemporary approaches to rural development, conservation and resource governance". The symposium brought together international experts on Casuarina campus to discuss issues surrounding the livelihoods of communities that rely on coastal resources in the Arafura and Timor seas.

In the lead-up to the 2016 Census, the Northern Institute hosted specialists to discuss key demographic issues affecting the Northern Territory and what this might mean for the future of Northern Australia. Titled "Northern Population Matters", the symposium brought together researchers who presented findings on recent population change and possible impacts of society and the economy.

CDU NTG Partnership

The University continues its robust relationship with the Northern Territory Government, supported by a Memorandum of Understanding (MoU) that recognises the importance of the University to the Northern Territory. In 2016 a meeting of Northern Territory Government and University senior executives agreed that 2017 would be an opportunity to develop and refresh the existing MoU. Meetings were held with all NTG Cabinet Ministers, and CDU staff were invited to take part in the Economic Summits organised by the NTG. On-going activity that demonstrates the benefit of the

partnership to both CDU and NTG includes:

- Joint appointments and secondments in engineering, social policy, environmental science and health
- Customised training for the Departments of Corrections, Environment and Natural Resources, Infrastructure and Planning and Department of Business
- Research consultancies for the Departments of Business, Corporate and Information Services, Education, Mines and Energy and Health.

Open Day

More than 5000 members of the NT community attended the University's 6th annual Open Day on the Casuarina campus. High school students from across the Northern Territory were among the record number of visitors who attended information sessions, demonstrations and interactive displays that showcased CDU's Higher Education and VET courses.

Engaging with secondary schools

CDU continued to develop its long-term relationships with secondary schools across the NT and conducted a series of events to engage with secondary school students, parents and teachers to raise aspirations among young people and illustrate the pathways to tertiary education.

More than 20 events were held on Casuarina campus, attracting in excess of 1000 students across Years 8 to 10. Events included Year 10 Discovery Day, ConocoPhillips Science Experience, Science and Engineering Challenge, campus

tours and a Pre-Open Day event for students.

In addition, the Secondary Schools Engagement Team conducted more than 50 school visits across the NT, which included presentations, pop-up lunchtime sessions and subject selection and parent evening nights.

The University's operational units instituted programs that engaged with the wider community and improved service internally.

CDU Bookshop

The CDU Bookshop implemented a loyalty program for online shoppers. Students who signed up with their student email addresses became eligible automatically for 10% off their next order after spending \$250 online. This resulted in 2130 returning customers and 600 student offer redemptions.

The initiative was partly in response to the Bookshop encountering in Semester 1 its worst textbook sales results since 2007. The downturn in sales was due to online sites moving aggressively into the academic and technical book market and undercutting prices by up to 30%. Students also are becoming better connected in the second hand market through peer-to-peer online selling websites.

The Bookshop implemented a social media strategy to enhance continuous engagement. This has resulted in a database of more than 6300 members.

CDU Childcare Centre

The Childcare Centre was assessed and rated in early January under the National Quality Framework and received

Donation honours scholar's memory

The first Balinese artworks to be donated to the Charles Darwin University Art Collection honour the memory of an avid art collector, curator and scholar.

The 30 artworks were collected by the late Christopher Hill from Western Australia and span three generations of Balinese artists.

The artworks dated to the 1930s and ranged from traditional styles of painting on ceremonial temple cloths and Chinese ink on paper, to modern styles of acrylic and paint on canvas.

The collection of 30 works exhibits a diversity of art styles across various regions of Bali, such as Ubud, Kamasan and Bantuan.

Some works depict historically significant events shared by both Australians and the Balinese, including a painting of the aftermath of the 2002 Bali bombings by late artist I Dewa Putu Mokoh.

Many of the artworks feature in Mr Hill's 2006 publication, "Survival and Change: Three Generations of Balinese Painters", published by the Australian National University.

The donation was made by Mary Hill and her children, Joanna and John.

an overall rating of “Meeting National Quality Standard”. Three of the Seven Quality Areas received the rating “Exceeding National Quality Standard”.

Government funding for professional development received over a three-year period continued to be used by staff who attended conferences in Brisbane, Melbourne, Perth and the Gold Coast. Government funding was received for upgrades to a bike path and shade screening.

UniPrint

UniPrint secured the tender to print all Northern Territory

Territory FM celebrates 35 years on air

Community radio station Territory FM celebrated its 35th anniversary in 2016.

Station manager Matt Bern said that as part of the celebrations 104.1 Territory FM published its history.

The Territory’s first Chief Minister, Paul Everingham, launched the station with a flick of a switch at 5pm on 5 June 1981.

Moments later the station played its first song: the Horst Jankowski instrumental “A Walk in the Black Forest”.

“It was a crazy, ramshackle ‘all-sorts’ station in the early days. We used egg cartons on the wall to sound-proof the studio,” Matt said.

Territory FM operates under a community broadcasting licence held by Charles Darwin University.

Government business cards. It implemented large format printing, which gives the unit the capacity to produce a greater range of products in-house. This will accelerate turnaround times for print work, which will provide cost savings to its clients and the University.

The economic downturn in the local economy has resulted in very competitive pricing for printing and less work being circulated in the marketplace from UniPrint’s external and internal clients.

Accommodation Services

International House Darwin (IHD), which provides affordable on-campus accommodation on Casuarina campus, maintained 96 per cent occupancy for long-term stays in Semester 2 despite an increasingly competitive rental market in the wider community.

IHD’s inaugural scholarship program was established in 2016. Residents’ academic endeavours were supported by the completion of stage one of a new WiFi system, a project costing \$600,000 over three years. Substantial improvements to the built environment continued, with a special emphasis on aesthetics.

Student accommodation operations in Katherine and Alice Springs, although small, registered improvements in 2016.

Facilities Management

The Office of Facilities Management (OFM) reviewed the condition of the building stock using an innovative building performance assessment tool for the first time. The results are important to the University’s strategic approach to building upgrade and replacement.

Team partners with Food Ladder

The University’s horticulture team is training people in the Northern Territory’s first Food Ladder social enterprise project in Katherine.

The lecturing team is providing a Certificate II in Rural Operations as part of the project, which aims to provide healthy and sustainable food for Indigenous communities.

Horticulture team leader Scott McDonald said lecturers travelled each month from Darwin to the project’s facility, Yilk-Amak Community Farm, near Katherine campus.

Students gain skills in plant propagation, horticultural production, and occupational health and safety while growing crops in the facility’s hydroponics beds.

As a result of the training, students are well placed to gain work in the horticulture industry.

Food Ladder chief executive Kelly McJannett said the horticulture team had provided invaluable on-the-ground support.

The project is run in partnership with Katherine Indigenous Women’s Association and Job Find, and is partnered with the Arnhem Land Progress Aboriginal Corporation.

Early work is underway to identify ways in which technology can assist in the better management of buildings, such as using smart metres to measure water usage at building level. A program has begun to replace outdated lighting technology with new LED technology. OFM is planning an innovation to the program that will allow for the monitoring of lighting systems across the University.

Information Technology and Management Support

Information Technology and Management Support (ITMS) has continued to expand student and staff access to systems and data on any device, at any location. ITMS has continued to improve the resiliency of the internet and network connections, in light of the intensive demand, through the use of sustainable management systems.

Ongoing additions to the eCentre workflow system have improved access to and interaction with business data, including presentation of internet usage, phone billing, printing usage and workflow form processing transparency. Portal.cdu.edu.au has improved functionality of and accessibility to quality services from any location on any device including cloud-based hybrid offerings such as OneDrive personal storage and Office 365 for personal work, and improved collaboration through Webex and Sharepoint for Business.

Office of Marketing and Planning

The new world university brand positioning was consolidated during 2016 in key

Bushfire website engulfs the west

An award-winning service that provides information on fire activity in Northern Australia has expanded into a nationally significant resource.

The North Australian Fire Information web service, hosted and coordinated by the Darwin Centre for Bushfire Research at Charles Darwin University, is providing satellite-sourced mapping information for areas of Western Australia.

The service is assisting rangers and fire managers in the newly mapped areas, including the Pilbara and the Gibson and Great Sandy Deserts.

Until now, fire managers in WA did not have access to such maps.

The regularly updated maps display data on fire events in the form of fire hotspots and fire scars for more than 90% of the country's rangelands.

The service is the most widely used source of fire information for North and Central Australian rural and remote fire land managers, and has helped guide recent changes to fire regimes in Arnhem Land.

The WA expansion is funded by the WA Rangelands Territory Natural Resource Management group.



Darwin Centre for Bushfire Research senior data officer Felicity Watt and Research Fellow Rohan Fisher.

media channels including TV, cinema, radio, print and out-of-home advertising. This has delivered continuing improvements in awareness metrics and has resulted year-on-year improvements in first preference applications across Semester 2 and Summer Semester. The Office of Marketing and Planning launched a brand website to provide staff with guidelines, toolkits and templates to enable them to deliver a consistent brand experience.

Work began on a major redevelopment of the University

website, with the project on track to be completed in late 2017.

Media Office

News about the University in the mainstream media attracted coverage equivalent to more than \$7.8 million in ASR (advertising space rate). During 2016 the Media Office told the University's story through 154 media releases, 20 fortnightly NT News columns, 85 Ask an Expert segments for Territory FM, 22 issues of the E-news publication, and two editions of the corporate publication, Origins.

A truly international university



Master of Education students Norhaifa Mamainte and Rowena Sakir are creating programs to help advance their communities in the Philippines as part of their studies on Casuarina campus. The students were awarded AusAid scholarships through the Australian Government Aid Program.

CDU is committed to internationalisation and to building and enhancing its profile and engagement within Asia in particular. The University is in a unique position, both geographically and in terms of our expertise, to deliver a range of education, training and research services to this region and to build lasting, beneficial partnerships that will enable our neighbouring international communities to prosper.

International student enrolments rose in HE and VET in 2016. In total 2733 international students were enrolled in HE courses and a further 346 international students were enrolled in VET qualifications.

In total international HE enrolments were up by 6.5% on 2015 figures, representing 36% growth in total international HE student numbers during the past five years. Some 55% of all international students

studied in the Northern Territory, mainly at Casuarina campus and at the Darwin Waterfront Business School; 30% studied in Melbourne and the remainder studied at CDU Sydney.

Total international VET enrolments were up 17% on 2015.

New HE enrolments

Some 1267 new international students began a HE course in 2016. While this is down 5% on 2015, it still represents more than triple the number of new international student commencements five years ago.

A total of 46% (578) of new international students studied at CDU's Northern Territory campuses, with new international commencements in the NT up 1% on 2015 and 58% on five years ago.

Growth in international student numbers at the NT campuses occurred across a range of courses, with particularly

strong growth in undergraduate nursing, engineering and education courses, and in engineering postgraduate courses.

A total of 39% (498) of the new international students began studying at CDU Melbourne. While new international commencements at CDU Melbourne were down about 10% on 2015, they still contributed strongly to the University's overall growth in international student numbers during the past five years. The remaining 15% (191) of new international students began studying at CDU Sydney, which was down 5% on 2015.

New enrolments at both CDU Melbourne and CDU Sydney have been in business and accounting courses, both at postgraduate and undergraduate levels.

An additional 296 new international students enrolled in VET courses, which was up 16% on 2015. The University has recorded 33% growth over five

Scholarship takes student to Fiji

An undergraduate student will live, study and work in Fiji in 2017 courtesy of the Australian Government's New Colombo Plan Scholarship Program.

Bachelor of Applied Social Science student Katie Hicks said she would spend Semester 1 studying linguistics



Katie Hicks will spend next year in Fiji.

at the University of the South Pacific and Semester 2 as an intern with a non-government organisation working in community development with indigenous people.

Katie is one of two CDU students to receive scholarships capped at \$72,500 each.

The other is Anna McKenzie, who is enrolled in a Bachelor of Primary Teaching and relocated to Hong Kong in September.

CDU received \$468,050 in government funds this year to support more than 100 students to take part in programs in more than a dozen countries in 2017.

The New Colombo Plan is an Australian Government initiative, which involves a scholarship and grants program that allows thousands of Australian undergraduates to study and work in more than 30 host locations throughout the Indo Pacific region.

The Office of International Services (OIS) published a new edition of the "CDU International Student Arrival Guide", and also improved the airport pick-up program that is available to all commencing international students. The OIS brought students together for end-of-semester parties at Casuarina and Mindil beaches.

The University gave particular focus to providing student support and improving the student experience at CDU Sydney with the addition of a Sydney Centre Manager, International Student Support Officer and Student Counsellor. Our Sydney students were given access to Peer Assisted Study Support in addition to the Academic Language and Learning Success Program.

Early in the year, CDU Melbourne students moved into new and improved facilities in Collins Street.

CDU works closely with the Northern Territory Government's "Study NT" hub to facilitate the NT Student Ambassadors Program and Study in the Northern Territory Student Scholarship Program, which attracted a number of CDU student applicants late in the year.

Welcoming community

The wider Darwin community is active in welcoming the University's international students. In 2016 the formal Northern Territory Government Welcome Reception for International Students (Semester 1) was organised in Parliament House for the second consecutive year. Students arriving in Semester 2 were welcomed by the Lord Mayor of Darwin, as they have been for many years. These welcome events are a highlight for the students during Orientation Week.

Student mobility

The University has been promoting inbound and outbound student mobility supported in part by Australian Government funding through the New Colombo Plan and Endeavour Mobility Programs and for outbound students only, OS-Help.

Some 48 students benefitted from nearly \$150,000 in New Colombo Plan Mobility Program funding for short-term studies in Law, Environmental Science,

years in commencing international VET student enrolments. International students enrolled in VET programs undertake their studies on Northern Territory campuses.

CDU's international student population comes from more than 70 countries. In HE the most common countries of origin are India, Nepal, Bangladesh, Philippines, China, Pakistan and Vietnam. In VET the most common countries of origin are Indonesia, Philippines, Bangladesh, China, Taiwan, Nepal, India and Vietnam.

Indonesian language and Humanitarian Studies.

These studies were undertaken in Hong Kong, Indonesia, India and the Philippines. A further 12 students were supported with nearly \$30,000 in Endeavour Mobility funding. Eleven undertook short-term studies in Greek language and education in Greece and Timor-Leste while CDU welcomed one incoming exchange student from China.

A total of 33 outbound CDU students used \$93,144 in OS-Help to support their studies overseas.

In November the Australian Government announced that two CDU students had been awarded the prestigious New Colombo Plan Scholarship. They are Anna

McKenzie, Bachelor of Education (Primary School Teaching), who will travel to Hong Kong, and Katie Hicks, a Bachelor of Applied Social Science student, who will travel to Fiji on her scholarship.

One of the main challenges for the OIS is to further diversify the source countries for international students. The office conducted recruitment efforts in a small number of new markets in 2016, including Mongolia, Taiwan, Hong Kong and Malaysia.

International engagement and partnerships

The University operates four international reference groups to share information among

active and interested members of the CDU community, and the Northern Territory Government and their key partners, about collaborative activities pursued by the University in these countries. Reference groups operate for China, India, Indonesia and Timor-Leste.

The University also hosts a Confucius Institute — a non-profit institution established and supported by the Government of the People's Republic of China to strengthen education cooperation between China and Australia. The Institute also supports and promotes the development of Chinese language education, and works to increase mutual understanding among people in China and in Australia.

Bright future tipped for international education

A Northern Institute political economist has calculated that the Northern Territory's international education exports could triple to \$150 million a year within a decade.

Professor Rolf Gerritsen said this would see international education rise to fifth on the list of export earners for the NT, up from its current 10th placing.

"The international education sector is a promising industry for the NT and will grow in importance, both absolutely and relative to other export industries," he said.

Growth in higher education and intensive English student numbers has been dramatic in the past two years.



Professor Rolf Gerritsen says international student numbers are on the rise.

"A growth rate of about 30 per cent was facilitated in part by a large expansion of student accommodation and the fact that CDU had opened centres in Sydney and Melbourne," Professor Gerritsen said.

"A more realistic 10 per

cent per annum growth rate would be sufficient to triple the international student cohort to about 4500 by 2024."

Most of the University's international students come from the Philippines, Nepal, Thailand and Vietnam.

A successful research-intensive University



Senior Lecturer in Visual Arts Dr Ioannis Michaloudis is the first artist in the world to work with a material that collects stardust in space. Dr Michaloudis creates sculptures from silica aerogel, a nanomaterial used by US space agency NASA to trap cosmic dust. He collaborates with space industry scientists as he executes these works.

The University has established a breadth and depth of research expertise and advanced scholarship intimately linked to the needs of the Northern Territory and the Territory's Asian neighbours. Although one of the smallest universities in Australia, CDU is one of the most research-intensive, with outstanding performance and recognised excellence in a small but highly relevant suite of research fields related to where the University operates, in particular Indigenous and tropical health, environmental science and public policy.

The University is positioned to develop additional world-class fields of research and scholarship to meet the emerging requirements of Northern and Central Australia and its immediate region.

Outstanding professors

The research flagship initiative entitled "Outstanding Professors"

was launched to recruit into the University's areas of research strength. There has been strong interest in the opportunities presented and applications will be considered throughout 2017.

Menzies 2021

The Menzies School of Health Research has followed up the 2015 quinquennial review with extensive strategic planning activity. Menzies' new strategic blueprint, titled "Menzies 2021", will position the institution as a recognised innovator and leader in Indigenous and tropical health.

Research institutes

External peer review panels were appointed by the Vice-Chancellor to conduct the first reviews of the Research Institute for the Environment and Livelihoods (RIEL), and the Northern Institute. Both completed site visits in 2016, and the RIEL panel has completed its work. The reviews have

provided research leaders with an opportunity to reflect on the performance of the research institutes and to prepare strategies in line with the University's strategic plan.

Research strategies have continued to focus on pursuing of external funding, which is required to strengthen the research at the University.

Research engagement

The University has been working with the Northern Territory Government and private parties in the preparation of an application to the Australian Government to establish the Darwin Innovation Hub (DIH). The DIH would support new commercial ventures and accelerate the growth of small and medium enterprises.

Through the Office of Research and Innovation (ORI), the University hosted the Chamber of Commerce Business at Sunset in the CDU Business School. This event successfully

showcased the University's waterfront offices and was one of the most successful events of its kind to be held in Darwin.

ORI also delivered more than 70 short courses across the Northern Territory to external organisations, including in the subject areas of management and leadership, human resources and professional development.

Supporting the research environment

ORI provides high-quality research support services to academics across the University. During 2016, ORI replaced and upgraded CDU's research information enterprise system, which facilitates the collection, processing, showcasing and reporting of the University's research outputs.

ORI undertook an extensive, external review of its Higher Degree by Research (HDR) policy framework and administrative processes. Recommendations to strengthen CDU's approach to HDR administration will begin in 2017.

The University, through ORI, led priority submissions to inform the structure review of the National Health and Medical Research Council's Grant Program, future investments in Northern development and tropical health, and Australia's approach to supporting the indirect costs of research for Australian universities.

ORI provided high-quality advice to CDU to respond to the Australian Government's National Innovation and Science Agenda, particularly the suite of initiatives to strengthen industry-research collaborations.

The office also facilitated the largest number of scholarships

for CDU domestic and international HDR applicants.

Cross-disciplinary collaboration

CDU provided significant seed funding to cross-disciplinary projects between the University and Menzies School of Health Research staff. These projects progressed well in 2016, and many researchers are now applying for external funding to support large scale, important research generally at the disciplinary intersection between Health/Medicine and Social Sciences.

A paper was drafted to set out proposals to re-launch the Institute of Advanced Studies (IAS) as a cross-disciplinary institute, as recommended by earlier reviews. More than 200 staff members took part in forums, meetings and on-line discussions, leading to the form of the IAS that will be launched during 2017.

The inaugural Visualising Top End Research conference showcased innovative research from across the Top End, and featured more than 20 research projects in addition to film screenings and art installations.

Innovation

A new HDR scholarship marketing campaign and a new website led to a high number of scholarship offers and uptake.

Research impact has been enduring core business for CDU, and it is now becoming the central focus for innovation and research policy in Australia. In 2016, CDU co-designed an on-line course in "Enhancing Research Impact" with Epigeum, a spin-out of Imperial College London. Epigeum develops

online courses through global collaboration of experts and partner universities. The course has now been developed and will be made available to CDU staff and students in 2017. Through the project, CDU will provide access to high-quality online materials, designed to train and assist researchers and research students to embed impact into their work.

During the year ORI also was involved in partnership-brokering to strengthen academic partnerships, including with the Australian Institute of Marine Sciences, the Central Australian Academic Health Science Centre, and the National Critical Care and Trauma Response Centre.

Database reveals voter perceptions

A political scientist has found that Australia has experienced a progressive drop in voter trust in political parties, as seen in many developed nations.

Political Science Lecturer Dr Andrew Klassen said trust in Australian political parties has continued to decline for at least two decades.

Dr Klassen said a recent survey showed that trust in Australian political parties was at 13% in 2012.

“In a globalised world, political parties and politicians don’t have as much control over international and economic factors as they might have had decades ago,” he said.

“They still speak with confidence on these issues to get votes, but are often unable to deliver, which could be one

reason for a drop in public confidence.”

The most recent surveys show New Zealand voters’ trust in political parties is slightly higher than Australians’, at 17% in 2011.

In the United Kingdom, trust in political parties was about 19% in 2014.

Dr Klassen made the observations while working to organise more than 300 cross-national surveys, encompassing more than 7.4 million people in 157 countries, into a widely available research tool.

The “Public Opinions and Perceptions” tool allows users to analyse and compare surveys from across the world on a range of topics, including electoral fairness, trust in political parties, and satisfaction with democracy.



Political Scientist Dr Andrew Klassen, focusing on voter trust globally.

New species found on Darwin beaches

A PhD candidate has uncovered a new microscopic species living beneath some of Darwin’s most popular beaches.

Amanda Lilleyman is researching shorebirds that live in the intertidal zone, and when she delved underground to discover what they ate she found invertebrate species that were previously unknown to science.

As part of her PhD on how migratory shorebirds use their habitat, Amanda collected sediment samples from Darwin beaches to discover the extent of invertebrate food.

After collecting the samples, she worked with polychaete and mollusc experts from the Museum and Art Gallery of the Northern Territory (MAGNT) to sort and identify the microscopic organisms.

So far she has counted 1436 individual invertebrates from 90-plus species.

Some of Amanda’s samples will be added to invertebrate collections at MAGNT to inform the diversity and the importance of invertebrate species in the intertidal zone.

Her PhD is entitled “Constraints on population size of migratory shorebirds in Darwin Harbour, Northern Territory”.

Research probes Indigenous smoking

Understanding the reach and impacts of tobacco control strategies on smoking rates in Australia's Indigenous population has been the focus of a PhD research project through the Menzies School of Health Research.

While working as a physiotherapist at Royal Darwin Hospital Dr Anna Nicholson became aware of the high rates of life-threatening respiratory issues related to smoking that are faced by Indigenous people.

Her research contributed to a national study entitled "Talking About the Smokes", a collaboration between research institutions and Aboriginal Community Controlled Health Services and representative bodies.

The project collected data from more than 2500 Aboriginal and Torres Strait Islander people throughout Australia.

Dr Nicholson's research looked at the recall and effects of advertising, news stories and warning labels among Aboriginal and Torres Strait Islander smokers.

She said she wanted to establish associations between recall of health information with quitting and related attitudes and behaviours to understand what policies and programs were helping to reduce disparities in smoking and quitting.

NT embraces social media

The first analysis of social media use in the Northern Territory has revealed the ways residents stay connected.

Women participating in the online survey of 419 self-identified social media users were found to use social media applications more frequently than men.

Senior Lecturer in Business Dr Susan Bandias said female participants were more comfortable interacting with strangers online, despite many indicating that unwarranted



Dr Susan Bandias, investigating how Territorians stay connected.

and inappropriate behaviour was common.

"Because it is such a big part of mainstream culture, women continue to access social media," she said.

Women's primary use of social media included keeping in touch with family and friends, meeting new people, networking with others, sharing photos, and for education.

Women living remotely have a history of adapting quickly to emerging communication technologies to help them overcome hardships associated with isolation.

The survey showed that Facebook was the most commonly and intensely used social media application for all respondents, with about 83% of women saying they used it at least once a day. You Tube was second, followed by Skype.

Mangrove researchers gather

The University hosted one of the largest conferences on mangrove and saltmarsh conservation research during 2016.

The Australian Mangrove and Saltmarsh Network Conference included more than 40 researchers, policy makers, industry stakeholders and overseas delegates.

RIEL was the major sponsor of the event, along with the Northern Territory Government.

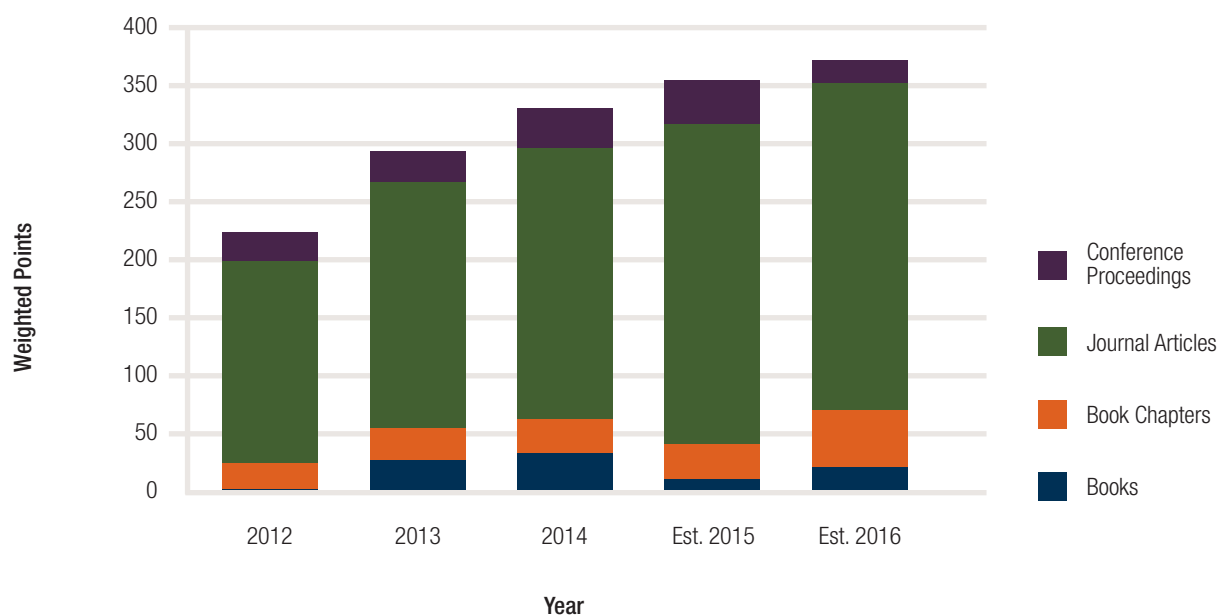
The conference presented the latest research findings on mangroves and saltmarshes in

Australia and beyond, including raising awareness about the critical role mangroves play in coastal protection, providing food and habitat for fish and other species, and supporting the livelihoods of coastal communities.

RIEL has a number of projects in mangrove research in Australia and Indonesia.

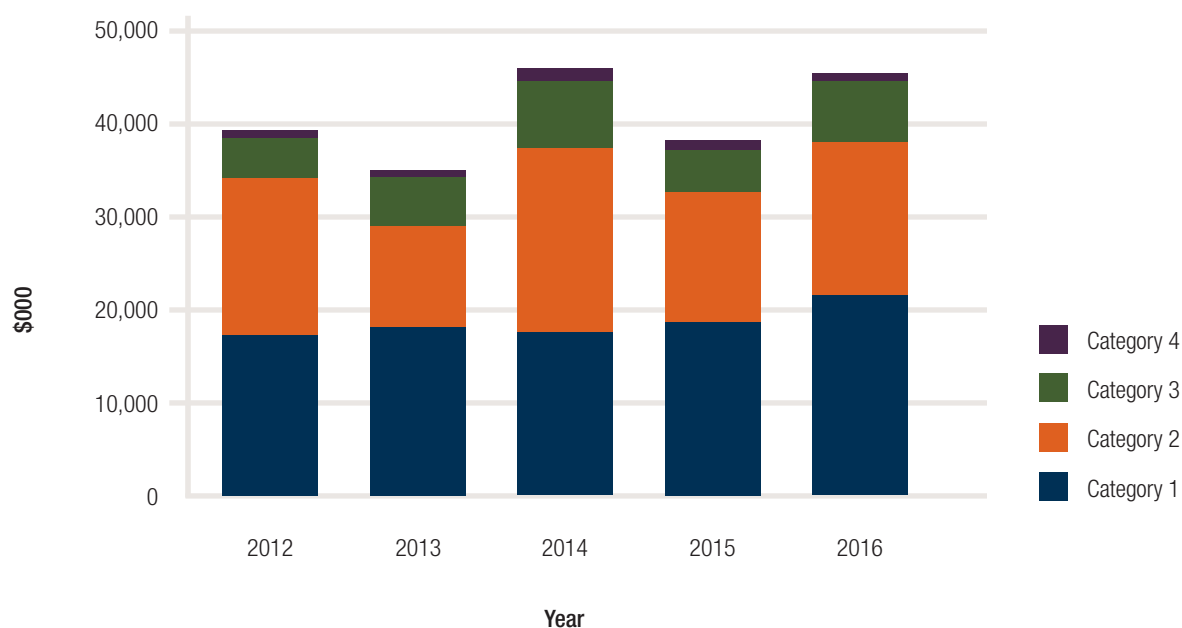
Seven CDU researchers, along with international mangrove experts from Australia, the United States and Indonesia, presented their latest research outcomes.

Research outputs 2012-2016



1. 2015 and 2016 publications figures are provisional HERDC-equivalent point estimates at March 2017

Research income 2012-2016



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

Summary Of Financial Information



Casuarina campus in Darwin, the headquarters of Charles Darwin University. The campus is bordered by the northern beaches and the Timor Sea.

Financial performance

The University's net result from continuing operations was \$21.9M in deficit in 2016, reflecting an increasing set of challenges within the sector around funding uncertainty and growing competition in both the HE and VET sectors.

The 2016 net result was steady against the previous year's deficit of \$22M. Despite a slight improvement in total revenue in 2016 of 3%, the increase in costs has kept pace with

revenue growth. The University continues to take steps towards ongoing tightening of budgetary controls and investments in key initiatives to ensure its long-term financial sustainability.

Financial position

A net reduction in total assets from the previous year was due to a combined effect of disposal of assets held for sale and investment as well as revaluation decrement of non-current assets. The 2016 operating

activities generated a net cash deficit of \$7M for the year, significantly down from a net cash surplus of \$23M in 2015.

Future direction

The University is committed to remaining adaptable and responsive to a tougher economic environment. The strategic plan provides a pathway in the areas we will place our focus and engagement in order to ensure the University's sustainability and growth.

Income statement

FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	Consolidated		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Income from continuing operations					
Australian Government financial assistance					
Australian Government grants	3	105,602	99,624	89,928	82,272
HELP - Australian Government payments	3	27,745	24,061	27,745	24,061
NT Government financial assistance	4	71,887	68,445	62,100	63,805
HECS - HELP student payments		5,384	5,342	5,382	5,347
Fees and charges	5	52,354	45,289	50,232	43,969
Investment revenue and income	6	3,136	4,001	2,182	3,135
Consultancy and contracts	7	25,632	19,875	16,692	13,414
Other revenue	8	24,122	32,582	23,759	32,701
Gains on disposal of assets	30	-	8,636	-	-
Share of profit or loss on investments accounted for using the equity method	23	27	148	27	148
Total income from continuing operations		315,889	308,003	278,047	268,852
Expenses from continuing operations					
Employee-related expenses	9	186,195	177,040	162,290	154,034
Depreciation and amortisation	10	24,714	25,622	22,122	23,256
Repairs and maintenance	11	9,567	7,741	9,338	7,671
Impairment of assets	12	827	894	827	894
Losses on disposal of assets	30	3,977	-	3,985	265
Other expenses	13	104,711	110,602	98,219	104,880
Total expenses from continuing operations		329,991	321,899	296,781	291,000
Net result before income tax		(14,102)	(13,896)	(18,734)	(22,148)
Income tax expense	14	(12)	-	-	-
Net result after income tax for the period		(14,114)	(13,896)	(18,734)	(22,148)
Discontinued operations					
Loss on disposal of discontinued operation	39	(3,183)	-	(3,183)	-
Net result		(17,297)	(13,896)	(21,917)	(22,148)
Net result from continuing operations		(17,297)	(13,896)	(21,917)	(22,148)
The above Income Statement should be read in conjunction with the 2016 Financial Statements.					

Statement of comprehensive income

FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	Consolidated		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Net result after income tax for the period		(17,297)	(13,896)	(21,917)	(22,148)
Items that may be reclassified to profit or loss					
Gain/(loss) on fair value of available for sale financial assets, net of tax	31(a)	(3)	4	-	-
Items that will not be reclassified to profit or loss					
Gain/(loss) on revaluation on property, plant and equipment, net of tax	31(a)	(3,394)	660	(3,394)	660
Total other comprehensive income		(3,397)	664	(3,394)	660
Total comprehensive income		(20,694)	(13,232)	(25,311)	(21,488)
Total comprehensive income from continuing operations		(20,694)	(13,232)	(25,311)	(21,488)
The above Statement of Comprehensive Income should be read in conjunction with the 2016 Financial Statements.					

Statement of financial position

AS AT 31 DECEMBER 2016

	Note	Consolidated		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	15	106,140	108,190	94,576	101,711
Receivables	16	9,621	7,615	9,069	6,330
Inventories	17	1,011	1,161	1,011	1,161
Other financial assets	20	839	844	839	824
Non-current assets classified as held for sale	21	11,218	16,244	11,218	16,244
Other non-financial assets	22	7,587	5,206	7,260	5,066
Total current assets		136,416	139,260	123,973	131,336
Non-current assets					
Biological assets	18	498	718	498	718
Investment property	19	300	285	-	-
Investments accounted for using the equity method	23	603	576	603	576
Other financial assets	20	304	307	-	-
Deferred tax asset	14(d)	41	-	-	-
Property, plant and equipment	24	475,868	492,254	473,351	489,348
Intangible assets	25	30,560	32,239	390	521
Total non-current assets		508,174	526,379	474,842	491,163
Total assets		644,590	665,639	598,815	622,499
LIABILITIES					
Current liabilities					
Trade and other payables	26	9,313	5,978	8,659	9,641
Current tax liability	14(c)	8	-	-	-
Borrowings	27	2,000	2,000	2,000	2,000
Provisions	28	24,487	23,022	20,697	19,552
Other liabilities	29	12,214	16,011	41,203	38,375
Total current liabilities		48,022	47,011	72,559	69,568
Non-current liabilities					
Borrowings	27	-	2,000	-	2,000
Provisions	28	6,201	5,566	5,721	5,085
Total non-current liabilities		6,201	7,566	5,721	7,085
Total liabilities		54,223	54,577	78,280	76,653
Net assets		590,367	611,062	520,535	545,846
EQUITY					
Reserves	31(a)	233,808	244,970	226,802	238,708
Restricted funds	31(b)	27,609	28,968	27,608	28,968
Retained earnings	31(c)	328,950	337,124	266,125	278,170
Total equity		590,367	611,062	520,535	545,846
The above Statement of Financial Position should be read in conjunction with the 2016 Financial Statements.					

Statement of changes in equity

FOR THE YEAR ENDED 31 DECEMBER 2016

Note	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
Consolidated				
Balance at 1 January 2015	40,683	250,969	332,642	624,294
Net result	-	-	(13,896)	(13,896)
Gain/(loss) on revaluation on property, plant and equipment, net of tax	-	660	-	660
Gain/(loss) on fair value of available for sale financial assets, net of tax	-	4	-	4
Total comprehensive income	-	664	(13,896)	(13,232)
Transfers to/(from) restricted reserves	(11,715)	-	11,715	-
Transfers to/(from) revaluation reserves	-	(6,663)	6,663	-
Balance at 31 December 2015	28,968	244,970	337,124	611,062
Balance at 1 January 2016	28,968	244,970	337,124	611,062
Net result	-	-	(17,297)	(17,297)
Gain/(loss) on revaluation on property, plant and equipment, net of tax	-	(3,394)	-	(3,394)
Gain/(loss) on fair value of available for sale financial assets, net of tax	-	(3)	-	(3)
Total comprehensive income	-	(3,397)	(17,297)	(20,694)
Transfers to/(from) restricted reserves	(1,359)	-	1,359	-
Transfers to/(from) revaluation reserves	-	(7,764)	6,744	(1,020)
Transfers from retained earnings	-	-	1,020	1,020
Balance at 31 December 2016	27,609	233,809	328,950	590,367
Parent				
Balance at 1 January 2015	40,683	243,969	282,541	567,193
Net result	-	-	(22,148)	(22,148)
Other comprehensive income	-	660	-	660
Total comprehensive income	-	660	(22,148)	(21,488)
Transfers to/(from) restricted reserves	(11,715)	-	11,715	-
Transfers to/(from) revaluation reserves	-	(5,921)	5,921	-
Distribution from Subsidiaries	-	-	141	141
Balance at 31 December 2015	28,968	238,708	278,170	545,846
Balance at 1 January 2016	28,968	238,708	278,170	545,846
Net result	-	-	(21,917)	(21,917)
Other comprehensive income	-	(3,394)	-	(3,394)
Total comprehensive income	-	(3,394)	(21,917)	(25,311)
Transfers to/(from) restricted reserves	(1,360)	-	1,360	-
Transfers to/(from) revaluation reserves	-	(8,512)	7,492	(1,020)
Transfers to retained earnings	-	-	1,020	1,020
Balance at 31 December 2016	27,608	226,802	266,125	520,535
The above Statement of Changes in Equity should be read in conjunction with the 2016 Financial Statements.				

Statement of cash flows

FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	Consolidated		Parent Entity	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Cash flows from operating activities					
Australian Government Grants	3(h)	134,010	128,191	117,916	108,000
OS-HELP (net)	3(h)	21	(15)	21	(15)
Superannuation Supplementation	3(h)	11	29	11	29
NT Government Grants		71,887	82,515	62,100	77,875
HECS-HELP student payments		5,382	5,342	5,382	5,347
Receipts from student fees and other customers		86,084	96,880	77,810	110,827
Interest received		3,409	3,957	2,471	3,087
Proceeds from sale of biological assets		-	1,851	-	1,851
Payments to suppliers and employees		(289,780)	(296,817)	(259,712)	(264,059)
Net cash provided by operating activities	42	11,024	21,933	5,999	42,942
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment		1,170	1,679	1,162	1,679
Payments for property, plant and equipment		(12,318)	(20,765)	(11,992)	(18,761)
Other investing outflows		-	-	(304)	-
Net cash used in investing activities		(11,148)	(19,086)	(11,134)	(17,082)
Cash flows from financing activities					
Repayment of borrowings		(2,000)	(2,000)	(2,000)	(2,000)
Net cash used in financing activities		(2,000)	(2,000)	(2,000)	(2,000)
Net (decrease) / increase in cash and cash equivalents		(2,124)	847	(7,135)	23,860
Cash and cash equivalents at the beginning of the financial year		108,190	107,343	101,711	77,851
Cash acquired on acquisition		74	-	-	-
Cash and cash equivalents at the end of the financial year	15	106,140	108,190	94,576	101,711
The above Statement of Cash Flows should be read in conjunction with the 2016 Financial Statements.					

Honorary Awards Roll



A pharmacy student develops her expertise skills in the laboratory.

Doctor of Arts

Mr Gawirrin Gumana HonDArts
(2007)

Mrs Judith Ann Weepers HonDArts
(2007)

Doctor of Economics

Mr Jose Sun-Say Yu HonDEc (1999)

Dr Neil Conn AO HonDEc (2001)

Doctor of Education

Mr Dato Seri Samy Vellu HonEdD
(1998)

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

Emeritus Professor Ron McKay
HonEdD (2006) (Deceased)

Ms Raymattja Marika HonEdD
(2007) (Deceased)

Mr Peter Plummer HonEdD (2009)

Ms Waymamba Yinamara
Gaykamangu HonEdD (2014)

Mr Kevin Davis AM HonEdD (2015)

Doctor of Laws

The Honourable Austin Asche AC
QC HonLLD (1994)

The Honourable Brian Martin AO
MBE HonLLD (2007)

The Honourable Dean Mildren RFD
QC HonLLD (2013)

Doctor of Letters

Dr Harold Garner HonDLitt (1997)
(Deceased)

Dr George Chaloupka HonDLitt
(1998)

Ms Miriam Rose Ungunmerr-
Baumann HonDLitt (2002)

The Honourable Mr Ted Egan AO
HonDLitt (2002)

Mrs Patricia Miller AO HonDLitt
(2006)

Mr RG (Dick) Kimber AM HonDLitt
(2006)

Mr John Ah Kit HonDLitt (2009)

Mr Thomas Calma HonDLitt (2010)

The Honourable Daryl Manzie
HonDLitt (2010)

Professor Ian Chubb AC HonDLitt
(2011)

Professor Judith Whitworth AC
HonDLitt (2011)

Mr Kay Rala Xanana Gusmao
(2012)

Mr Jack Thompson (2012)

Ms Elaine L  wurrpa Maypilama,
HonDLitt (2013)

The Honourable Tom Harris,
HonDLitt (2015)

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 HonDSc (2013)

Professor John Wakerman HonDSc
(2013)

Mr Jiro Okada HonDSc (2014)

The Honourable Christopher Burns,
HonDSc (2016)

Doctor of the University

General Peter Cosgrove AC MC
HonDUni (2001)

The Honourable Paul Everingham
AO HonDUni (2003)

Dr Valerie Asche HonDUni (2007)

Emeritus Professor Helen Garnett
PSM, HonDUni (2016)

Companion of the University

Mr Keith Pennell OAM (2001)

Mr Paul Sitzler OAM (2003)
(Deceased)

Mrs Minna Sitzler AM (2003)

Mr Michael Martin OAM (2011)

Ms Angelica Poulos (2011)

Mr Ian Kew (2011)

Mr Earl James AM (2012)

Mrs Wendy James OAM (2012)

Professor David Parry (2012)

Ms Elizabeth Martin OAM (2012)

Ms Diana Jarvis (2013)

Ms Terry Underwood AM (2013)

Mr Allan Garraway (2013)

Ms Veronica Dobson AM (2013)

Mr Neil Ross (2015)

Mr Richard Giles (2015)

Mr Rex Wild QC (2016)

Mrs Annette Burke (2016)

Award of Emeritus Professor

Emeritus Professor Alan Powell

Emeritus Professor Ron McKay
(Deceased)

Emeritus Professor Malcolm Nairn
AM

Emeritus Professor James Thomson
AM (Deceased)

Emeritus Professor David Carment
AM (2008)

Emeritus Professor Mary Ann
Bin-Sallik (2008)

Emeritus Professor Helen Garnett
PSM (2009)

Emeritus Professor Charles Webb
(2012)

Emeritus Professor Barney Glover
(2015)

Award of Emeritus Chancellor

The Honourable Austin Asche AC
QC HonLLD (2010)

Mrs Nancy Giese AO OBE HonEdD
(2010) (Deceased)

Glossary

ATSI

Aboriginal and Torres Strait
Islander

DIH

Darwin Innovation Hub

HDR

Higher Degree by Research

HE

Higher Education

HEPPP

Higher Education Pathways
and Participation Program

IHD

International House Darwin

IAS

Institute of Advanced Studies

ITMS

Information Technology
and Management Support

LLN

Language Literacy and
Numeracy

MAGNT

Museum and Art Gallery
of the Northern Territory

MOOC

Massive Open Online Course

NTG

Northern Territory Government

OFM

Office of Facilities Management

OIS

Office of International Services

OPVCIL

Office of the Pro Vice-
Chancellor, Indigenous
Leadership

ORI

Office of Research and
Innovation

PASS

Peer Assisted Study Sessions

RIEL

Research Institute for the
Environment and Livelihoods

RPL

Recognition of Prior Learning

VET

Vocational Education and
Training

VETRWG

VET Re-Registration
Working Group

VSL

VET Student Loans

***Charles Darwin
University's campuses
and centres:***

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

Palmerston: University Avenue,
Palmerston NT 0830

CDU Waterfront: 21 Kitchener
Drive, Darwin NT 0800

Alice Springs: Grevillea Drive,
Alice Springs NT 0870

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

CDU Melbourne: ATMC CDU
Melbourne campus, Mezzanine
Level, 271 Collins Street,
Melbourne, Vic 3000

Katherine: 19 Second Street,
Katherine NT 0850

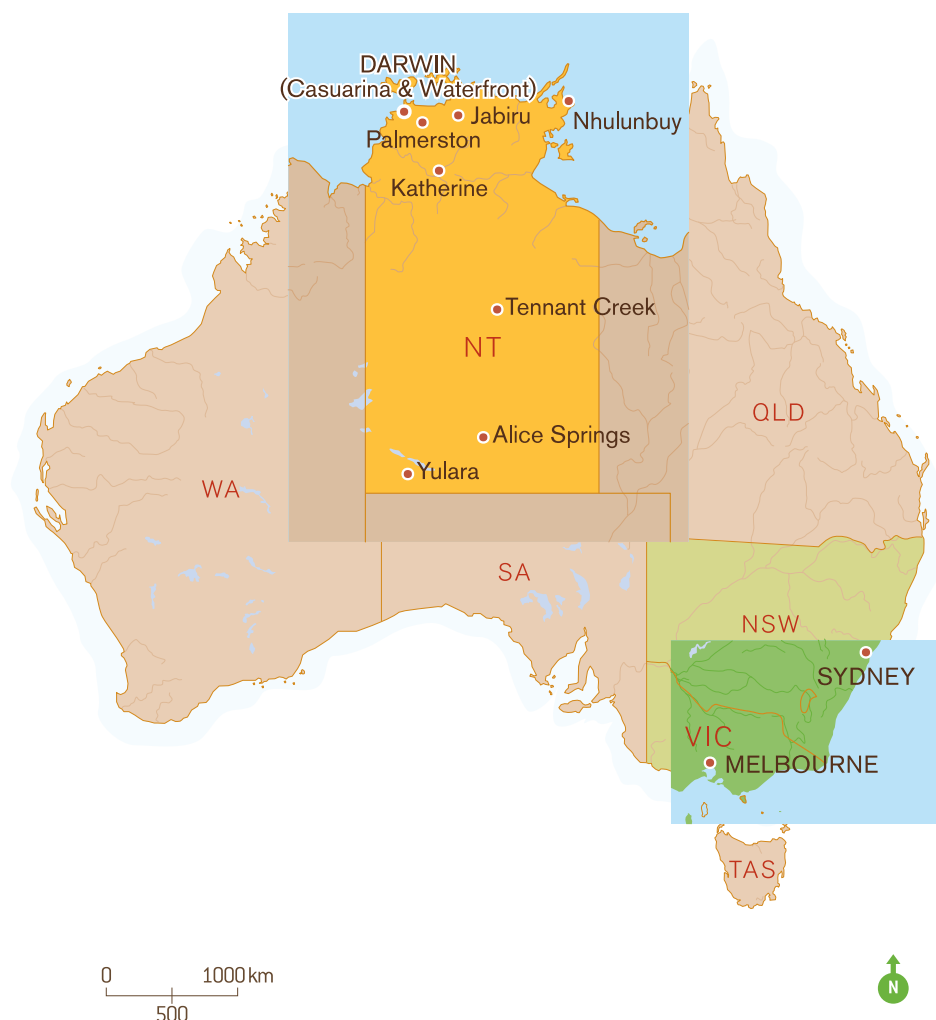
Katherine Rural: 16km North
Stuart Highway, Katherine NT
0850

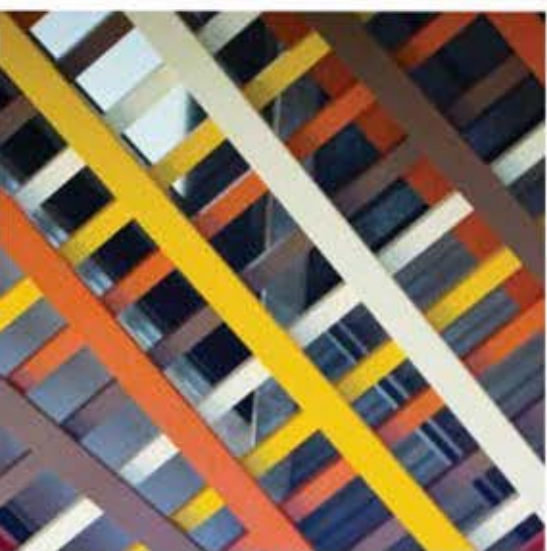
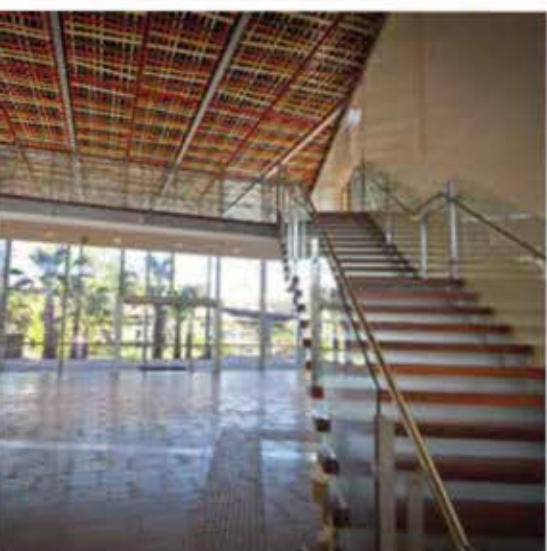
Nhulunbuy: PO Box 1479,
Nhulunbuy NT 0881

Jabiru: PO Box 121, Jabiru NT
0886

Tennant Creek: PO Box 1425,
Tennant Creek NT 0861

Yulara: Contactable through
Alice Springs campus





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RTO Provider No. 0373