

CDU mission

Enriched by the social, cultural and natural endowments of the Northern Territory, and committed to the advancement and prosperity of our region and the nation, Charles Darwin University enables staff and prepares students to be creative thinkers and effective contributors in a complex changing world.

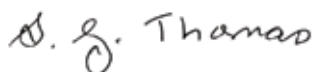


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Charles Darwin University
**ANNUAL
REPORT**

The Hon. Dr Chris Burns MLA
Minister for Education and Training

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 2011, furnished in accordance with the reporting provisions of the *Charles Darwin University Act 2003*.



SALLY THOMAS AM
Chancellor
30 June 2012

**Achieving our
mission**

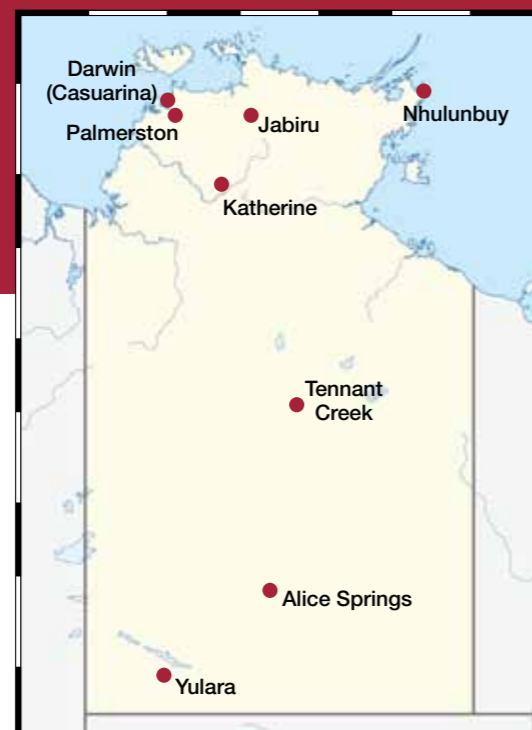
CDU goals

Charles Darwin University has identified five priority areas and commits to:

- be a unique learning environment
- be a leader in Indigenous education
- enhance its local, national and international standing for research excellence
- pursue and establish partnerships of mutual benefit that strengthen capacity, and
- be a robust, regional multi-sector institution.

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Charles Darwin University
campuses and centres



Letter to stakeholders

A world of opportunity at home in the Territory

Charles Darwin University (CDU) has continued to develop in alignment with the Australian Government tertiary education reform objectives and the capacity-building needs of the Northern Territory.

The re-visioning of the Strategic Plan and repositioning of the University, which began in 2010, continued throughout 2011. Enriched by the social, cultural and natural endowments of the Northern Territory, and committed to the advancement and prosperity of our region and the nation, CDU enables staff and prepares students to be creative thinkers and effective contributors in a complex changing world.

The University's approach to animating the Mission and Vision remains constant:

- As the highest institutional priority, achieving quality teaching and learning outcomes for the unique student demographic that is served
- Supporting an improvement in the quality of life of Indigenous people
- Actively using partnerships with other institutions to pursue scale and broaden offerings and opportunities for the NT population and students broadly
- Engaging in research and educational activities that are focused and enriched by the needs and cultural and natural endowments of the NT, and
- Ensuring quality and sustainability as a robust institution recognised for the excellence of its programs and its support for students and staff.

The University's geographical location in Australia makes it one of the nation's most "regional" universities. The challenge of location in the Territory with its comparatively small, widely dispersed population base has driven the University to develop methods of flexible delivery that provide access to programs, regardless of a student's physical location.

The success of the University in meeting demand for Higher Education (HE) and Vocational Education and Training (VET) is reflected in high-level statistics. In 2011 enrolments increased by 3.2% across the two sectors. Almost 10% of Territorians aged 15 years or older enrol each year in a course offered by the University.

Highlights

This year the University received the extremely welcome news that for the first time it was ranked within the top 400 universities in the world by the prestigious Times Higher Education Ranking of World Universities. This is an outstanding result for a young and still developing university, relatively small in size and with a clear regional focus. The overall ranking of 306 was based on a range of factors including teaching, industry income, citation performance and international outlook. The world ranking places the University at 13th in Australia and 17th in the Oceania region.

The Chancellor, the Honourable Sally Thomas AM, was appointed as the 20th Administrator of the Northern Territory and the first woman to hold the Territory's Vice-Regal office. The University is privileged that Her Honour is able to continue to preside as Chancellor.

The Prime Minister, the Honourable Julia Gillard MP, officially opened the Flinders University Northern Territory Medical Program Clinical Sciences buildings and the University's Pharmacy buildings on the Casuarina campus in June. These facilities will enable Territorians for the first time to undertake medical studies in the Territory. Importantly they promote a culturally safe environment in which Indigenous Territorians can study.

The Federal Minister for Tertiary Education, Senator Chris Evans, marked a new era in Indigenous education by turning the first sod at the site of the \$24 million Australian Centre for Indigenous Knowledges and Education. The Centre will expand Indigenous education in the Northern Territory, including delivering interactive learning with connections to 16 remote sites. The capacity of the University and the Batchelor Institute of Indigenous Tertiary Education (BIITE) will be expanded to deliver positive outcomes to Indigenous communities and the higher education sector in areas relating to Indigenous knowledges and education.

For the first time in many years CDU held Open Days at Casuarina and Alice Springs campuses. The Open Days included a range of events, presentations, seminars, performances and demonstrations and were a resounding success. Hundreds of staff participated to showcase to thousands of visitors the great Vocational Education and Training and Higher Education facilities and courses. It was a highlight of the community engagement calendar and will be repeated in coming years.

The University's location as the closest university to Asia makes it vital that the community is able to acquire relevant knowledge and skills to live and work in these rapidly emerging regions. This year the final agreements were signed between the University and the Chinese Government agency, Hanban, to establish a Confucius Institute on Casuarina campus. This agreement enables the University to expand its current offering of Mandarin language to include higher level studies and cultural immersion.

The University continued to expand its suite of online programs and the quality of delivery. CDU is one of only a few Australian universities at which more than 50% of the student population is enrolled in some form of distance education. Benefits from improvements in the online learning systems also flow to on-campus students. Growth in student enrolments continued a seven-year upward trend with much of the growth attributed to this expanding range of programs being offered through flexible online delivery. The Australian Government has granted the University \$20 million over three years to further develop our online flexible delivery capability and the associated infrastructure and technology base. This allocation provides an important injection of resources to assist the University to respond to the challenges of a student demand driven system and partial deregulation.

In an agreement with the Board of The Essington School, the Essington International Senior College opened on the Casuarina campus. The new senior college became the first school in Australia to provide a seamless educational pathway for students from preschool to university at the same school. The senior college will develop a university style of teaching and learning, and provide a smooth transition for students from senior secondary to post-secondary and university studies. The Essington International Senior College is only the second example in Australia of an independent senior college being immersed in a university campus.

The development of the Palmerston Residential Estate project continued to gain momentum. Community consultations, stakeholder negotiations and design concept planning progressed. This residential development presents the University with a unique opportunity to realise funds that will be held in trust and allocated to the expansion of the infrastructure and facilities, including at the Palmerston campus, over the coming years.

The year also brought with it a number of challenges that would help to reshape the University and better position it to meet the demands of the future.

The University expended significant time and resources reflecting on the issues to be addressed at Mataranka Station. A number of substantial changes have been implemented as a direct consequence of those events, including the appointment of a new Station Manager, a review of the operations of the Animal Ethics Committee, and the formation of the Mataranka Station Advisory Committee to oversee the management of the Station. It met on four occasions during 2011.

A new Complaints Management System was developed and implemented. The system has a step-by-step guide for students, staff and people external to the University to follow when considering making or lodging a complaint. Once a complaint is logged into the system, which can be made through the web interface, the matter is easily tracked and monitored. This project represents a significant step forward in complaints handling procedures and serves to bring operations close to sector best practice.

Early in the year the University was heavily involved in preparing a number of key submissions to the Commonwealth. In particular the University finalised and submitted its draft Compact required by the Commonwealth as part of the performance funding arrangements for the next triennium. CDU submitted the Australian Universities Quality Agency (AUQA)/Australian Qualification Training Framework joint quality audit portfolio to AUQA for review. The University successfully navigated the joint quality audit with the Tertiary Education Quality and Standards Agency advising that CDU will be registered as an Australian University until May 2018.

One of the greatest challenges facing the University over the years ahead is the impact of deregulation within a student demand driven higher education sector. The Australian Government has committed the sector to a process of deregulation, starting in 2012, which will remove the existing enrolment caps on bachelor level places across most courses. Australian universities will be able to enrol as many undergraduate students as their facilities will support. Significantly, during 2011 this has resulted in a number of institutions choosing to over-enrol substantially to claim increased market share ahead of the removal of caps. This created not unexpected impacts on some smaller institutions and points to a considerable shake-up of the tertiary education system that is likely to occur in the next three to five years and emphasises the importance of the focus on quality and sustainability.

The University experienced a decline in first round offers by approximately 6%, highlighting the impact of the aggressive over-enrolment strategies of other institutions. A slight decline in international student recruitment into the VET sector was compensated for by a stronger response in HE.

The emerging resources sector in the NT and Western Australia presents the University with many opportunities for future growth. At the same time it produces many challenges as the University gears up to meet anticipated demand for up skilling the workforce. CDU hosted a workshop to consider the alignment of its industry training with the emerging needs of the oil and gas sector; how the University can develop complementary capability to the Perth-based Australian Centre for Energy and Process Training and Curtin University, and determine what specific areas should be developed. The workshop included representatives from industry and the Northern Territory Government. A significant outcome was the establishment of the North Australian Centre for Oil and Gas. Sponsorship is being sought from major oil and gas corporations to support the development and operation of the Centre. By the end of the year the concept designs had been finalised and building construction tender documentation released to the market for construction of a specialist research and education building to house the Centre from late 2012.

Students

Cycling enthusiast Kerry-Lynn Dixon, a Bachelor of Arts and Bachelor of Teaching and Learning graduand, rode 3850km from Geelong to Darwin to receive her degree at the mid-year ceremony. Ms Dixon wanted to make her graduation one of the most significant moments of her life and to raise awareness about the importance of education for everyone.

Twelve Indigenous women from across the NT undertook a course that will arm them with skills to protect their country's coastline for future generations. The award-winning Certificate II in Seafood Industry (Fisheries Compliance Support) course equipped these women to confront illegal fishers, to use the latest technology to continue the tradition of past Indigenous guardians, and to watch over the Territory coastline. The development of a course tailored to suit Indigenous sea rangers has not been attempted previously in Australia.

Four VET students won their categories in the 2011 NT Training Awards:

- Trainee of the Year Melissa Agnew completed a Certificate II in Animal Studies at Crocodylus Park, working with the crocodile production team to capture and move hundreds of crocodiles between enclosures. Ms Agnew is now enrolled in a bachelor degree.

- Certificate III Electrotechnology Systems Electrician student Rebecca Langley won the Austin Asche Apprentice of the Year award. Rebecca took up an electrical apprenticeship after 10 years in the hospitality industry and without any experience in the electrical field.
- Connor Reid won the School-based Apprentice or Trainee of the Year award. A Darwin High School student, Connor is studying a Certificate III Automotive Technology (Heavy). He had enrolled in an industry placement in Year 9, which led to him receiving the offer of a school-based apprenticeship with the company the following year.
- A woman who arrived in the Northern Territory four years ago as a refugee from Congo won the Vocational Student of the Year award. Carine Kapiamba completed a Diploma of Business and is now enrolled in a Bachelor of Commerce, majoring in Management.

Staff

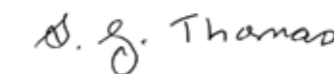
CDU staff attained significant achievements during 2011:

- Dr Stephen Tong, from Menzies School of Health Research, was awarded a Fulbright Scholarship for his research into the super-bug, golden staph. Dr Tong, a PhD graduate of the University for his research into the epidemiology of golden staph in northern Australia, will work on two projects at the Duke University Medical Center in the United States as part of the \$45,000 scholarship prize. Dr Tong was the sole winner of the inaugural NT prize.
- Ms Chen Hui, from the School of Creative Arts and Humanities, was awarded a 2011 Churchill Fellowship, which will allow her to visit the United States to undertake the Professional Certificate Program in Injury-Preventive Keyboard Technique that will further her understanding of playing-related injuries that plague the keyboard profession worldwide.
- The University's large-scale plant nursery water recycling system won the Chairman's Award at the 2011 Melaleuca Awards for environmental excellence. The need to replace the ageing irrigation system provided an opportunity to save water and demonstrate new technologies. The new water catchment system under the plant nursery was designed to catch and re-use excess irrigation water and wet season rain. The system has various uses in both domestic and commercial situations for most types of water recycling and is a model for sustainable water management.

- The Australian Learning and Teaching Council recognised the University's Common Units Program at the 2011 Awards for Programs that Enhance Learning. The Common Unit Program is an important and innovative approach to promoting first-year student success in higher education. The program was one of six nationwide to be recognised in the 2011 awards.

Outlook

The University was in a sound financial position at the end of 2011 and preparing for uncertainty in a deregulated higher education environment. A continued upward trend in student enrolments, quality research and reinvigorated engagement with the community are all evident in this year's performance. The core partnerships with the NT Government, BIITE, Flinders University and the Australian National University continued to mature throughout the year to deliver capacity building, programs and pathways that ultimately will benefit the people of the NT through the provision of a high quality educational experience.



HER HONOUR THE HONOURABLE SALLY THOMAS AM

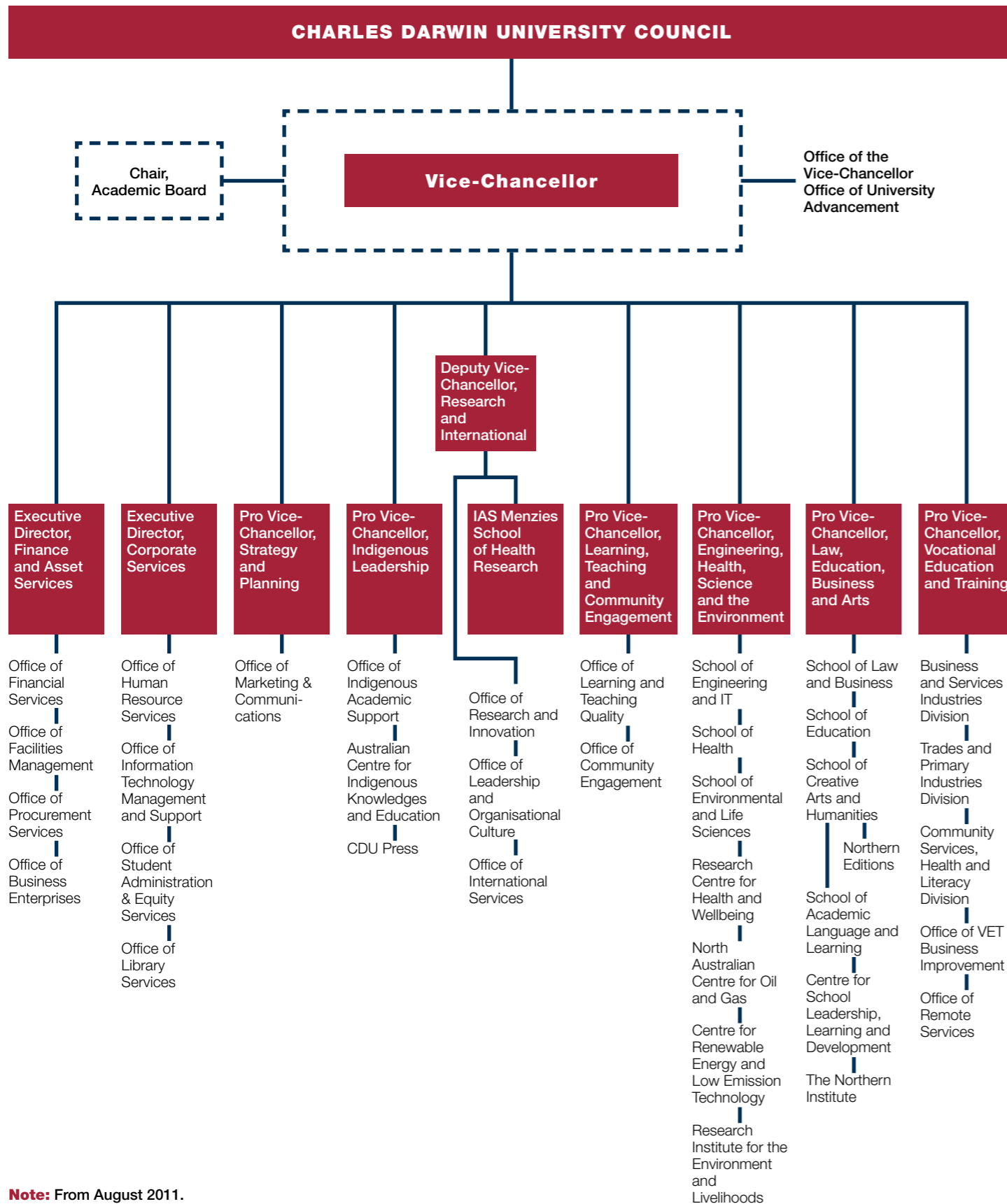
Chancellor



PROFESSOR BARNEY GLOVER

Vice-Chancellor

Organisational structure



Note: From August 2011.

Principal officers



Professor Barney Glover
Vice-Chancellor

Appointed to the position of Vice-Chancellor in February 2009. Before his appointment at CDU, Professor Glover was Deputy Vice-Chancellor, Research, at the University of Newcastle, NSW.



Professor Charles Webb
Senior Deputy Vice-Chancellor (retired 31 December)

Responsible for academic matters relating to Higher Education and VET, including Planning and Policy, Quality Assurance, Teaching and Learning Innovation, and Marketing and Communications.



Dr Scott Snyder
Pro Vice-Chancellor, Strategy and Planning (from July)

Responsible for strategic initiatives on behalf of the University, including implementation of the University's Strategic Plan, development and direction of major projects, initiatives and reviews, management of activities supporting expansion of University student load, and response to major stakeholders, including Government.



Professor Sharon Bell
Deputy Vice-Chancellor, Research and International (from April)

Responsible for leading the Institute of Advanced Studies, encompassing The Northern Institute, the Research Institute for the Environment and Livelihoods, Menzies School of Health Research, Graduate School for Health Practice, and the International Office.



Professor Steven Larkin
Pro Vice-Chancellor, Indigenous Leadership

Responsible for ensuring CDU is the leader in providing outcomes for Indigenous students and incorporating Indigenous perspectives into the University's core business.



Ms Debra Farrelly
Executive Director, Corporate Services

Responsible for administrative service divisions, including Student Services, People Management and Development, Support and Equity Services, Information Technology Management and Support, and Library and Access Services.



Mr John Hassed
Pro Vice-Chancellor, Vocational Education and Training

Responsible for brokering relationships between the various sections of the NT community, the University and the VET sector, and leads all VET schools and delivery.



Mr Rob Brelsford-Smith
Executive Director, Finance and Asset Services

Responsible for Finance, Capital Works, Repairs and Maintenance, Business Enterprises and Procurement.



Professor Robert Wasson
Deputy Vice-Chancellor, Research and International (until March)

Responsible for leading the Institute of Advanced Studies, encompassing The Northern Institute, the Research Institute for the Environment and Livelihoods, Menzies School of Health Research, Graduate School for Health Practice, and the International Office.



Associate Professor Martin Carroll
Pro Vice-Chancellor, Learning, Teaching and Community Engagement

Responsible for the on-going improvement of Teaching, delivery of Learning, and Community Engagement.

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SUMMARY SNAPSHOT

KEY STATISTICS

	Category	2010	2011	% Change, 2010-2011
Student numbers	Total	21,432	22,111	3.2%
	Higher Education	7,979	8,744	9.6%
	Vocational Education and Training	13,453	13,367	-0.6%
	Higher Education, female : male	69%f : 31%m	70%f : 30%m	
	Vocational Education and Training, female:male	42%f : 58%m	43%f : 57%m	
	Higher Education, under 25 years : 25 years and over	27% : 73%	26% : 74%	
	Vocational Education and Training, under 25 years : 25 years and over	38% : 62%	38% : 62%	
	Higher Education, ATSI	4.5%	4.7%	
	Vocational Education and Training, ATSI	29.2%	29.1%	
Higher Education student load, equivalent full-time student load (EFTSL)	Total	4,263.7	4,509.1	5.8%
	Undergraduate, Commonwealth-funded	3,194.5	3,264.6	2.2%
	Postgraduate, Commonwealth-funded	461.5	502.1	8.8%
	Fee paying (all)	607.7	742.3	22.2%
Vocational Education and Training delivery, Annual Hours Curriculum (AHC)	Total	2,691,419	2,769,013	2.9%
	Urban	2,070,399	2,134,383	3.1%
	Regional	126,576	111,706	-11.7%
	Remote	480,224	509,914	6.2%
Higher Education award completions	Total	1,088	1,293	18.8%
	Higher Education undergraduate	678	782	15.3%
	Higher Education postgraduate	410	511	24.6%
Research	Research income (\$'000), all categories	\$33,164	\$39,414	18.8%
	Higher Degree by Research student load, EFTSL	165.3	173.3	4.8%
	Higher Degree by Research completions (all)	22	26	18.2%
Staff, EFT	Total	1421	1317	-7.3%
	Higher Education academic	373	332	-11.1%
	Vocational Education and Training academic	261	230	-12.0%
Financial	General	787	756	-4.0%
	Total revenue (consolidated), \$'000	\$260,301	\$258,011	-0.9%
	Total expenses (consolidated), \$'000	\$240,319	\$241,853	0.6%
Total equity (consolidated), \$'000	\$481,447	\$496,171	3.1%	

HIGHER EDUCATION STUDENT CHARACTERISTICS

Characteristic	Category	2010	2011	% Change, 2010-2011
Higher Education student load, equivalent full-time student load (EFTSL)	Total	4,263.7	4,509.1	5.8%
	Undergraduate, Commonwealth-funded	3,194.5	3,264.6	2.2%
	Postgraduate, Commonwealth-funded	461.5	502.1	8.8%
	Fee paying (all)	607.7	742.3	22.2%
	Average EFTSL per student	0.53	0.52	-3.5%
Higher Education award completions	Higher Education undergraduate	678	782	15.3%
	Higher Education postgraduate	410	511	24.6%
Success (completion) rate		79.7%	79.4%	
Faculty course enrolments	Australian Centre of Indigenous Knowledge and Education	81	182	124.7%
	Other	209	192	-8.1%
	Engineering, Health, Science and the Environment	3,419	3,548	3.8%
	Institute of Advanced Studies	183	187	2.2%
	Law, Education, Business and Arts	4,269	4,830	13.1%
Course enrolments by course type	Associate Degree	40	51	27.5%
	Associate Diploma	136	128	-5.9%
	Bachelor Graduate Entry	330	354	7.3%
	Bachelor Honours	47	39	-17.0%
	Bachelor Pass	4,828	4,988	3.3%
	Diploma	13	23	76.9%
	Doctorate – Coursework	24	20	-16.7%
	Doctorate – Research	196	192	-2.0%
	Enabling	913	1281	40.3%
	Graduate Certificate	93	90	-3.2%
	Graduate Diploma Extend	197	194	-1.5%
	Graduate Diploma New	618	753	21.8%
	Masters Coursework	419	537	28.2%
	Masters Research	44	50	13.6%
	Non-Award	78	87	11.5%
Postgraduate Cross Institution	14	14	0.0%	
Undergraduate Cross Institution	171	138	-19.3%	

Characteristic	Category	2010	2011	% Change, 2010-2011
Course Enrolments by Field of Education	Agriculture Environmental & Related Studies (AE)	207	201	-2.9%
	Architecture & Building (AB)	59	41	-30.5%
	Creative Arts (CA)	141	156	10.6%
	Education (ED)	1,511	1,692	12.0%
	Engineering & Related Technologies (ET)	337	377	11.9%
	Health (HE)	1,714	1,825	6.5%
	Information Technology (IT)	181	192	6.1%
	Management & Commerce (MC)	748	733	-2.0%
	Mixed Field Programmes (MF)	913	1281	40.3%
	Natural & Physical Sciences (NP)	136	210	54.4%
	Society & Culture (SC)	1,951	1,992	2.1%
	None (those in miscellaneous programs)	263	239	-9.1%
ATSI Students	Student numbers	363	415	14.3%
Success (completion) rates of equity target groups	People with disabilities	66%	64%	-3.2%
	People from a NESB	81%	82%	0.6%
	People from isolated areas	77%	79%	2.1%
	Indigenous	65%	62%	-4.6%

VOCATIONAL EDUCATION AND TRAINING CHARACTERISTICS

Characteristic	Category	2010	2011	% Change, 2010-2011
Delivery, Annual Hours Curriculum (AHC)	Total	2,691,419	2,769,013	2.9%
	Urban	2,070,399	2,134,383	3.1%
	Regional	126,576	111,706	-11.7%
	Remote	480,224	509,914	6.2%
	Interstate	14,220	13,010	-8.5%
Delivery by division/school (AHC) (excludes credit transfer)	Business and Service Industries	1,019,965	1,100,626	7.9%
	Language and Literacy	362,949	450,661	24.2%
	Law Business and Arts	154,131	149,802	-2.8%
	Primary Industries and Community Services	475,143	0*	-100.0%
	PVC – Indigenous Learning	21,648	16,420	-24.2%
	PVC – VET	14,595	9,255	-36.6%
	Remotelink	85	0	
	Trades	642,903	0*	
Delivery by administrative location (AHC)	Trades and Primary Industries	0	1,042,249*	
	Adelaide	36,700	31,595	-13.9%
	Alice Springs	533,216	518,634	-2.7%
	Casuarina	1,553,239	1,644,743	5.9%
	Katherine	111,630	116,782	4.6%
	Nhulunbuy	85	0**	-100.0%
Palmerston	456,549	457,259	0.2%	

Characteristic	Category	2010	2011	% Change, 2010-2011
Delivery by industry group (AHC)	Arts, Entertainment, Sports and Recreation	203,838	229,306	12.5%
	Automotive	120,349	132,052	9.7%
	Building and Construction	217,053	190,995	-12.0%
	Community Services, Health and Education	240,472	236,682	-1.6%
	Finance, Banking and Insurance	90,870	69,440	-23.6%
	Food Processing	39,531	35,592	-10.0%
	TCF and Furnishings	3,880	5,770	48.7%
	Engineering and Mining	89,733	198,916	121.7%
	Primary Industry	363,267	330,012	-9.2%
	Process Manufacturing	14,665	9,255	-36.9%
	Sales and Personal Service	106,847	112,105	4.9%
	Tourism and Hospitality	261,623	264,654	1.2%
	Transport and Storage	109,309	82,038	-24.9%
	Utilities	96,410	90,420	-6.2%
	Business and Clerical	235,335	256,935	9.2%
	Computing	90,555	101,820	12.4%
	Science, Technical and Other	65,410	1,700	0.0%
General Education and Training	280,325	371,280	32.4%	
Exceptions - Cookery	61,947	50,041	-19.2%	
Success (completion) rate		70.3%	68.5%	
Course completions	Total	2,829	3,524	24.6%
	Certificate I	583	575	-1.4%
	Certificate II	525	683	30.1%
	Certificate III	951	1,172	23.2%
	Certificate IV	634	929	46.5%
	Diploma	136	165	21.3%
	Advanced Diploma	0	0	
ATSI Students	Student numbers	3,934	3,886	-1.2%
Success (completion) rates of equity target groups	People with disabilities	63.4%	62.6%	-1.3%
	People from a NESB	63.5%	63.2%	-0.5%
	People from isolated areas	64.9%	63.4%	-2.2%
	Indigenous	63.6%	62.5%	-1.8%

Notes

*These figures reflect a reduction in the number of VET schools/divisions in 2011. Primary Industries and Community Services teams were split between Trades, and Language and Literacy schools/divisions.

**Delivery at Nhulunbuy was administered through Casuarina.

RESEARCH

	Category	2010	2011 Pre-audit	% Change, 2010-2011
Research income (\$'000)	Total	\$33,164	\$45,790	38.1%
	Category 1, National competitive grants	\$15,313	\$15,845	3.5%
	Category 2, Other public sector research funding	\$14,311	\$25,538	78.5%
	Category 3, Industry and other funding	\$2,692	\$3,329	23.7%
	Category 4, CRC income	\$848	\$1,078	27.1%
Higher Degree by Research completions	Total	22	27	22.7%
	PhD	19	23	21.1%
	Masters	3	4	33.3%
Higher Degree by Research load, EFTSL	Total	165.3	173.3	4.8%
	PhD	136.8	142.0	3.8%
	Masters	28.5	31.3	9.6%
Weighted publications	Total	246.3	252.5	2.5%
	Books	15.0	16.4	9.0%
	Book chapters	22.0	35.2	60.0%
	Journal articles	183.2	166.2	-9.3%
	Conference proceedings	26.1	34.7	33.2%

STAFFING

	Category	2010	2011	2011 Females	2011 Female %		CDU change
HE academic staff (FTE)	Total number *	373	332	190	51%	Total number	-20.14
	Level E	40	35	12	34%	Level E	-2.2
	Level D	32	29	10	35%	Level D	-1.33
	Level C	81	75	42	56%	Level C	-5.7
	Level B	151	138	90	65%	Level B	-6.4
	Level A	69	54	35	65%	Level A	-4.51
VET academic staff (FTE)	Total number	261	230	84	32%	Total number	-31
	Category IV	6	6	4	67%	Category IV	0
	Category III	51	40	16	40%	Category III	-11
	Category II	204	184	64	35%	Category II	-20
	Category I	0	0	0		Category I	0
General staff (FTE)	Total *	787	756	521	66%	Total	-36.1
	HEW 10 and above	68	78	35	45%	HEW 10 and above	5.22
	HEW 9	31	32	21	65%	HEW 9	-2
	HEW 8	81	92	68	73%	HEW 8	-1.12
	HEW 7	134	120	82	68%	HEW 7	-2.9
	HEW 6	98	96	80	83%	HEW 6	2.9
	HEW 5	161	152	103	67%	HEW 5	-11.5
	HEW 4	147	127	98	77%	HEW 4	-17.57
	HEW 3	36	25	13	53%	HEW 3	-11.94
	HEW 2	27	28	18	63%	HEW 2	1.27
	HEW 1	4	6	4	72%	HEW 1	1.54

Note: * These figures do not include Menzies School of Health Research.

A Unique Learning Environment

Charles Darwin University (CDU) is a leading provider of flexible education in the Northern Territory and throughout Australia. Three-quarters of all Higher Education (HE) students and many Vocational Education and Training (VET) students study fully or partly online. CDU education and training occurs online around the country, in more than 170 remote locations through the University's Mobile Adult Learning Units, mobile staff and satellite communications, and on its eight campuses and centres.

CDU continued to develop HE awards in 2011 in response to emerging industries in NT and changing needs of students. HE curriculum developments in 2011 included the establishment of an Associate Degree in Process Engineering to support the Territory's growing oil and gas industry, and a streamlined Bachelor of Arts.

VET enjoyed a dynamic year in which it delivered almost 2.8 million contact hours. VET also successfully tendered for a three-year, \$10 million contract with the Department of Immigration and Citizenship to deliver the Adult Migrant English Program in the NT.

Flexible delivery

Almost all HE students and a growing number of VET students are assisted in their studies through Learnline, the University's online learning management system. Ongoing improvements to Learnline throughout 2011 have led to enhanced functionality and reliability. The positive effect of these improvements was reflected in increased student satisfaction as measured by the University's MyCEQ survey.

The University was awarded \$20 million in the Commonwealth Government's competitive Strategic Adjustment Fund. These funds will be applied during the next three years to continue to develop the University's flexible delivery systems, including mobile technologies, superior digital resource production, and expanded partnership activities with Flinders and the Australian National universities.

Outreach

CDU is expanding its outreach to students through partnering with Macquarie Education Group Australia (MEGA) to establish a higher education centre in Sydney. MEGA will deliver the Bachelors of Accounting and Commerce, and the MBA from Semester 1, 2012.

The University was awarded a \$4.88 million Commonwealth Government grant to partner with Kormilda College in Darwin and Centralian Senior College in Alice Springs to build stronger pathways for students, particularly Indigenous students, into the University. The pathways will use a combination of peer mentorships and deployment of Learnline into secondary schools.

The first Open Days for several years were held on Alice Springs and Casuarina campuses, attracting about 4000 visitors. They are set to become regular events.

On-campus facilities

Learning technologies and facilities in classrooms also continued to be enhanced. A Modified Access Grid was established in building Orange 6 on Casuarina campus. This facility enables music and other education by distance with outstanding audio and video quality and negligible latency. Approximately \$900,000 was invested in an instrumentation laboratory to deliver training to the electrotechnology and oil and gas industry sector. A further \$360,000 was spent renovating the kitchens at the Palmerston campus.

Achievements

CDU students continued to enjoy notable successes in 2011. For example, Natalie Mundle, a student from Germany, won the International Business Student of the Year prize at the Chief Minister's Northern Territory Export and Industry Awards.

There were plaudits for staff as well, with Greg Heins, Stephane Bouchoucha and Ruth Billany receiving citations from the Australian Learning and Teaching Council.

VET delivers 2.8 million contact hours

The Mobile Adult Learning Unit (MALU). The MALUs deliver training to over 170 sites across the Northern Territory.



Goal

CDU will create a rich learning environment that reflects its unique regional location and offerings, enables students to achieve success and produces graduates with the skills they need to be effective contributors in society.



MARY IS OUR LECTURER OF THE YEAR

Psychology academic Dr Mary Morris has been voted Charles Darwin University's top lecturer in the Australian Lecturer of the Year award.

Dr Morris, health sciences senior lecturer Robin Cross and VET finance lecturer Tina Jones rounded out the top three vote-getters for CDU in the competition run by UniJobs.

More than 70,000 votes were cast for more than 4000 lecturers.

UniJobs marketing and media manager Melissa Lim-How said the award offered staff a unique way of having their diligence rewarded by the students, whose lives they enriched, and by the colleagues with whom they worked.

MANNEQUINS HELP PREPARE STUDENTS FOR MEDICAL PLACEMENTS

State-of-the-art computer-controlled mannequins that can imitate almost any medical crisis are preparing students at Charles Darwin University for real-life emergencies.

CDU health sciences lecturer Stephane Bouchoucha said the 21 mannequins located in the nursing laboratories at Casuarina campus enabled students to learn from realistic situations.

"These mannequins breathe, have a heart rate and even cry," he said.

"We can change their breathing rate and even send them into cardiac arrest so students can respond with CPR and defibrillation."

Mr Bouchoucha said the high fidelity mannequins would be used by Bachelor of Nursing students to prepare for their placements in hospitals, communities and remote settings throughout Australia.

(From left) CDU Bachelor of Nursing students Tania Bennett, Oscar Tshuma, Nichelle Duthie and Melissa Bingham.

KERRY-LYNN CYCLES 4000KM TO COLLECT DOUBLE DEGREE

Cycling enthusiast Kerry-Lynn Dixon can probably lay claim to having pushed further than anyone to receive her double degree at Charles Darwin University's mid-year graduation ceremony.

The Bachelor of Arts and Bachelor of Teaching and Learning graduate said the decision to cycle 3850km from Geelong to Darwin to receive her degree was "logical".

"I was consumed with how I could make my graduation one of the most significant moments of my life," she said.

"Catching a plane to Darwin just didn't do it for me. It had to be bigger, much bigger."

Ms Dixon said she also wanted to raise awareness about the importance of education for everyone, regardless of age or circumstance.

"I believe it so much that I'm willing to cycle nearly 4000km to pick up my degree, which essentially is only a piece of paper, but a piece of paper that represents so much."

TRIPLE TREAT FOR OUTSTANDING LECTURERS

Three Charles Darwin University lecturers have received citations from the Australian Learning and Teaching Council for their commitment to promoting excellence in higher education teaching.

Psychology lecturer Ruth Billany, clinical practice lecturer Stephane Bouchoucha, and engineering lecturer Dr Greg Heins received 2011 ALTC Citations for Outstanding Contribution to Student Learning, valued at \$10,000 each.

Mrs Billany was recognised for her ongoing work integrating innovative assessment strategies in the blended curriculum delivery of "Psychology: Assessment in/forms learning".

Dr Heins and Mr Bouchoucha were among 22 "early career" achievers recognised for a sustained commitment to the student experience.



COMMON UNIT PROGRAM WINS NATIONAL ACCLAIM

"The First-Year Experience" program designed to help new students adapt to higher education has been recognised by the Australian Learning and Teaching Council at the 2011 Awards for Programs that Enhance Learning.

Coordinated and delivered through the School of Academic Language and Learning, the Common Unit Program is an important and innovative approach to promoting first-year student success in higher education.

Common Units theme leader Nicola Rolls said the program addressed a number of key considerations affecting 21st Century higher education, including "globalised learning, student diversity, changing literacies and technological advancement".

Kerry-Lynn Dixon during her 4000km cycle to CDU's mid-year graduation ceremony.

BELOW LEFT Dr Greg Heins is one of three CDU lecturers to receive a prestigious 2011 ALTC Citation for Outstanding Contribution to Student Learning.

(From left) Greg Williams, Larissa Pickalla, Sharon Bridgeman, Simon Hobbs, Nicola Rolls, Jenny Silburn, Elizabeth Foggo-Thynne and Jaimee Hamilton are CDU's award-winning Common Unit Program team.



Students and staff recognise Dr Mary Morris.



Leader in Indigenous Education

The University has a comprehensive mandate to incorporate Indigenous perspectives, leadership and innovation into all aspects of activity. Throughout 2011 a range of initiatives was undertaken to review, reaffirm and strengthen the commitment to improving Indigenous education, employment and research outcomes.

The Australian Centre for Indigenous Knowledges and Education (ACIKE) is one of the most exciting Indigenous education and leadership developments undertaken at CDU in 2011. A unique partnership agreement between the Batchelor Institute of Indigenous Tertiary Education (BIITE) and CDU initiated the development and establishment of ACIKE. The Centre will offer an enabling program, eight undergraduate courses, five post-graduate courses and three post-graduate research courses in 2012.

A purpose-designed building to house the Centre is under construction on Casuarina campus and is expected to open its doors to students toward the end of 2012, with new student accommodation ready for the Semester 1 intake in 2012. Some 200 BIITE students received transition offers to continue their studies with ACIKE in 2012. Delivery sites include the CDU Casuarina campus, Batchelor and the Desert Knowledge Precinct in Alice Springs. The CDU and BIITE partnership has progressed toward maturity with the establishment of an ACIKE Governance Committee, chaired by Dr Tom Calma, which held its inaugural meeting in October.

ACIKE comprises four schools: Graduate Centre for Indigenous Research, School of Indigenous Knowledges and Public Policy, School of Indigenous Education, Languages and Advocacy, and the School of Indigenous Health, Social and Emotional Wellbeing.

One of the schools, the School of Indigenous Knowledges and Public Policy (SIKPP), delivered the Mawul Rom program, a collaborative venture between the University, the Yolngu Academy and the Dhurili Clan Nation, in the area of cross-cultural mediation and negotiation. SIKPP also provided a waste management course of study in partnership with BIITE and the Local Government Association of the Northern Territory, to provide timely training to people managing waste disposal in remote Indigenous communities.

Vice-Chancellor's Indigenous Advisory Council

The OPVC-IL hosted the second meeting of the Vice-Chancellor's Indigenous Advisory Council (VCIAC) in November at the Alice Springs Desert Knowledge Precinct, and held social functions with the Climate Commissioners and the Board of the Desert Peoples Centre.

VCIAC members took up the opportunity to comment on the draft Review of Indigenous Research Policies, Protocols and Procedures in Higher Education and the draft of the forthcoming Indigenous Cultural Competency Framework. During the meeting, VCIAC members agreed to seek closer formal connections with the NT Government's Indigenous Education Advisory Council and the Minister for Education, the Hon Chris Burns.

Office of Indigenous Academic Support

The Office of Indigenous Academic Support assists Aboriginal and Torres Strait Islander students through specifically tailored programs across the NT including Katherine, Tennant Creek, Alice Springs, Palmerston, Casuarina and Yirrkala.

Away From Base Funding Program

The Away from Base (AFB) Funding Program provides financial assistance against travel costs for Indigenous students enrolled in both HE and VET tertiary education at CDU. Indigenous students are able to undertake the face-to-face delivery of mixed-mode courses either on campus or within their own community, through the financial assistance provided by the program.

Outreach

The annual Vincent Lingiari Memorial Lecture was delivered in July by the Foundation Chair in Australian Indigenous Studies at the University of Melbourne, Professor Marcia Langton. Professor Langton delivered a paper on *Culture, Custom, Modernity and Health: a Nexus of Factors in the Status of Aboriginal Children*.

The Indigenous Valedictory Ceremony was expanded to include students from both the VET and HE sectors.

The purpose-built ACIKE centre is under construction



The Tamarrurr Rangers from Wadeye, a community 430km south-west of Darwin, with Pharmacy Discipline Leader Associate Professor Pascale Dettwiller (centre, top row)

Goal

CDU will be a preferred choice for Australian Indigenous students seeking studies in Vocational Education and Training and Higher Education and a leader in the teaching and understanding of Indigenous knowledge systems.



The Batchelor Institute for Indigenous Tertiary Education (BIITE) and Charles Darwin University (CDU) signed the Australian Centre for Indigenous Knowledges and Education (ACIKE) Establishment and Governance Agreement at BIITE's Batchelor campus on 24 March 2012. Left: BIITE Director Mr Adrian Mitchell. Right: Professor Barney Glover, Vice-Chancellor, CDU.



Bilawara Lee of the Larrakia Nation of Darwin provides a welcome to country.



(From left) CDU Vice-Chancellor Professor Barney Glover, Federal Minister for Higher Education Senator Chris Evans, and BIITE Director Adrian Mitchell turn the sod for the Australian Centre for Indigenous Knowledges and Education (ACIKE).

FIRST SOD USHERS IN NEW ERA IN INDIGENOUS EDUCATION

The Federal Minister for Higher Education, Senator Chris Evans, has kick-started a new era in Indigenous education by turning the first sod at the site of the \$24 million Australian Centre for Indigenous Knowledges and Education (ACIKE) at Casuarina campus.

CDU Pro Vice-Chancellor Indigenous Leadership Professor Steven Larkin said the Centre would significantly expand Indigenous education in the NT, including delivering interactive learning with connections to 16 remote sites.

"The Centre will increase the capacity of CDU and the Batchelor Institute of Indigenous Tertiary Education to deliver positive outcomes to Indigenous communities and the higher education sector in areas relating to Indigenous knowledges and education," Professor Larkin said.

"It will be responsible for teaching and research in the multi-disciplinary fields of Indigenous knowledges and other general disciplines including nursing, education and arts at both undergraduate and postgraduate levels."

Indigenous student undertaking a childcare cadetship at the University Child Care Centre.





As skipper of the women's boat, the BAWINANGA I, Felina Campion and her team now work alongside the men in BAWINANGA III to patrol and protect the Maningrida coastline.

WOMEN SEA RANGERS TAKE THE HELM

Twelve Indigenous women from around the Northern Territory have undertaken a course that will arm them with skills to protect their country's coastline for future generations.

The award-winning Certificate II in Seafood Industry (Fisheries Compliance Support) course equips them to confront illegal fishers, learn about the latest technology on offer to continue the tradition of past Indigenous guardians, and watch over the Territory coastline.

CDU Vocational Education and Training lecturer Milton Miller said this was the first course of its type in Australia, which was tailored to suit Indigenous sea rangers.

"During training the women will face real life scenarios to learn the rules and regulations associated with illegal fishing and how to gather the appropriate evidence to help NT Police prosecute offenders."

HEAD START FOR TOP END'S BUDDING BUILDERS

A chance to swap their textbooks for tools proved a hit with a group of secondary students eager to get a head start in the trades industry.

The Year 10 students from Marrara Christian College visited Charles Darwin University for a three-day work experience program as part of the Try a Trade initiative.

Hailing from East Arnhem Land, Central Arnhem Land and Emu Point, the students got an in-depth look at the building, drafting and construction industry, from occupational health and safety issues through to the correct use of power tools.

CDU Trades Industry Division technician Philip Ryder said the students built toolboxes and dust pans, but more importantly were given a head start to do well in a trade of their choice.

Marrara Christian College students show off the toolboxes and dust pans they built.



Research with Global Reach

Following the strong outcome in the 2010 Excellence in Research for Australia (ERA) assessment, which saw the University recognised with six fields of research at or above world standard, the University's research performance continues to be underpinned by its two areas of established research strength. Environment and livelihoods, and human health and wellbeing generate outstanding outcomes alongside significant contributions in a range of developmental fields including social and public policy, education, energy and creative industries with Indigenous knowledges as a cross-cutting distinctive research theme.

The University's two strongest fields of research achieved significant recognition in 2011. An analysis of Australia and New Zealand's top research institutions for environmental sciences and ecology by Thomson Reuters placed CDU fourth in Australia and 123rd in the world for research quality. This assessment was based on citation impact (the average number of citations per paper) over the period 2000-2010.

The quality of research in the Menzies School of Health Research was recognised through the achievement of \$17.6 million competitive funding through the National Health and Medical Research Council (NHMRC) – more than any other regional institution (including universities) and the best result in national competitive funding that Menzies has achieved. This represented an impressive success rate of 71% for all grants (17 successful out of 24 applications) and 65% for project grants (11 successful out of 17 applications). This is against the national average of a 24% success rate.

This year saw the University ranked number 306 in the world by the Times Higher Education World University Rankings. Times Higher Education also places CDU at number 13 in the rankings of Australian universities. The detailed data behind this ranking confirms that this achievement is based on CDU's high performance in research citations. This is consistent with the 2010 SciMago World Report, which ranked CDU at the top of the Australian University sector on the quality of publications, with 63.4% of CDU's outputs (2004-2008) appearing in the top quartile of ranked journals. On the measure of normalised citations, the 2010 SciMago World Report also ranks CDU 13th in the Australian University sector.

The 2011 Australian Universities Quality Audit (AUQA) report indicated that: 'AUQA formed a very positive impression of the University's standing in research and of the processes and activities in research training. Notably, this is achieved under the challenging circumstances of trying to create critical mass in research areas; difficulties in attracting and keeping staff, which is a problem shared with many entities in the Northern Territory; and strong competition within the sector to attract higher degree research (HDR) students.'

The University was commended by AUQA on the establishment of specific areas of research concentration in centres and institutes that were seen as 'a sound basis to build on and justify expectations of successful research outcomes'. AUQA also affirmed CDU's commitment to structured support for early career researchers and the mechanisms in place 'for a smooth and good quality research training process at CDU'. (*AUQA Report July 2011,4*)

To meet the University Strategic Plan 2010-2014 goal of enhancing its local, national and international standing for excellence in research the University has identified the need to develop strategies to improve its research productivity and social contribution through focus, quality, sustainability and capacity relevant to the distinctive and challenging context in which it operates.

A comprehensive Research and Research Training Plan, endorsed by Academic Board in 2011, will help to ensure that the policies and practices that provide the foundations for excellence in research are reviewed and improved continuously. The plan is framed against clear strategic goals and measurable targets.

CDU ranked number 306 in the world



An international collaboration of researchers, led by Adjunct Professor Bob Wasson of CDU's Institute of Advanced Studies, recently reported on the threat of increasing sediment in Timor-Leste's northern coastal waters, known as the Coral Triangle. This area is renowned for its marine biodiversity and human-livelihood potential. The team investigated the trajectory of deforestation impact that is choking Timor-Leste's rivers and coastal resources.

Goal

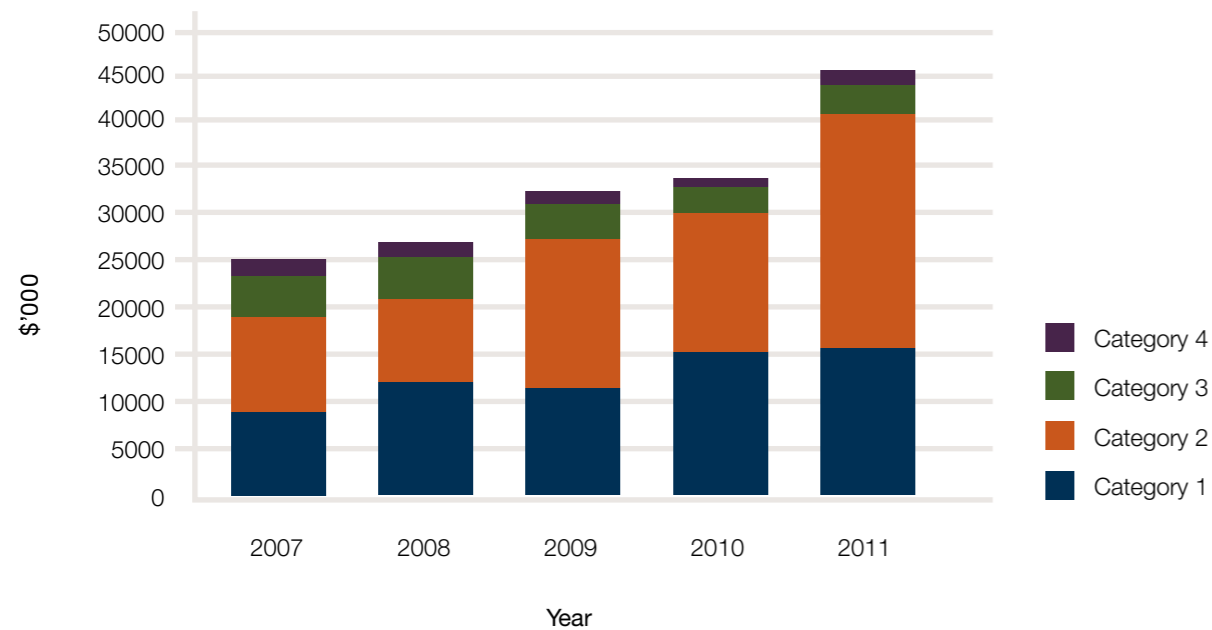
CDU will enhance its local, national and international standing for excellence in research, particularly in the areas of tropical, desert and Indigenous knowledge.

RESEARCH AND RESEARCH TRAINING PLAN 2011-2014

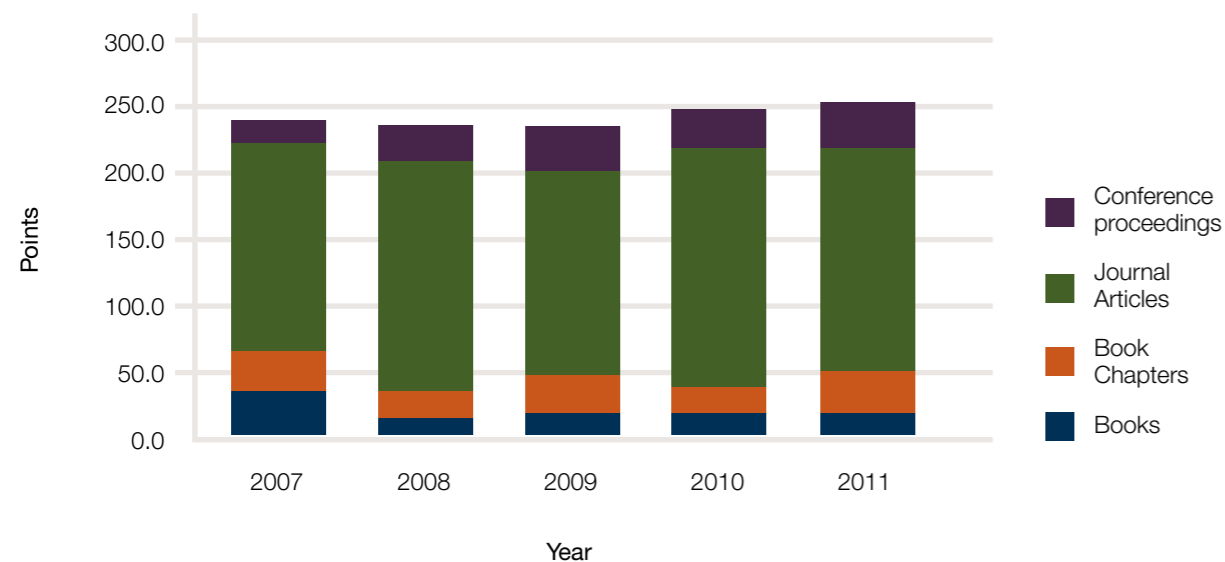
Goal 1. Focus: A Distinctive Research Profile	
1.1	Maintain and capitalise on the strength of established fields of research excellence: environment and livelihoods, and human health and wellbeing.
1.2	Develop research in fields that are strategically important to the Northern Territory and its region: Indigenous knowledges, social and public policy, education, energy and creative industries.
Goal 2. Quality and Excellence in Research	
2.1	Sustain and measure the impact of research that informs public policy formulation and public knowledge and debate relevant to the NT and our region.
2.2	Develop and sustain the CDU research environment.
2.3	Develop and sustain a research culture and professional conduct that evidences the highest ethical standards and is accountable, responsive and adaptable to community needs and expectations.
Goal 3. Capacity and Sustainability	
3.1	Develop attraction, retention and succession plans to ensure that researchers are able to optimise their contributions to their field and their contribution to CDU's communities and region.
3.2	Develop formal systems to recognise the cultural and linguistic knowledge and relevant experience of Indigenous colleagues and simultaneously develop their skills and professional opportunities.
3.3	Provide support and mentoring systems for early career researchers.
3.4	Improve the quality and outcomes of the postgraduate experience for postgraduate research students.
3.5	Develop an appropriate framework for research into VET by both VET and HE staff.
3.6	Develop sustainable, strategic and multi-faceted partnerships with national and international partner organisations.
3.7	Develop an enabling organisational culture that encourages risk-taking and innovation, and support this through effective and efficient research management and administrative systems.

	Category	2010	2011	% Change, 2010-2011
Research income (\$'000)	Total	\$33,164	\$39,414	18.8%
	Category 1, National competitive grants	\$15,313	\$15,148	-1.1%
	Category 2, Other public sector research funding	\$14,311	\$19,659	37.4%
	Category 3, Industry and other funding	\$2,692	\$4,099	52.3%
	Category 4, CRC income	\$848	\$508	-40.1%
Higher Degree by Research completions	Total	22	27	22.7%
	PhD	19	23	21.1%
	Masters	3	4	33.3%
Higher Degree by Research load, EFTSL	Total	165.3	173.3	4.8%
	PhD	136.8	142.0	3.8%
	Masters	28.5	31.3	9.6%
Weighted publications	Total	246.3	252.5	2.5%
	Books	15.0	16.4	9.0%
	Book chapters	22.0	35.2	60.0%
	Journal articles	183.2	166.2	-9.3%
	Conference proceedings	26.1	34.7	33.2%

RESEARCH INCOME 2007-2011



RESEARCH OUTPUTS 2007-2011



MAJOR RESEARCH PROJECTS

Strategic partnerships play a major role in both capacity building in research and in extending the reach of the University's research. New nationally important projects include:

National Environmental Research Program

The \$15 million North Australian Biodiversity Hub under the National Environmental Research Program finalised its contract with the Commonwealth and started a substantial research program that will underpin biodiversity conservation and management in northern Australia. For the past five years Professor Michael Douglas, of the Research Institute for the Environment and Livelihoods, has been leading a highly successful multi-disciplinary research program designed to ensure that future development of northern Australia is based on the best available scientific evidence to avoid the widespread environmental degradation experienced by most of the world's river systems. TRaCK, the Tropical Rivers and Coastal Knowledge Research Hub, has brought together more than 80 leading researchers from across Australia to work in collaboration with local communities to provide the science and knowledge that governments, communities and industries need to manage sustainably Australia's tropical rivers and estuaries. TRaCK has made a major contribution to our understanding of the values of tropical rivers and the fundamental ecosystem processes that underpin these values. The research has also advanced approaches to science integration to determine the social, cultural, economic and environmental implications of future water use scenarios in northern Australia.

Collaborative Research Network (CRN)

The Northern Institute successfully led a collaborative partnership with the Australian National University (ANU), James Cook University (JCU) and Australian Institute of Marine Science (AIMS) to secure more than \$5 million during 2011- 2014 for the Northern Research Futures Collaborative Research Network. This important collaboration will enhance the University's research capacity as well as contribute to raising the quality and recognition of its research nationally and internationally through increased publication outputs, increased numbers of higher degree by research students, higher levels of collaboration with research providers, businesses and end-users as well as a substantial increase in critical social and environmental research capacity in northern Australia.

The Northern Research Futures alliance has two medium/long-term objectives. Firstly that the University is nationally recognised as a critical node in social and environmental research for the remote tropical north, working as part of a network of researchers from two of Australia's most research intensive universities (ANU and JCU), and a major science organisation (AIMS). Secondly to enable ongoing and sustainable programs of multi-disciplinary, collaborative, world-class research that is valued by end users for integration into policy and practice.

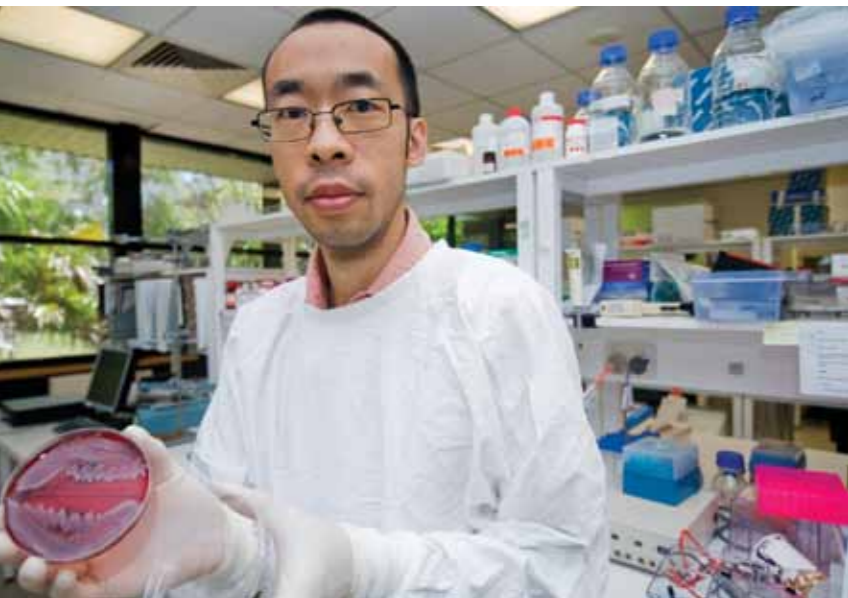
The possibilities for innovative multi-disciplinary collaboration around key areas of focus - urbanisation, infrastructure development and social impacts, and human migration policy, regulatory impacts and climate variability - provide a strong foundation for the CRN's next phase of development.

ARC LIEF: A Living Archive of Australian Indigenous Languages

Researchers Professor Michael Christie and Associate Professor Brian Devlin are collaborating with ANU's Professor Jane Simpson under a prestigious ARC LIEF grant on Australian Indigenous languages. During the era of bilingual education in the NT, more than 4000 books, audiotapes and audiovisual materials in more than 16 languages were produced in 25 Literature Production Centres. Many of these languages are endangered and the texts/tapes vulnerable. This project aims to digitise these materials with the collaborative oversight of the communities that own the language. The infrastructure created will be unique in that it constitutes a living archive, through which researchers are able to engage with the texts (and related audiovisual files) as well as the language-owning communities.

National Climate Change Adaption Research Facility (NCCARF)

'Adaptation Strategies for Australian Birds' is a project that will identify adaptation strategies for Australian birds based on modelling and will build on a current review of Australian bird status. The project, in partnership with NCCARF and Griffith University, will produce a climate change adaptation action plan in collaboration with JCU, CSIRO, Birds Australia and BirdLife. It will be led by Professor Stephen Garnett.



Dr Stephen Tong, Menzies School of Health Research researcher and Fulbright NT Scholar.

SUPER-BUG RESEARCHER WINS NT'S FIRST FULBRIGHT SCHOLARSHIP

A leading Northern Territory researcher has been awarded a Fulbright Scholarship for his research into the super-bug, golden staph.

A Research Fellow with CDU's Menzies School of Health Research, Dr Stephen Tong is the sole winner of the inaugural Fulbright Northern Territory Scholarship, valued at \$45,000.

Dr Tong, a PhD recipient from CDU for his research into the epidemiology of golden staph in northern Australia, will work on two projects at the Duke University Medical Center (USA) as part of his prize.

The first project will examine the relationship between the bacterium and infection of the lining of the heart muscle and the second will build on Dr Tong's work on a strain of the bacterium to assess its virulence and assist with management of infections.



RIEL Director Professor Andrew Campbell.

RESEARCH GRANT TO HELP BIRDS ADAPT TO CLIMATE CHANGE

A project to help Australian birds adapt to our changing climate has been awarded a grant of \$337,000.

Professor Stephen Garnett, of CDU's Research Institute for the Environment and Livelihoods, is the chief investigator of a project entitled "Adaptation strategies for Australian birds", which received the funding as part of \$4.2 million in grants to meet



Professor Stephen Garnett hopes to help preserve birds for future generations.

national climate change adaptation research priorities.

"Our climate is likely to change so much that many birds may need human help to survive," Professor Garnett said.

"For some, dispersal corridors may be needed to allow the birds to follow their ideal climate as it shifts.

"Others may need our help to cross barriers as their favoured habitat shifts across the landscape and some may even need to be taken into captivity."

NEW RESEARCH INSTITUTE TO FOCUS ON THE NORTH

The newly established Research Institute for the Environment and Livelihoods (RIEL) brings together world-class expertise to ensure the Territory is best placed to benefit from its impending resources boom while preserving its unique environment.

RIEL Director Professor Andrew Campbell said there was a pressing need for knowledge about the unique ecosystems of the north, how they related to people's livelihoods, and how to manage those resources in the face of growing development pressures.

"The NT's landscapes, coastlines and seascapes are substantially intact, which is why they are so attractive to tourists, so valued by scientists and conservationists, and present rich opportunities for economic development."

He said CDU would deliver research outcomes that were relevant and useful on a national and global scale.

FELLOWSHIP RECIPIENT TO HELP PREVENT INJURIES TO AUSTRALIAN PIANISTS

A Charles Darwin University researcher has been awarded a 2011 Churchill Fellowship, which will allow her to study the prevention of injuries that continues to plague the keyboard profession worldwide.

CDU piano lecturer Kathryn Tan (Chen Hui) will travel to the United States to undertake the Professional Certificate Program in Injury-Preventive Keyboard Technique.

"I am hoping to learn all I can about the core principles of optimal body use and take courses in the pedagogy of injury-preventive keyboard technique, as well as keyboardists' injuries, causes and cures," she said.



Ms Kathryn Tan will further her understanding of the playing-related injury that continues to plague keyboardists.

Powerful Partnerships

Partnerships with other universities

The University maintained its strong partnerships with the Australian National University (ANU) and Flinders University, and continued to participate in the Innovative Research Universities (IRU) group. The Prime Minister opened the Northern Territory Medical Program facilities on Casuarina campus and the first cohort of 24 students started medical studies.

In March several members of the senior executive from both CDU and Flinders universities met in Adelaide to discuss extending the scope and depth of collaboration between the two institutions. The workshop identified a number of short and medium-term priority areas for further development. The areas of potential collaboration include:

- Broadening student choice of subject majors/minors/specialisations
- Arrangements for delivery of languages to make courses in Greek, Indonesian and Chinese more sustainable
- Establishment of a Humanitarian and Disaster Management Centre for teaching and research
- A joint research symposium on education, and
- Allied health, in particular in the area of oral health. Building on the success and brand of the Centre for Remote Health may be considered.

In 2010 Flinders University Council decided to gift to the University a Mace, and work began on its design and construction in 2011. Sadly, the artist commissioned to undertake the work, Glenice Lesley Matthews, passed away in early 2011. The commission is being fulfilled by Sam Farmer. The Mace is expected to be completed in time for the October 2012 graduation ceremonies.

CDU Foundation

The Foundation attracted strong support from the wider NT community with 24 new members joining in 2011, raising the total membership to 257. It established a new scholarship valued at \$62,500 and funded by former Vice-Chancellor Emeritus

Professor Mal Nairn, to assist mature aged students. Fundraising also tracked well, with the Foundation receiving \$1.018 million in cash donations and \$48,729 from in-kind donations during the year.

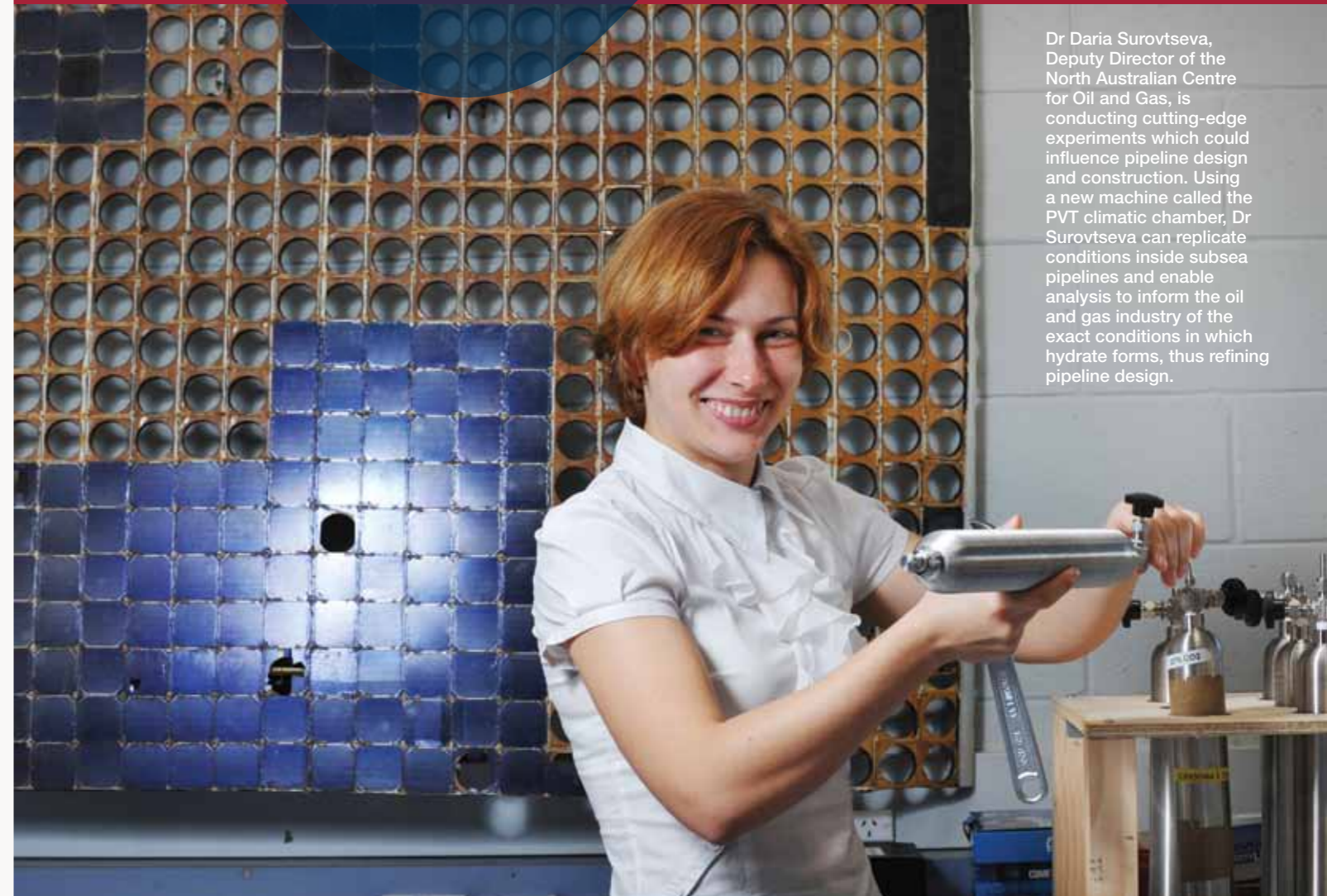
Highlights include scholarship programs supported through the CDU/NTG Partnership:

- Department of Construction and Infrastructure, \$305,500 to support engineering scholarships and a professor of structural engineering
- Power and Water, \$175,000 to support the Power and Water Chair in Civil Engineering and associated programs
- Tom and David Robertson, \$70,000 to set up the Garth and Lorna Robertson Scholarships
- ConocoPhillips, \$62,750 for various activities and scholarships in engineering and business
- NT Treasury, \$25,450 to support scholarships
- Office of Women's Policy, \$20,200 for scholarships, and
- TIO, \$20,000 for scholarships.

Collaborations and achievements in 2011 include:

- CDU/NT Government Partnership Agreement
- Chief Minister's Awards for Excellence in the Public Sector
- Weddell National Design Competitions
- Visit by Rector and delegation from the University of Hassannudin
- MoU with Universidade Nacional de Timor-Leste
- Visit to the Philippines
- Developments in Sydney, Melbourne, Darwin and Singapore
- Confucius Institute
- Visit to Singapore and Aberdeen
- Gift from Universitas Muhammadiyah Surakarta.

A northern hemisphere oil and gas hub is a potential model for Darwin



Dr Daria Surovtseva, Deputy Director of the North Australian Centre for Oil and Gas, is conducting cutting-edge experiments which could influence pipeline design and construction. Using a new machine called the PVT climatic chamber, Dr Surovtseva can replicate conditions inside subsea pipelines and enable analysis to inform the oil and gas industry of the exact conditions in which hydrate forms, thus refining pipeline design.

Goal CDU will actively pursue and establish partnerships that strengthen capacity while delivering mutually beneficial outcomes.



Concept designs will help the St Vincent de Paul Society to revamp one of its outreach centres.

DESIGN STUDENTS HELP THOSE IN NEED

The St Vincent de Paul Society hopes to revamp one of its outreach centres after receiving innovative plans from Charles Darwin University design and architecture students.

The CDU outreach program aimed to provide students with an opportunity to improve their community engagement skills, while helping to improve lives in the community.

CDU design and architecture lecturer Marianne Dyason said the course unit gave non-profit community groups in Darwin the opportunity to draw on the expertise of staff and students and enabled students to interact with real clients to practise what they were learning in class.

“Design and architecture can have a huge impact on people’s lives. Through this program the students learn to meet the real needs of clients to ensure their designs have a positive impact,” she said.

CDU/NT GOVERNMENT PARTNERSHIP AGREEMENT

The CDU/NTG Partnership Agreement undertakes activities that are strategically positioned to the core outcomes that both the University and Government seek to achieve by working together. The current CDU-NTG Partnership Agreement is nearing its end and a new agreement will be developed following a review of the partnership in early 2012. The NT Government demonstrated its support for the agreement by allocating a senior officer, to be located at the University to facilitate NTG liaison and support for the Partnership Agreement from January 2012.

WEDDELL NATIONAL DESIGN COMPETITIONS

Following from ideas raised at the Weddell: Tropical, Sustainable, Liveable – Territory 2030: Conference and Design Forum in 2010, the Northern Territory Government launched the Weddell National Design Competitions for a New-Town Urban Design and a Tropical Housing Design. The judging and exhibition were held on the Casuarina campus in the Art Gallery in November.

CHIEF MINISTER’S AWARDS FOR EXCELLENCE IN THE PUBLIC SECTOR

A partnership between the University and the Department of Education and Training on the Remote Indigenous Teacher Education Project has been shortlisted in the top three of 30 initiatives considered in the Chief Minister’s Awards for Excellence in the Public Sector category for delivering quality education and training.

VISIT BY RECTOR AND DELEGATION FROM THE UNIVERSITY OF HASSANNUDIN

In November the University welcomed an 11-member delegation from the University of Hassannudin (UNHAS), Indonesia, led by Rector Professor Dr Idrus Andi Paturusi. The delegation included six UNHAS students, who had sailed to Darwin from Makassar in a renovated traditional Perahu Sandek. UNHAS is interested in developing a stronger partnership with the University in the areas of marine science research and teaching.



US President Barack Obama meets Vice-Chancellor Professor Barney Glover in Darwin.

VC MEETS US PRESIDENT

The United States President, Barack Obama, visited Darwin during an official visit to Australia in November. Charles Darwin University Vice-Chancellor Professor Barney Glover met the President during his brief stop-over in the Northern Territory. Professor Glover was among a small number of business, government and education leaders invited to attend a special reception in Darwin for the President.

MOU WITH UNIVERSIDADE NACIONAL DE TIMOR-LESTE

CDU and the National University of Timor-Leste (UNTL) have signed an MoU to encourage greater collaboration in research, student and staff exchange and in education. The signing took place during a visit to CDU by the recently appointed Rector of UNTL, Professor Aurelio Gutierrez.

In October, Vice-Chancellor of Flinders University Professor Michael Barber, CDU Deputy Vice-Chancellor Professor Sharon Bell, Director – International Strategy and Development Monica Turvey, Manager

International Projects and Operations Sally-Anne Hodgetts, and Vice-Chancellor Professor Barney Glover visited Timor-Leste to meet with ministers and senior government representatives about opportunities for collaboration and capacity building. The visit included a meeting with His Excellency Ramos Horta, President of Timor-Leste, the Australian Ambassador to Timor-Leste and senior Embassy staff. In November Professor Glover was invited to give the Occasional Address at the Graduation Ceremony at the National University of Timor-Leste.

MoU signing between CDU and the National University of Timor-Leste.



Quality and Sustainability

The Australian Universities Quality Agency (AUQA) carried out an external academic audit early in the year, focusing on flexible learning and teaching quality, research and research training. The AUQA report commended CDU in areas such as its flexible delivery of higher education, its areas of research concentration, and its leadership in teaching and understanding Indigenous knowledge systems. The report also encouraged the University to continue developing its systematic approaches to planning and quality assurance. As a result of the audit, CDU will not need to seek re-registration as a self-accrediting university from the new Tertiary Education Quality and Standards Agency until 2018.

Concurrent with the AUQA audit was an audit by the NT Department of Education and Training of the University's VET activities against the requirements of the Australian Qualifications Training Framework (AQTF). The University passed the audit and has been re-registered for a further five years by the Australia Skills Quality Authority as a training provider compliant with the Standards for NVR Registered Training Organisations.

The University Strategic Plan 2010-2014 established a key theme of "Quality and Sustainability" where the goal for the University is to be a robust, regional multi-sector institution, acknowledged for the quality and excellence of its programs, and its support for students and staff. In 2011, the University undertook the following activities to lay the foundation for the pursuit of this goal:

Excellence and professionalism embedded standards across all areas

There has been considerable commitment to continuous improvement and quality client service across all support areas of the University. New accreditation and registration processes were implemented and an enhanced VET Quality Management System introduced during the year. Finance and Asset Services also achieved ISO9001 reaccreditation with its focus on quality. The Library team and staff members from Facilities and EHSE won a Vice-Chancellor Award for Excellence by General Staff.

A new Complaints Management System has been launched and is being managed by the Office of Leadership and Organisational Culture. This system has emerged from the need to review and improve the University's complaint and grievance handling procedures. Considerable work on the underlying policies and procedures has been undertaken.

Following highly professional and constructive discussions, a new Enterprise Agreement was resoundingly endorsed by staff. This is a landmark agreement for the tertiary education sector in Australia.

Equip staff with the resources, infrastructure, frameworks and professional development necessary to advance quality and excellence

There was a significant focus on the University's capital infrastructure with a number of major projects completed or underway during the year. In particular:

- Northern Territory Medical Program
- Casuarina campus and Alice Springs campus student accommodation
- Australian Centre for Indigenous Knowledges and Education
- North Australian Centre for Oil and Gas
- Palmerston Residential Estate
- Menzies School of Health Research Public Health Research Building
- Upgrade of Orange 2 and Library Refurbishment
- ATRF facility.

The campus security systems were upgraded during the year. There has been a concerted OH&S focus with the University working towards compliance with harmonised national legislation.

Staff resoundingly endorses Enterprise Agreement



CDU Fleet took delivery of the all-electric Mitsubishi i-MiEV from the Mitsubishi Motor Group's Mark White at an official handover at the Casuarina campus in February 2011. This demonstrates the University's commitment to environmental management through the reduction of its carbon footprint.

Goal

CDU will be a robust, regional multi-sector institution, acknowledged for the quality and excellence of its programs and its support for students and staff.



Vice-Chancellor Professor Barney Glover and Essington Principal David Cannon sign the memorandum of understanding.

NEW SENIOR COLLEGE AT CASUARINA CAMPUS

The opening of the Essington International Senior College on Casuarina campus has allowed the independent Darwin school to claim an Australian first.

Principal David Canon said Essington became the first school in Australia to provide a seamless educational pathway for students from preschool to university at the same school.

“The Senior College will develop a university style of teaching and learning, and provide a smooth transition for students from senior secondary to post-secondary and university studies,” he said.

The new initiative involves the school’s senior secondary students completing classes up to Year 12 in a building on Casuarina campus.

The Essington International Senior College is only the second example in Australia of an independent senior college being immersed in a university campus.

FIRST-RATE FACILITY FOR SPORTS AND MEDICINE

The new sports and recreation precinct and medical centre on Casuarina campus will provide first-rate services and facilities for students, staff and the public.

CDU Pro Vice-Chancellor, Faculty of Engineering, Health, Sciences and Environment, Dr Scott Snyder said the \$8.4 million precinct was a key project in CDU’s active building program.

He said it was an integral component of the university’s Northern Territory Medical Program and would serve as an avenue for trainee doctors to receive training under close supervision.

Dr Snyder said he expected the state-of-the-art sports facility to augment the recreation services currently open to the university community and the public.

The facility boasts a comprehensive collection of machine and free weights, cardio equipment, group fitness classes, an Olympic weight-lifting platform and a multipurpose indoor space for soccer, half-court basketball, volleyball and badminton.



CDU Sports Science student Nukua Dendle sprints through interval cameras under the watchful eyes of Territory Health Minister Kon Vatskalis, Federal Minister for Higher Education Senator Chris Evans, Technical Officer Nikeeta Robinson and Vice-Chancellor Professor Barney Glover.

WATER RECYCLING SYSTEM WINS ENVIRONMENT AWARD

Charles Darwin University’s large-scale plant nursery water-recycling system has won the Chairman’s Award at the 2011 Melaleuca Awards for environmental excellence.

Horticulture and Aquaculture Team Leader Scott McDonald said the need to replace the ageing irrigation system provided CDU with an opportunity to save water and demonstrate new technologies.

He said the new water catchment system under the plant nursery was designed to catch and re-use excess irrigation water and wet season rain.

“The technologies being used in this project can be adapted to many different uses in both domestic and commercial situations for most types of water recycling and is a model for sustainable water management.”

Scott McDonald, Horticulture and Aquaculture team leader, with the award for the plant nursery water recycling system.



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Summary FINANCIAL STATEMENTS

Income STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2011

	Consolidated		Parent Entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Income from continuing operations				
Australian Government financial assistance				
Australian Government grants	99,301	103,728	80,531	83,452
HECS – HELP Australian Govt payments	14,455	14,471	14,455	14,471
FEE – HELP	110	143	110	143
NT Government financial assistance	64,342	73,070	58,407	66,846
HECS - HELP student payments	4,278	5,172	4,317	5,172
Fees and charges	19,651	18,170	18,813	16,678
Investment revenue and income	8,163	8,664	5,512	6,275
Consultancy and contracts	30,096	18,565	24,048	15,302
Other revenue and income	18,858	18,259	17,310	15,210
Total revenue from continuing operations	259,254	260,241	223,503	223,549
Gain/(loss) on disposal of assets	(1,243)	61	(1,243)	67
Total income from continuing operations	258,011	260,301	222,260	223,616
Expenses from continuing operations				
Employee-related expenses	140,822	138,305	118,417	117,399
Depreciation and amortisation	15,373	13,593	14,997	13,251
Repairs and maintenance	7,020	7,145	6,433	6,606
Impairment of assets	1,142	345	1,142	345
Other expenses	77,496	80,932	69,242	70,810
Total expenses from continuing operations	241,853	240,319	210,231	208,412
Operating result before income tax	16,158	19,982	12,029	15,205
Income tax expense	–	–	–	–
Operating result after income tax for the period	16,158	19,982	12,029	15,205
Operating result attributable to non-controlling interest	–	–	–	–
Operating result attributable to members of Charles Darwin University	16,158	19,982	12,029	15,205

Note: Please refer to the '2011 Financial Statements' publication for the complete audited financial statements.

STATEMENT OF Comprehensive Income

FOR THE YEAR ENDED 31 DECEMBER 2011

	Consolidated		Parent Entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Operating result after income tax for the period	16,158	19,982	12,029	15,205
Gain/(loss) on revaluation on land and buildings, net of tax	(1,426)	42,118	(1,426)	42,118
Gain/(loss) on value of available for sale financial assets, net of tax	(8)	(38)	-	-
Total comprehensive income	14,724	62,062	10,603	57,322
Total comprehensive income attributable to non-controlling interest	-	-	-	-
Total comprehensive income attributable to members of Charles Darwin University	14,724	62,062	10,603	57,322

Note: Please refer to the '2011 Financial Statements' publication for the complete audited financial statements.

STATEMENT OF Financial Position

AS AT 31 DECEMBER 2011

	Consolidated		Parent Entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	125,280	116,809	82,195	75,893
Receivables	9,171	21,730	6,718	17,993
Inventories	965	709	965	709
Other financial assets	3,648	1,624	897	1,583
Other non-financial assets	4,281	4,256	4,004	3,632
Total current assets	143,345	145,128	94,779	99,810
Non-current assets				
Biological assets	2,236	2,542	2,236	2,542
Investment property	250	245	-	-
Other financial assets	185	193	-	-
Property, plant and equipment	385,176	365,315	382,088	364,466
Intangible assets	546	1,013	546	1,013
Total non-current assets	388,393	369,309	384,870	368,021
Total assets	531,738	514,437	479,649	467,832
LIABILITIES				
Current liabilities				
Trade and other payables	11,671	8,992	10,345	8,389
Provisions	19,473	20,185	16,718	17,656
Other liabilities	2,551	2,623	2,509	2,580
Total current liabilities	33,695	31,800	29,572	28,625
Non-current liabilities				
Provisions	1,872	1,189	1,458	1,189
Total non-current liabilities	1,872	1,189	1,458	1,189
Total liabilities	35,567	32,989	31,030	29,814
Net assets	496,171	481,447	448,619	438,017
Equity				
Reserves	196,218	186,370	184,600	186,214
Restricted funds	31,639	21,222	31,639	21,222
Retained earnings	268,313	273,854	232,380	230,581
Total equity	496,171	481,447	448,619	438,017

Note: Please refer to the '2011 Financial Statements' publication for the complete audited financial statements.

STATEMENT OF Changes in Equity

FOR THE YEAR ENDED 31 DECEMBER 2011

	Restricted Funds \$'000	Reserves \$'000	Retained Earnings \$'000	Total \$'000
Consolidated				
Balance at 1 January 2010	23,005	145,010	250,545	418,560
Profit or loss	-	-	19,982	19,982
Other comprehensive income	-	42,080	-	42,080
Total comprehensive income	-	42,080	19,982	62,062
Transfers (to)/from restricted reserves	(1,783)	-	1,783	-
Transfers (to)/from revaluation reserves	-	(720)	720	-
Reserves adjustment	-	-	825	825
Balance at 31 December 2010	21,222	186,370	273,855	481,447
Balance at 1 January 2011	21,222	186,370	273,855	481,447
Profit or loss	-	-	16,158	16,158
Other comprehensive income	-	(1,434)	-	(1,434)
Total comprehensive income	-	(1,434)	16,158	14,724
Transfers (to)/from restricted reserves	10,417	11,470	(21,887)	-
Transfers (to)/from revaluation reserves	-	(188)	188	-
Balance at 31 December 2011	31,639	196,218	268,313	496,171
Parent				
Balance at 1 January 2010	23,005	144,658	212,206	379,869
Profit or loss	-	-	15,205	15,205
Other comprehensive income	-	42,118	-	42,118
Total comprehensive income	-	42,118	15,205	57,323
Transfers (to)/from restricted reserves	(1,783)	-	1,783	-
Transfers (to)/from revaluation reserves	-	(562)	562	-
Reserves Adjustment	-	-	825	825
Balance at 31 December 2010	21,222	186,214	230,581	438,017
Balance at 1 January 2011	21,222	186,214	230,581	438,017
Profit or loss	-	-	12,029	12,029
Other comprehensive income	-	(1,426)	-	(1,426)
Total comprehensive income	-	(1,426)	12,029	10,603
Transfers (to)/from restricted reserves	10,417	-	(10,417)	-
Transfers (to)/from revaluation reserves	-	(188)	188	-
Balance at 31 December 2011	31,639	184,600	232,380	448,619

Note: Please refer to the '2011 Financial Statements' publication for the complete audited financial statements.

STATEMENT OF Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2011

	Consolidated		Parent Entity	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Cash flows from operating activities				
Australian Government Grants	116,438	115,770	97,668	95,495
OS-HELP (net)	1	-	1	-
Superannuation Supplementation	42	-	42	-
State Government Grants	77,934	72,476	71,406	66,252
HECS-HELP Student payments	4,278	5,172	4,317	5,172
Receipts from student fees and other customers	74,623	43,431	65,350	36,545
Dividends received	-	10	-	-
Interest received	5,986	8,664	6,045	6,275
Proceeds from sale of biological assets	1,033	1,120	1,033	1,120
Payments to suppliers and employees	(234,325)	(241,996)	(204,635)	(209,152)
Net cash provided by/(used in) operating activities	46,010	4,647	41,227	1,707
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment	371	375	371	375
Payments for property, plant and equipment	(37,806)	(29,201)	(35,192)	(28,997)
Payments for biological assets	(10)	(2)	(10)	(2)
Loans to joint ventures	(94)	(153)	(94)	(153)
Other inflows	-	10	-	-
Net cash provided by/(used in) investing activities	(37,539)	(28,971)	(34,925)	(28,777)
Cash flows from financing activities				
Principal repayments on interest bearing liabilities	-	-	-	-
Net cash provided by/(used in) financing activities	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	8,471	(24,324)	6,302	(27,070)
Cash and cash equivalents at the beginning of the financial year	116,809	141,133	75,893	102,963
Cash and cash equivalents at the end of the financial year	125,280	116,809	82,195	75,893

Note: Please refer to the '2011 Financial Statements' publication for the complete audited financial statements.

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GOVERNANCE

Council members



**Her Honour The Honourable Sally Thomas AM
Chancellor**

Her Honour The Honourable Sally Thomas has held the position of Chancellor since January 2010. Previously she was Deputy Chancellor since the foundation of the University in 2003. She was a Judge of the Supreme Court of the Northern Territory until her retirement in August 2009. The Hon Sally Thomas sits on the Executive Committee of Council, Nominations Committee and the Honorary Degrees Committee. She is also Administrator of the Northern Territory.



Ms Jennifer Prince

Ms Prince has been a member of Council since 2003. She is the Northern Territory Under-Treasurer. Ms Prince sits on the Finance, Risk and Review Committee, and the External Audit Compliance Committee.



**Mr Richard Ryan AO
Deputy Chancellor**

Mr Ryan has held the position of Deputy Chancellor since January 2010. Previously he was the Chancellor of CDU since its foundation in 2003 and retired from that position in December 2009. He is a professional company director who chairs Editure Group Limited, Lincoln Minerals Ltd and acts as director of several other public companies. Mr Ryan sits on the Executive Committee of Council, Finance, Risk and Review Committee, the External Audit Compliance Committee, the Nominations Committee and the Honorary Degrees Committee.



Mr Alan Morris

Mr Morris became a member of Council in 2006. He is Chair of the Commonwealth Grants Commission, and also undertakes consulting and advisory work for AusAID, World Bank and USAID. Mr Morris sits on the Finance, Risk and Review Committee and the External Audit Compliance Committee.



**Professor Barney Glover
Vice-Chancellor**

Professor Glover was appointed Vice-Chancellor in 2008 and took up the position on 23 February 2009. Professor Glover sits on the Executive Committee of Council, the Nominations Committee and the Honorary Degrees Committee, and is an invited member of the Finance, Risk and Review Committee.



Mr Neil Ross

Mr Ross has been a Council member since 2005. He is a partner and the manager of Ross Engineering in Alice Springs. Mr Ross sits on the Finance, Risk and Review Committee, and the External Audit Compliance Committee.



**Professor Sandra Dunn
Chair, Academic Board**

Professor Dunn is an academic staff member and Chair of the Academic Board. She joined the Council in 2008 and sits on the Honorary Degrees Committee.



Mr Elliot McAdam

Mr McAdam has been a member of Council since 2009. He was a member of the Legislative Assembly of the Northern Territory and held various ministerial portfolios.



Professor Mary O'Kane

Professor O'Kane became a member of Council in 2009. She was formerly Vice-Chancellor of the University of Adelaide. Professor O'Kane is the Chief Scientist of New South Wales.



Mr Matthew Gardiner

Mr Gardiner became a member of Council in 2009. He is a graduate of the University and is NT Branch Secretary and Secretary of Unions NT.



Mr Gary Barnes

Mr Barnes was appointed to Council on 15 March. He is Chief Executive of the Department of Employment and Training.



Mr Justin Busse

Mr Busse became a member of Council in 2011 as the elected member from the VET academic staff. He is the Director VET Programs.



Professor Rose McEldowney

Professor McEldowney became a member of Council in 2011 as the elected member from the Higher Education academic staff. She is Head of the School of Health.



Mr Muhammed Quddus

Mr Quddus became a member of Council in 2011 as the elected member from the postgraduate student cohort. He is an international student, pursuing doctoral studies with a focus on ecological weed control of lands disturbed by native species.



Ms Beth Luck

Ms Luck became a member of Council in 2011 as the elected member from the undergraduate student cohort. She is an international student undertaking studies toward the Bachelor of Indigenous Knowledges.

CDU Council member	Meetings											
	Council		Executive		Finance, Risk & Review		External Audit		NHAL*		Tender	
	A	B	A	B	A	B	A	B	A	B	A	B
Sally Thomas	6	6	1	1	7	5	1	0	5	5		
Richard Ryan	6	4	1	1	7	6	1	1	5	5		
Barney Glover	6	6	1	1	7	7	1	1	5	5		
Sandra Dunn	6	5							5	4		
Jennifer Prince	6	5			7	6	1	1			15	11
Alan Morris	5	5			6	5	1	0				
Neil Ross	6	6			7	6	1	1			15	15
Elliot McAdam	3	1										
Mary O'Kane	6	3										
Matthew Gardiner	6	6										
Gary Barnes	5	2										
Justin Busse	6	6										
Rose McEldowney	6	6										
Muhammed Quddus	6	6										
Beth Luck	6	6										
Michael Martin					7	1	1	1				

Legend

A = number of meetings eligible to attend

B = meetings attended

* Nominations, Honorary Awards and Legislation Committee

Notes

Council

Alan Morris was on leave of absence for the meeting held 18 February

Elliot McAdam was on leave of absence for the meetings held 6 June, 2 September and 21 October

Gary Barnes was on leave of absence for the meeting held 2 September

Governance

University governance and executive management

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

Five standing committees assist Council in carrying out its responsibilities:

- 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, Risk and Review Committee is the principal committee providing advice to Council on the financial operations of the University. It monitors systems of accountability implemented by the University, reviews management practices and performance of the University, and oversees risk management.
- External Audit Compliance Committee reviews the audited financial statements and makes a recommendation to Council as to whether the financial statements should be signed by the Chancellor.
- Tender Committee is responsible for reviewing tenders, expressions of interest, certificates of exemption or other means of procurement in excess of the University's \$10,000 procurement threshold.
- Nominations, Honorary Awards and Legislation Committee oversees nominations for Council membership, provides advice in relation to honorary awards and reviews all proposed legislation.

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

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

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

- 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, and
- Oversee risk management across the University.

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

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

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

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

Education program for new Council members

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

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

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

Written code of ethics

The University has a written code of ethics based on four ethical principles:

- **Integrity:** earning and sustaining public trust by being honest, open and transparent in all dealings and by acting in the best interest of communities served by the University.
- **Respect:** treating colleagues, students, stakeholders and the broader community with respect and courtesy, and having regard for the dignity and needs of the people with whom staff members interact.
- **Accountability:** taking personal and professional responsibility for actions, and achieving results through the best use of University financial and physical resources and by working effectively with people.
- **Service focus:** demonstrating a spirit of service to clients, colleagues, students, stakeholders and the broader community, and by valuing the views of these groups and using them to improve service quality.

Particular expectations of the behaviour of Council members are set out in the University Council Governance Charter.

Overseeing risk management and internal audit

The University internally manages the coordination of activities related to the organisational risk-management framework. The Finance, Risk and Review Committee formally endorses the risk management framework, monitors activities, and reports to Council. Major categories of risk are identified and allocated to senior management risk owners. Risk owners are responsible for formulating approaches and strategies to address the risk.

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

Satisfactory health and safety measures in place

The University takes a proactive risk-management approach to work 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 Group, 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 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 Freedom of Information requests in 2011.