

An Eventful Journey

The evolution of Charles Darwin University

CJ Webb





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An aerial view of Charles Darwin University looking north. The large rectangular building at the front, opposite the car park and trees, is the Chancellery.

About the Author

Charles Webb was a foundation staff member of the University College of the Northern Territory coming to Darwin in 1987 to take up an appointment as Senior Lecturer in Zoology. He held the positions of Associate Dean of the School of Biological Sciences (1989–1992), Dean of Faculty of Science (1992–1997), Pro Vice-Chancellor, Research and International (1997–1998) and Pro Vice-Chancellor, Higher Education and Research (1998–2013) at the Northern Territory University and Pro Vice-Chancellor, Teaching and Learning (2004), Deputy Vice-Chancellor, Teaching and Learning (2005–2009) and Senior Deputy Vice-Chancellor (2010–2011) at Charles Darwin University. Following his retirement in 2012, Charles was made an Emeritus Professor of Charles Darwin University ‘in recognition of distinguished academic leadership and outstanding contribution to the advancement of the University and tertiary education in the Northern Territory’. Charles is Chair of the Charles Darwin Anniversary Committee steering preparations for the 2014 Anniversary celebrations.

Contents

About the Author	4
Introduction	6
1950–1973 Adult education and lobbying for a university in the Northern Territory	7
1974–1984 Darwin Community College and progress towards a university	10
1985–1988 Darwin Institute of Technology, University College of the NT and their merger	14
1989–1995 Northern Territory University: The Nairn years – sound beginnings	17
1996–2001 Northern Territory University: The McKay years – external challenges	26
2002–2003 Transition to Charles Darwin University.....	32
2004–2008 Charles Darwin University: The Garnett years – dare to be different	36
2009–2013 Charles Darwin University: The Glover years – international recognition	45
Outlook	62
List of Abbreviations	63

Introduction

This booklet sketches the evolution of post-secondary education in the Northern Territory (NT) from its beginnings in the 1950s to the 25th anniversary of university education in the NT in 2014. It has drawn heavily on *A University for the Territory* by B Berzins and P Loveday, NTU Press 1999, and *The Making of the Northern Territory University* by JM Thomson, NTU Press 1999, as well as the Annual Reports of the Northern Territory University (1989–2003) and Charles Darwin University (CDU) (2004–2012). These are invaluable resources for those interested in learning more about the development of tertiary education in northern Australia.

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Adult education and lobbying for a university in the Northern Territory

Provision of adult education began in Darwin before World War I, but was discontinued. Adult education classes started in Alice Springs in 1950 and in Darwin in 1951. Supervised study classes were provided for apprentices, as well as typing, shorthand, French and subjects for public service examinations. Classes grew in popularity such that a full-time principal, the late Harold Garner (who received an Honorary Doctorate from the University in 1997 for his services to education in the NT), was appointed and started work at the Adult Education Centre (AEC) in January 1959. Between 1961 and 1973 enrolments grew from 993 to 5974, and tutorials to support external students of the University of Queensland (UQ) resident in the Northern Territory (NT) were organised through the AEC. In 1969, the AEC in Alice Springs was put under separate administration and in 1973 the AEC was absorbed into the Darwin Community College (DCC). In the mid-1960s, Batchelor College (now the Batchelor Institute of Indigenous Tertiary



A painting class at the Adult Education Centre, July 1963. (Photo: NT Library)

Education) began as an annexe of Kormilda College, a residential school for Aboriginal students on the outskirts of Darwin.

Talk about the need for a university in the NT began in the 1950s and gathered momentum during the 1960s. The objectives of establishing a university were to stop the brain drain south, conduct research into the Territory's unique desert and tropical environments, and aid the development towards statehood. Early proposals for a tertiary institution in Alice Springs were made by the Reverend Harry Griffiths (1951) and Ernestine Hill (1953). In 1958 Reverend Norman Pearce urged the NT Government to start a university in Darwin. In 1963, a Graduates Association was set up and the President, Ted Milliken, discussed with UQ the possibility of starting a University College in Darwin. The Graduates Association continued to lobby for a University College. The Association wrote to UQ in 1964 seeking in principle agreement for UQ to provide external study units. A blueprint for the establishment of further education facilities in the NT, with an institution to develop as a college of UQ, was drawn up by the Association in 1965.

In 1969, the Minister of Defence, Malcolm Fraser, announced that Darwin was to have a Community College (following a commissioned report by Max Bone, the Federal Minister for Education and Science). Planning for DCC started in 1970 and a planning committee was established. The Graduates Association was refused membership, but Ted Milliken was informally co-opted to attend meetings. An Interim Council of the DCC headed by Charles Ebert was established in mid-1971 and handed over to a new Council in late 1973 chaired by Ken Mason, Anglican Bishop of the NT, who was succeeded by Nan Giese. Dr Joe Flint was appointed Principal in 1972, the same year that construction of the college started on the site of CDU's Casuarina campus. Ella Stack, a prominent health professional and a later Lord Mayor of Darwin, was also a member of the DCC Council. UQ was invited to appoint a person to Council to take part in the appointment of new staff and be a liaison officer – the post was filled by Ted Milliken.

Talk of a university was revived in 1973, the same year as the AEC was absorbed into the DCC.



Nancy Giese, Chancellor from 1993 to 2003.

Darwin Community College and progress towards a university

Darwin Community College was officially opened in March 1974 by Prince Philip, Duke of Edinburgh as a multi-purpose, multi-level, post-secondary institution. Its brief was to maintain teaching as a first priority, while catering for a wide range of community needs – social, commercial and industrial. In December 1974 Cyclone Tracy devastated the DCC campus and a prolonged period of rebuilding and recovery followed.

Initially academic activity was organised around academic programs, but in 1976 five schools were created to replace these. A Department of External/Extension studies with regional centres had also been established in 1975.



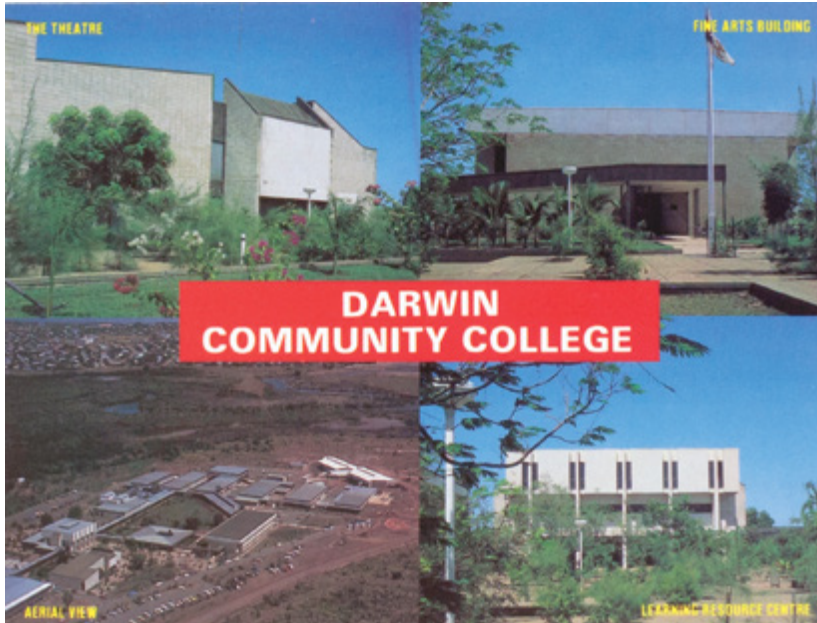
An aerial view of Darwin Community College showing the damage after Cyclone Tracy, 1975.



*Darwin Community College, Casuarina, September 1980.
(Photo: NT Library)*

The year 1978 saw self-government for the NT and the *Education Act* of 1979 confined DCC to the Darwin area for provision of post-school education and to other parts of NT as determined by the NT Minister for Education. In 1979, the Alice Springs Community College broke away from DCC and was renamed the Community College of Central Australia. An Aboriginal Task Force was started at DCC in 1980 – a forerunner of later organisational units with a focus on Indigenous Australians.

Early in 1980 Chief Minister Paul Everingham sought advice about how to start a university. The advisory committee was headed by DCC Principal Joe Flint and Jim Eedle, who had taken over the NT Education Division in 1975. The committee recommended a multi-level college/university growing from the DCC (the ‘Alaskan model’). In 1980, the NT Government announced its intention to start Charles Darwin University in 1982. This name was dropped after external criticism. In mid-1980, a university planning unit, headed by Jim Eedle (designated Planning Vice-Chancellor), was set up to begin work on a submission to



A postcard showing an aerial view of the Darwin Community College as well as the theatre, fine arts building and Learning Resource Centre, 1985.

the Commonwealth Government for the establishment of a small free-standing university. Rupert Murdoch was appointed Interim Chancellor but resigned in 1982 and was replaced by Sir Mark Oliphant. A Planning Authority was created, which later played a role in the establishment of the Menzies School of Health Research (MSHR).

The first submission was rejected by Prime Minister Fraser and the Commonwealth Tertiary Education Commission (CTEC) in 1981, although in the same year CTEC recommended that DCC be funded to coordinate and assist external studies in Higher Education courses from other institutions. On instruction from Paul Everingham, a second submission to the Commonwealth Government, this time for a research institute, was made at the end of 1982 but was again unsuccessful, although CTEC indicated possible future support for a University College as the first stage of development of a free-standing university. In 1984 Tom Harris, NT Minister of Education, requested Jim Eedle to undertake discussions

for the establishment of a University College at an early date, and UQ was identified as the most appropriate parent organisation. Negotiations with UQ resumed in 1984 and Brian Wilson, Vice-Chancellor of UQ was supportive. At the end of 1984, the new Chief Minister Ian Tuxworth gave the planning function for a University College to the Northern Territory Council of Higher Education (NTCHE) although Jim Eedle retained the position of Planning Vice-Chancellor. At the end of 1984, DCC was renamed the Darwin Institute of Technology (DIT) and Kevin Davis was (controversially) directly appointed by the Government as Director of DIT.

Darwin Institute of Technology, University College of the NT and their merger

The NTCHE took over from the DCC Council at the start of 1985. A new, four-faculty structure for DIT was introduced in 1985 replacing the existing eight schools.

In 1985 Geoff Spring, Secretary of the NT Department of Education, and Professor Brian Wilson of UQ, were in discussions about starting a University College to be funded by the NT Government and established under NT legislation with services contracted from UQ. Agreements with UQ for a five-year period (1987–1991) were concluded in December 1985, the same month that necessary legislation was assented to. In 1985 Jim Eedle drafted a cabinet submission for the establishment of an Australian international university in Darwin, but nothing came of it. During 1986, Steve Hatton replaced Ian Tuxworth as NT Chief Minister and an NT Tertiary Education Council was set up to advise the NT Minister of Education on funding for tertiary education and to be the contact point in the NT for CTEC. A proposal for a secondary college at Palmerston annexed to DIT and providing Technical and Further



Jim Eedle was instrumental in establishing the first university in the Northern Territory. (Photo: NT Library)



The library at the Darwin Institute of Technology, 1980s. (Photo: NT Library)

Education and advanced education was considered in 1986 but instead the NT Government established the Northern Territory Open College (NTOC) which started operations the following year through a network of regional centres. Following this development, Jim Eedle was asked by the Mayor of Palmerston to seek funds for a second, private university, but the proposal was dropped because it was uneconomic.

The reclassification of DIT from a TAFE institution to an Institute of Tertiary Education was agreed by the Australian Government in April 1987 shortly after the official opening in March of the University College of the Northern Territory (UCNT) located in the refurbished buildings of the old Darwin Hospital at Myilly Point in the Darwin CBD. The chief executive officer of UCNT (appointed by UQ) was Jim Thomson who was styled 'The Warden'. Operations commenced with two faculties, the Faculty of Arts and the Faculty of Science. Austin Asche was Chairman of the UCNT Council of which Geoff Spring and Brian Wilson were also members.

The publication by the Federal Minister of Education, John Dawkins, of a green paper on a unified national system of higher education in 1987 catalysed consideration of a merger between DIT (which had unsuccessfully bid to be an independent University of Technology) and UCNT to form the Territory's first University. A Higher Education Planning Group chaired by Geoff Spring with several working parties was established to guide the merger. Legislation to establish the Northern Territory University (NTU), the *Northern Territory University Act*, was introduced in the second half of 1988. David Caro was appointed as the interim Vice-Chancellor and an Interim Council established. The amalgamation of UCNT and DIT, which had prompted intense and often heated debate, was one of the quickest that occurred as a result of the Dawkins reforms to Higher Education in Australia.

Northern Territory University: The Nairn years – sound beginnings

The Northern Territory University commenced operation on 1 January 1989. Mal Nairn, the first Vice-Chancellor, took up his post in July of that year after David Caro finished his appointment as Interim Vice-Chancellor. The first Chancellor of NTU was Austin Asche who resigned in 1993 and was replaced by Nan Giese. Brian Wilson, Vice-Chancellor at UQ, was a member of the inaugural NTU Council. Jim Thomson, who was the Warden of UCNT and subsequently the first Deputy Vice-Chancellor of NTU, retired in 1990 and was replaced by Ron McKay who took up the role in 1990. Formal academic ties with UQ ended in 1993.



Left: Malcolm Nairn, the first Vice-Chancellor of the Northern Territory University. Right: Austin Asche, Chancellor of Northern Territory University from 1991 to 1993.

Planning and Organisational Structure

A mission statement for the University was developed in 1989 and the first Strategic Plan published in 1992. NTU was the first university in Australia to offer HE and TAFE courses. An Institute of TAFE (ITAFE) was established within the University in 1989. There were some initial



Opening of the Diesel Plant Workshop, 1993. Left to right: unknown, Paul Gregory, Nan Giese (Chancellor), Fred Finch, Kevin Davis and Malcolm Nairn (Vice-Chancellor).

challenges from an industrial point of view and although there was a gradual erosion of tensions between HE and advanced education operations, differences between TAFE and HE were more difficult to resolve. An ITAFE Board, the initial membership of which did not include the Vice-Chancellor, was responsible to Council for the conduct of ITAFE, and this Board was required to comply with directives from the NT Department of Education. ITAFE depended on the Northern Territory's TAFE Advisory Council (TAFEAC) for funding and course accreditation, although at the commencement of NTU there were different interpretations about the roles of TAFEAC, NTU Council and the ITAFE Board in determining funding for NTU's TAFE operations. An organisational and management review by KPMG Peat Marwick was commissioned in 1990 in response to NTU being listed in the Commonwealth Department of Employment, Education & Training (DEET) funding model as the most overfunded university in the country. The review recommended changes to the legislation to allow the Vice-Chancellor to become a member of the ITAFE Board. These recommendations were implemented in 1991, a year in which successful negotiations were conducted with DEET over the relative funding formula and support for NTU. Professor Nairn had a conviction that

TAFE and HE should be more closely integrated but a proposal to merge the ITAFE and Academic Boards was rejected in 1991.

The ITAFE, headed by Paul Gregory, the former Head of DIT's Faculty of Applied Science, was responsible for all TAFE teaching except that of the Centre for Aboriginal and Islander Studies (CAIS). It initially had eight schools which were collapsed into five in 1992. ITAFE provided TAFE in Darwin, the Darwin rural area and in Palmerston, having been confined to the Top End by the development in 1987 of the Alice Springs College of TAFE, later to be Centralian College. Early discussion occurred about a proposed secondary college and TAFE college at Palmerston, and by 1991 the NT Minister of Education and the University reached agreement that a Palmerston College and the University would operate independently without duplication in TAFE. Within a year however, this agreement was under review and was to be overturned, leading to NTOC and ITAFE being dismantled. The Northern Territory Training Authority (NTETA) took over from TAFEAC in 1992 and following a joint NTETA and NTOC report in 1992 on the structure of vocational education and training (VET) in the Northern Territory, the NT Minister of Education and Training, Fred Finch, in 1993 proposed the following changes:

- The Adult Education Centre, Territory Training Centre and TAFE programs at Palmerston to be transferred from NTOC to the University,
- TAFE courses in Tourism and Hospitality based at Casuarina campus to be transferred to Palmerston and resourced and managed as part of the University,
- An Open Learning centre to be established under the administration of the University to deliver open learning products to regional centres and communities,
- The University Act to be ammended so that NTU operated under a single governing Council but with separate boards of study and course advisory committees for the HE and TAFE sectors (signalling the phasing out of ITAFE).

These changes constituted a major restructure and were fully implemented by 1994. Also in 1994 plans were formulated to restructure TAFE schools with the formation of three new faculties, resulting in

closer integration of the TAFE and HE sectors. These changes took effect in 1995, a year that also saw the appointment of Sabaratnam Prathapan as Deputy Vice-Chancellor (Vocational Education and Training), the first such appointment in an Australian university.

External pressure on NTU TAFE operations through the Nairn years included increased accountability requirements following the establishment of the Australian National Training Authority and significant growth in the number of private TAFE providers in the Territory.

Administrative arrangements did not remain unchanged throughout the tenure of Professor Nairn, with major changes being made in 1993 following a review of the structure of administrative services.



Clockwise from top left: The construction of the library at Northern Territory University, 1992. Federal Minister for Employment, Education and Training, Kim Beazley opens the new library, 1993. The library completed, July 1994.



Left: Orientation week, March 1993. Right: The facility within the Radio Australia site at Charles Point was used for collaborative research studies into the tropical atmosphere, 1993.

Infrastructure Development

In May 1989, it was finally determined that Casuarina and not Palmerston would be the main site of the University and a master plan for Casuarina was developed by architects Woodhead & Daryl Jackson. The Nairn years saw significant physical development at Casuarina, among other things to accommodate transfer of the Tiwi campus (acquired in 1991) and the anticipated closure of the Myilly Point campus at the end of 1996. This included completion of the CAIS complex, the student union amenities building, the auditorium, the Arts/Law Building, North Flinders House (providing accommodation for international students), sheet metal and heavy vehicle workshops and a new technology building as well as construction of the library stage one and planning for a new science building. Work was also completed at the Palmerston campus on the Tourism and Hospitality, and Administration and Teaching Resources buildings.

Students and Education

During the first six years of the University's operations there was a marked increase in student enrolments with total students studying at NTU approximately doubling (to nearly 11,500) by 1995 with increases in TAFE enrolments being a little stronger than HE subscription during this period. Although the bulk of students were from the Darwin region, successful strategies were implemented to attract interstate and overseas students. The number of courses grew with a comprehensive range of HE and TAFE courses on offer although the University recognised its size limitations and aimed to consolidate around regional strengths. Early on, a Bachelor of Business degree was available in Alice Springs and a growing number of courses were offered by distance education through the external studies centre. The University's first graduation was held in outdoor ceremonies at Casuarina in May 1991 with a first graduation ceremony in Alice Springs in 1993. An additional graduation ceremony in September at the Darwin Entertainment Centre was introduced in 1995, the first year that the University's Convocation met.

Research

With the formation of the University in 1989, the Vice-Chancellor emphasised the need to develop a research program and culture, and to secure external funds to support research activity. Reports in 1989 on the Faculties by external reviewers identified the need to develop research. After initial modest returns, external research income increased rapidly so that the quantum of external research funding received in 1995 was



Paul Gregory, Keith Solomon and Ron McKay on a visit to Ambon, May 1993.



Above: Malcolm Nairn (Vice-Chancellor) being photographed with a model of the University Master Plan at the launch of the University Foundation, April 1993. Right: Northern Territory University prepares to host the 1995 Universities Games – Stuart Gibson (left), Tom Matthews and Jensen Farley.



almost ten times that gained in 1989, while the total amount of external research income secured from 1989 to 1995 was close to \$12 million. The establishment of the University's research committee and a Northern Territory Research and Development Advisory Council contributed to the University's research achievement which included leading a successful bid for a Co-operative Research Centre (CRC) for Sustainable Development of Tropical Savannas.

International Outlook and Alliances

Professor Nairn believed NTU should respond to a clear message from Government and the public to be more relevant and accountable by supporting regional development in north Australia as a whole and in nearby overseas countries. A priority interest in East Indonesia was pursued with a Memorandum of Co-operation (MOC) signed in 1990 and subsequently operated with the state universities of Kupang and Ambon, extended in 1993 to include Mataram University and Cenderawasih University in Jayapura. In 1995 a separate MOC was signed with Universitas Timur Timur. In 1995, a five-year renewable agreement was signed with Flinders University to co-operate in a range of areas including research, teaching, consultancy and marketing. In the same year a working party with Batchelor College was also established.



*Marcia Langton filled the Ranger
Chair in Aboriginal Studies in 1995.*

Community and External Support

From its inception the University emphasised the importance of its high profile within the wider community. In 1990 the NT Government funded a Chair in Tourism and the following year Downes, Venn & Associates were commissioned by the University to undertake a feasibility study to investigate the potential for fundraising. A Partnership appeal, launched in 1992 with the establishment in 1993 of the Northern Territory University Foundation, set a target of raising \$5 million, which was achieved in just three years. The first Open Day was held in 1995, a year in which NTU successfully hosted the Australian University Games and a new corporate image for the University was introduced.

NTU's Mission statement included special consideration of support for Aboriginal and Torres Strait Islander people. CAIS, which encapsulated DIT's Division of Aboriginal Studies, was established in 1990 with an advisory board. The first Director, Isaac Brown, sought to re-organise CAIS and expand its activities to outside Darwin, causing possible duplication with Batchelor College. CAIS worked towards faculty status and Council approved a proposal from the Vice-Chancellor in 1993 which came into effect in 1995 with the formation of the Faculty of Aboriginal and Torres Strait Islander Studies. In 1991, an Aboriginal advisory committee

(a subcommittee of Council) was established with Charles Perkins as the inaugural chair. He resigned at the end of 1993 and his position on Council was not replaced until 1998. The year 1994 saw the establishment of the Ranger Chair in Aboriginal Studies which was filled in 1995 by Marcia Langton. Professor Langton held firm beliefs about the place of Aboriginal Studies in the University and cross-faculty development of programs. She later headed the Centre for Indigenous and Cultural Resource Management (CINCRM) at NTU.

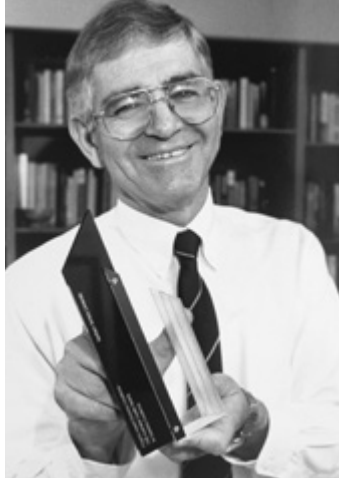
Quality

In 1992 funding was secured for a Total Quality Management (TQM) project that involved, among other things, the establishment of a Quality Council and an application for membership of the Australian Quality Council. The University agreed to participate in the Quality Assurance Program of the national Committee for Quality Assurance in Higher Education (CQAHE), and in 1995 had strong results in the CQAHE round in research and community service.



The official opening of the Northern Territory University, 28 April 1989. From left: Austin Asche (Chancellor), David Caro (interim Vice-Chancellor), Malcolm Nairn (Vice-Chancellor) and the Minister for Education, Tom Harris.

Northern Territory University: The McKay years – external challenges



Ron McKay, Vice-Chancellor from 1996 to 2002.

In August 1996, Roger Holmes, who had been appointed to follow Mal Nairn as Vice-Chancellor, resigned and was replaced by the serving Deputy Vice-Chancellor Ron McKay. Soon after Professor McKay became Vice-Chancellor, the Commonwealth Government announced a substantial reduction in triennial funding to universities that caused a hostile financial environment for the University to develop in. Environmental challenges were also present in the form of sector change and reform, with the VET operation having to reposition in relation to national developments such as user choice, competitive tendering, third-party access and increasing demands for flexible delivery. The West Review of Higher Education in Australia raised concerns with the introduction of a possible market-driven approach to university operations and a differential flow of research funds to older institutions.

Planning and Organisational Structure

Partly in response to financial pressures, a number of changes were made to management arrangements including the establishment of three fractional Pro Vice-Chancellor (PVC) positions (Higher Education; Vocational Education and Training; and Research and International) in 1996. This was subsequently re-organised in 1998 into four PVC management portfolios – Higher Education and Research; VET and International; Information Resources; and Administration, the last having derived from a combination of the functions of the Registrar and Deputy Vice-Chancellor, Administration in 1997. An efficiency review of faculty structure was undertaken in 1998 resulting in a reorganisation from nine to five faculties which commenced in 1999, with a further reduction to four dual-sector faculties occurring in 2000. Following a review in 1999, the activities of the Faculty of Aboriginal and Torres Strait Islander Studies were refocussed around Indigenous history, language and culture and the activities of CINCRM.

Faculty re-structuring, innovative use of IT, introduction of online enrolment and expenditure reduction by energy-saving measures were some of the strategic responses to funding pressure which also included significant staffing reduction in some areas.

A comprehensive review of the strategic plan and strategic planning process was undertaken in 1997 resulting in the formulation of Strategic Directions, the University's new strategic plan, which itself underwent a major review in 1999. The year 1999 also saw the celebration in April of the 10th Anniversary of NTU.

By its 10th year the University had over 12,000 students, 1000 staff members and 10,000 graduates. It had made a major economic contribution to Darwin and the NT, stabilising the NT population, stimulating social activity and through its substantial research activity, providing a source of expertise relevant to the region. Despite these achievements and even with financial support from the NT Government, the financial position of the University remained very tight and in 2000 the University began, with assistance from the Northern Territory and Commonwealth Governments, to look to the future through a strategic positioning project. This project, undertaken by KPMG, considered issues



The Chinese Garden at Casuarina campus.

likely to impact on the future growth of the institution and outlined strategies to better position the University in the emerging environment. Recommendations from the project were accepted and began to be implemented.

Infrastructure Development

In terms of infrastructure development, 1996 saw the completion of the Commercial Building and the establishment of the Chinese Garden on the Casuarina campus. In 1997, additional student accommodation was provided at North Flinders International House, the new Science Building at Casuarina was completed and the Myilly Point campus was closed. In 1998 the Palmerston campus master plan was completed and 128 hectares of freehold land at the Palmerston campus handed over to the University by the NT Government.

Students and Education

Student numbers plateaued somewhat during the McKay years, particularly in the HE sector, and although there was some increase in the number of VET enrolments, the Actual Hours Contact (AHC) per student trended down – a reflection of the fact that more students

were studying part-time in VET. The proportion of part-time students also increased in the HE sector as did the number of external students, reflecting the availability of new options in flexible learning through franchising agreements and development of internal capacity for flexible delivery including the use of new technologies. Flexible programs were also developed in the VET sector which saw the introduction of Training Packages and ongoing challenges from the impact of user choice and competitive tendering arrangements. In 1998 the University won the NT Provider of the Year at the Northern Territory Training Awards.

Research

In 1996 a Research Office was established which later became the Research Branch that contributed to increased levels of external research funding. Over \$25 million was secured between 1996 and 2001, more than double that achieved during the Nairn years. In 1996 NTU was the lead agency for CINCRM, one of only six national Indigenous Higher Education Centres, while in 1998 the University made a successful bid for an ARC Key Centre for Teaching and Research in Wildlife Management. During the McKay years, NTU established, and was involved in, several other research centres including five Co-operative Research Centres. The University was more successful on a per capita basis in attracting competitive research funds than many other Australian universities including all 'post-87' institutions. The success in research derived from a policy of research concentration with the University aiming to address research issues particularly relevant to the Northern Territory but also looking at ways research outcomes and expertise might be applied in similar environments or circumstances in other parts of the world. Towards the end of the McKay years, the University had to respond to new Commonwealth policy on research articulated in Federal Minister David Kemp's white paper 'Knowledge and Innovation' and also established its first spin-off company – InMotion Technologies – specialising in the design of axial flux electric motors and electronic controllers.

International Outlook and Alliances

During the McKay years the University developed and implemented a specific international strategy including a repositioning in 2000 to broaden the focus of international activities beyond the Asian region to

the United States of America and Europe. Agreements were signed with universities and organisations in China, India and Hong Kong including for the delivery of NTU programs offshore. There was an increase during this period in the number of overseas students and in 1987 and 2000 respectively, NTU won the Malaysia Airlines Professional Business Services Award in the NT Export Awards and was a finalist in the National Export Awards in recognition, amongst other things, of increased revenue from export activities.

Community and External Support

The Foundation continued to grow between 1996 and 2001 with pledges totalling \$13.6 million by the last year of Ron McKay's Vice-Chancellorship. A second Open Day was held at Darwin campuses in 1998.



The Northern Territory University Foundation Annual General Meeting, April 1998. From left: Nan Giese (Chancellor), unknown and Richard Ryan.

Quality

The University's explicit commitment to the management of quality, which began in 1992, was recognised in 1998 through achievement of a Progress Towards Business Excellence in the Australian Quality Awards for Business Excellence (a first for an NT organisation and an Australian university) and Quality Endorsed Training Organisation (QETO) status after assessment against the Northern Territory Quality Framework. In 1998, NTU was also named as Australia's fairest university in the *Good Universities Guide*. The University's QETO status was re-confirmed in 2001, a year in which NTU participated in a trial audit by the Australian Universities Quality Agency (AUQA).

Ken McKinnon, who succeeded Ron McKay as Vice-Chancellor, summed up the McKay years as follows:

Professor Ron McKay retired as Vice-Chancellor due to ill health at the end of September 2002 after a six-year tenure. While it was his misfortune to have to lead the University through a period of diminishing Commonwealth and Northern Territory funding, he nevertheless always kept the University within budget. He was unequivocally committed to the University's importance in growing a strong Northern Territory. Under his leadership, the Northern Territory University became the first institution in Australia to fully integrate TAFE and Higher Education to the point where each of our faculties and schools have offerings across both sectors. He was strongly committed to a sound research agenda, and particularly to the advantages that collaboration could bring to the University. During his tenure, the University was awarded the ARC Key Centre for Tropical Wildlife Management, played a leading role in the establishment of the Cooperative Research Centre in Sustainable Development of Tropical Savannas, and participated in several other CRCs with interests in the Territory.

Transition to Charles Darwin University

Following Ron McKay's retirement, Ken McKinnon took up the position of Vice-Chancellor in October 2002. Professor McKinnon played a key role in shaping the University's new directions and forging co-operative alliances with the government and business before Helen Garnett became the inaugural Vice-Chancellor of CDU at the end of 2003. That same year Richard Ryan took over as Chancellor from Nan Giese.

Planning and Organisational Structure

The year 2002 was a landmark in the evolution of tertiary education in the Northern Territory. Both the Northern Territory and the Commonwealth Governments provided leadership and support for a range of reform measures aimed at re-invigorating not just NTU, but the Territory tertiary sector as a whole. The planning for change took place against the backdrop of a major national review of the higher education policy framework, *Higher Education at the Crossroads*, undertaken by the Commonwealth Government. The implementation of the recommendations of the KPMG Strategic Positioning Project, jointly funded by the Commonwealth and Northern Territory Governments, began. Significant reform was brought about through the following:

- The Higher Education and Training Taskforce was established with a brief to significantly reduce the number of course and unit offerings to levels commensurate with the capacity of the University to deliver quality offerings.
- The University Council established a working party on University governance; several recommendations to enhance effective governance were made to the Northern Territory Government. (The recommendations were influential in developing the governance arrangements for CDU).
- The Development Unit was established in March 2002 to act as the key facilitator in increasing the University's external revenue.

- The University's administrative processes were reviewed with a view to reducing costs and freeing up more funds for academic appointments.
- A project was undertaken to empower Schools to increase accountability and community responsiveness involving the operation of the 2003 planning and budgeting processes at the School level rather than the Faculty level and the introduction of a system of Visiting School Committees.

Following Professor McKinnon's appointment, discussions began in earnest to reform the tertiary sector in the Territory by establishing a completely new institution. The original impetus to establish a university in the Territory was an understanding of the importance of providing local tertiary education and training, and world-class research that would be significant regionally and underpin the Territory's development. The new university was to represent a re-invigorated focus on building a university that would bring international academic skills to the NT and participate as a partner in Territory development across all aspects of its social, cultural and economic development. The formation of the new university was also aimed at remediating the existing fragmentation of education training and research over a number of institutions and realising desired economies of scale and sustainability.



The Charles Darwin University Katherine Rural campus.



Drafting students work on real-life projects at Casuarina campus.

Charles Darwin University, a distinctive and aspirational name chosen to identify the University as part of the world community of scholars and researchers, was established in November 2003 through a merger of the Northern Territory University with Centralian College in Alice Springs and the Northern Territory Rural College in Katherine, and a partnership with the Menzies School of Health Research as a controlled entity forming part of the newly established Institute of Advanced Studies along with the School of Social Policy and Research, and Research School of Environmental Studies.

At its inception, CDU had a large spread of activities with around 15,000 tertiary students, four main campuses in the Northern Territory, and dozens of other delivery sites across the Territory and interstate. CDU was established at a time when the Australian Government was progressing a reform agenda outlined in the *Our Universities: Backing Australia's Future* report which focussed on sustainability, quality, equity and diversity in the university sector and on regional institutions. Mindful of the Commonwealth Government's intentions for the university sector, the vision for CDU at the time of its establishment was a thriving University that dares to be different and takes advantage of its unique geography and demography to benefit the whole community through education, research and community service.

Students and Education

Student numbers continued to grow in 2002 and 2003 with increases in both the VET and higher education sectors. The proportion of students studying HE programs externally expanded to 28% in 2003, more than twice the 1997 figure (12%) at the start of the McKay era.

Research

Annual externally derived research income reached an all-time high of \$5.15 million in 2003 and by the time of transition, the Northern Territory University was the largest research and development performer in the Territory, responsible for almost 25 per cent of all research and development undertaken in the NT. Work began late in 2002 on a series of major seminars, the Charles Darwin Symposium Series.



Charles Darwin University has developed a high research profile especially in the area of environmental studies.

International Outlook and Alliances

The University commissioned a review of its international strategy and management of its agent network. International efforts were refocussed on specific target countries. During the transition period from NTU to CDU significant alliances were developed, one of the most important was with the Northern Territory Government, as articulated in a formal Partnership Agreement which paved the way for expansion and streamlining of collaboration for the shared goal of improving the quality of life for people living in the region. Closer collaboration was also fostered with the Australian National University (ANU) through the signing of a formal agreement.

Charles Darwin University: The Garnett years – dare to be different

Helen Garnett oversaw the formation of CDU in late 2003 and as foundation Vice-Chancellor she guided the University until her retirement at the end of 2008. It was a period of change for the tertiary education sector with new Australian Government provisions. These included compliance with the Higher Education Support Act, meeting Higher Education Workplace Relation Requirements and National Governance Protocols involved changes to the *Charles Darwin University Act*.

Planning and Organisational Structure

In 2004, the University commenced an extensive strategic planning exercise based upon the agreed vision and mission established in 2003. The primary goals, preliminary objectives, institutional objectives and targets for each of the core business areas, together with the University's attributes, overarching, short and intermediate goals, were included in a document – Strategic Directions 2004–2005. Following the establishment of CDU, a branding exercise for the new University was undertaken. The purpose of the project was to determine what attributes best described CDU and what tag-line captured those attributes. The year 2004 saw the introduction of a 'savvy' CDU and *Change your world* as the University's message to prospective and continuing students, staff and partners. In 2006 a new '1st in 5 in 10 futures framework' replaced Strategic Directions as the plan guiding the University to achieve its Vision.

At the start of Professor Garnett's tenure as Vice-Chancellor, the University's academic structure was considered based on the principle that the academic organisational units needed to be large enough to deliver a range of offerings and to have effective and efficient academic and administrative operations. The University's academic activity was re-organised under three Faculties and the Institute of Advanced Studies containing a new set of Schools.

The Community and Access portfolio was formed in 2004 to explicitly address the range of equity, access and pathway issues associated with serving a diverse demography living in an equally diverse geography. The portfolio was overseen by Don Zoellner, the Pro Vice-Chancellor, Community and Access. A dedicated Business Development portfolio was also established in 2004.

In 2007 the University undertook an expansive study of VET delivery under the heading of *Doing VET Better*. Implemented in 2008, the outcome was a major reorganisation of the VET structure aimed at improving teaching and learning practices and strengthening links with local industry. Much of the VET operation was taken out of the faculty structure and organised into four divisions of six to nine delivery teams based on study areas and geographic locations. The semi-autonomous teams performed under a business model, providing greater customer focus and service for students and industry employers. These changes reversed the former trend towards fuller integration of VET and HE operations.

Infrastructure Development

There was strong infrastructure development during the Garnett years with the construction of a new HE building in Alice Springs, a range of new VET facilities in Palmerston, a significant refurbishment program at



The Alice Springs campus of Charles Darwin University was created through the merging of Northern Territory University and Centralian College. Both Higher Education and VET courses are offered at the campus.



Top: The library at Alice Springs campus. Below: The Palmerston campus which offers a range of VET courses.

the Katherine Annexe, a new facility to house the School of Environmental Research, and a new multi-media laboratory on the Casuarina campus. A 'Way Finding' project was completed providing a new precinct model for the Casuarina campus with new signage and new Library Learning Precincts were opened on the Casuarina, Palmerston and Katherine campuses. Significant upgrades to the University's IT infrastructure and enterprise systems were made with funding from the Commonwealth and Northern Territory Governments.

Students and Education

Throughout the Garnett years, total student numbers trended upwards with a stronger and more consistent increase in the number of HE students contributed to by a continued expansion of flexible learning.



A graduation ceremony at Casuarina campus at sunset.

The University increasingly embraced technology in the learning and teaching enterprise to help students balance education, home and employment responsibilities, establishing a university-wide learning management system, Learnline, which was based on an enterprise version of the course management system, Blackboard. Adoption of new learning technologies contributed to a rapid and marked change in the make-up of the HE student cohort, moving from largely on-campus provision to more than 50% off-campus / external provision. This substantial and rapid growth presented challenges and, in 2008, the University applied for and received \$2.9 million from the Australian Government's Diversity and Structural Adjustment Fund for a major project to assist it in making a step change towards the adoption of best practice flexible delivery.

Flexibility of provision was also increased by enhanced offerings in the summer semester, helping HE students to make an early start on their program or to catch up on academic progression. Focus on work-integrated learning with extension to community-based learning was increased while there was also an expansion of remote area training in the VET sector.

One of the challenges for the University was to meet the pressure to expand places while ensuring an appropriate breadth and depth of programs grounded in contemporary educational philosophy and pedagogy, and provide quality learning outcomes and experiences.

Despite passing an initial 'qualifying' step in 2005 for the Australian Government's Learning and Teaching Performance Fund, whereby Australian universities were assessed to ensure that they were providing a quality standard of teaching, the University never received any funding from the scheme based on metrics of student satisfaction, attrition, and employment or further study patterns of students upon completion of study. The collection and use of performance data for HE courses and units subsequently became a strong focus and in 2008 CDU embarked on a University-wide project designed to reduce student attrition, guided by an expert in the field, Professor Geoff Scott, of the University of Western Sydney.

In the early years of Professor Garnett's term as Vice-Chancellor, the University undertook a major review of its suite of HE offerings. The review was part of a larger push to assess the value to the University and other stakeholders of all University resources, as well as the value of all activities undertaken by staff. Attention was also given to the development of supported pathways involving the formal consideration of sequential articulation between VET and HE qualifications and *vice versa*. This was part of the University's approach to maximising access and progression of students, including those from 'non-traditional' tertiary backgrounds. The year 2006 saw the introduction of a new set of graduate attributes.

A new approach to training in regional and remote areas was introduced using skills audits. More generally in VET there was a focus on addressing the requirements of the Australian Quality Training Framework and improving flexibility of delivery and assessment and ensuring consistency across the VET operation. There were strong graduate outcomes in VET



Tennant Creek campus offers VET courses to students in remote areas.

and in 2006 and 2007 the University won the Northern Territory Training Provider of the Year at the NT DEET Training Awards.

Research

Underpinning the creation of CDU was a stated desire to build resident intellectual capability to provide policy advice on areas of importance to the region, and develop solutions to pressing issues and areas of need. The formation of CDU, including the establishment of the Institute of Advanced Studies and the operation of the Northern Territory Government–CDU Partnership agreement, saw significant growth in external research income with over \$15 million secured in 2004 – approximately three times the amount achieved in the previous year.

Over the period 2005–2008, the University’s external research income increased from \$15.6 million to \$26.4 million with a total of more than \$100 million obtained during the Garnett years. The University performed very strongly among all Australian universities on the measure of total research income per full-time equivalent research staff member. As further evidence of the University’s standing in research in Australia, the *Good Universities Guide 2007* awarded CDU a four-star rating for research intensiveness. Of particular note was the successful bid for the Tropical Rivers and Coastal Knowledge research hub (TRaCK) – a consortium of research organisations and government agencies formed to invest more than \$30 million to improve understanding of Northern Australia’s rivers and estuaries.



Sometimes it is necessary to use a helicopter to gain access to remote areas. Here research is being carried out at Mary River.

In response to plans by the Australian Government to introduce a Research Quality Framework (RQF) for the HE sector with impacts on funding, the University participated in a trial RQF assessment with the New Generation University Group in 2005.

International Outlook and Alliances

There was an increase in the recruitment of international students during the Garnett years and a growing number of agreements with overseas universities for research, education and training including, notably, an agreement signed in 2004 with the Universidade Nacional Timor Lorosa'e, strengthening education and research capabilities as well as cementing ties between the University and East Timor. In 2007, the University was also awarded the NT Export Award for Education, recognising the engagement with international students and the resulting economic contribution to the Territory.

The Partnership Agreement between the University and the Northern Territory Government, designed to achieve mutual respect and benefit and to build independent resident capacity, continued to bear fruit – the combined value of the Partnership Agreement related activities in 2005



Attendees at the Thirteenth International Conference on Diversity in Organizations, Communities and Nations.

was approximately \$21 million. A renewed agreement with activities in economic development, social and cultural development and environment was signed at the end of 2006. Capacity building in relation to health services was an area of focus for the University since its establishment and 2006 saw the creation of a Graduate School of Health Research through an NT Government–CDU collaboration. The achievements of the CDU–NT Government Partnership were recognised in the 2008 Chief Minister’s Awards for Excellence in the Public Sector, where it was one of three finalists in the Cross Government Collaboration Category. The University signed a Memorandum of Understanding with the Batchelor Institute of Indigenous Tertiary Education in August 2005, to further enhance education outcomes for Indigenous people.

Community and External Support

By organising around community skills, CDU maintained strong links to regional and remote communities where training was needed. The University played a major role in the Garma Festival in Arnhem Land. The Commonwealth Intervention in Indigenous affairs impacted widely across the Territory in 2007. CDU worked in a supporting capacity in various activities and programs comprising the Intervention. The University advanced its role as a key location for working with Indigenous people and enhancing the broader understanding of, and training in, Indigenous Knowledges with the launch of the United Nations University (UNU) Institute of Advanced Studies Centre of Traditional Knowledge.

The University established a new Pro Vice-Chancellor, Indigenous Leadership position to oversee activities relating to Indigenous people, replacing the Dean of Indigenous Research and Education role that had been occupied by MaryAnn Bin-Sallik. Senior executive staff were supported in their roles by the community-based Indigenous Reference Group that provided meaningful Indigenous community input to the University. At the end of the Garnett era almost 5 per cent of HE students and 7 per cent of staff, as well as more than 30 per cent of VET students, identified as Indigenous and the University was the largest provider in the NT of tertiary education and training to Indigenous students.

During the Garnett years the alumni membership increased and the CDU Foundation received a growing number of donations. It received

strong support from the community, for example support for the Modern Greek program. The Seventh Darwin International Guitar Festival was hosted by CDU in 2007.

Quality

In early 2004, a consultant was engaged to assess and benchmark current practices in the University's people development and management practices. Two years later a competency framework was introduced followed by the development of an Integrated People Strategy supported by Commonwealth funding through the Workplace Productivity Programme.

In mid-2004, the University appointed a consultant to develop an organisational risk management framework. CDU participated in Australian Quality Training Framework (AQTF) and Australian Universities Quality Agency (AUQA) audits in 2004 and 2005 respectively. The University received a positive audit report from AUQA who found that after just 18 months it was well on the way to achieving its short-term strategic goals. AUQA commended many of Indigenous-focused HE pathway and support programs as being best practice.



Julie Bishop, the Deputy Leader of the Liberal Party, with Helen Garnett, Vice-Chancellor 2003–2008.

Charles Darwin University: The Glover years – international recognition

Barney Glover took up the position of Vice-Chancellor in early 2009 around the time of the publication of the Commonwealth Government’s Bradley Review of Higher Education. CDU was in the positive position of having a vision and approach to tertiary education strongly aligned with Government reform objectives. Many of the Government tenets relating to increased attainment and participation of low socio-economic status students in a high-quality, sustainable delivery model resonated with CDU ideals and aspirations. Throughout the Glover years the University has continued to develop in alignment with the Australian Government tertiary education reform objectives, including the impact of deregulation in a student-demand driven HE sector, and the capacity-building needs of the Northern Territory. In 2010, Her Honour Sally Thomas took over from Richard Ryan as Chancellor. Late in 2013, Professor Glover finished his term at CDU to take up the post of Vice-Chancellor at the University of Western Sydney and Simon Maddocks was named as his replacement. Professor Maddocks will take up his appointment as CDU’s third Vice-Chancellor in early 2014.



Barney Glover, Vice-Chancellor 2009–2013. Her Honour Sally Thomas AC, Chancellor 2010–2013. Simon Maddocks, Vice-Chancellor 2014–.

Planning and Organisational Structure

At the beginning of 2010, a refreshed Strategic Plan for 2010 to 2014 providing a renewed mission for the University was implemented and a further revision of the Plan was completed in 2012. The University's broad approach remained consistent:

- as the highest institutional priority, achieving quality teaching and learning outcomes that enable students to achieve success,
- supporting an improvement in the quality of life of Indigenous people through the learning, teaching and understanding of Indigenous Knowledges,
- engaging in research and educational activities that are focussed and enriched by the needs and cultural and natural endowments of the NT, and
- ensuring a secure future as a robust multi-sector university, acknowledged for the quality and excellence of its staff, programs, management, governance and strong partnerships.

Towards the end of the Glover era the following changes to the HE faculty structure were finalised:

- the creation of a dual-sector CDU Business School to be located at the Darwin Waterfront precinct and the consequent re-establishment of an independent School of Law within the Faculty of Law, Education, Business and Arts, and
- the formation of a new School of Environment and a new School of Psychological and Clinical Sciences within the Faculty of Engineering, Health, Science and the Environment.

Infrastructure Development

Infrastructure development has been a feature of the Glover years. The year 2009 saw the opening of the new \$17 million Chancellery building. Also completed were the Flinders University Northern Territory Medical Program Clinical Sciences buildings and the University's Pharmacy buildings on the Casuarina campus in June 2011, facilities enabling Territorians to undertake medical studies in the Territory for the first time. The Menzies School of Health Research new \$45.7 million building



Left: Since 2011, students for the first time can undertake medical studies in the Northern Territory. Right: The Menzies School of Health Research works at the frontline with over 60 Indigenous communities across Northern Australia.

upgrade to Menzies' existing facility at Royal Darwin Hospital (RDH) and a new building on Casuarina campus in Darwin will be completed in 2014.

In 2012, the \$30 million Australian Centre for Indigenous Knowledges and Education (ACIKE) was completed to expand Indigenous education in the Northern Territory, including delivering interactive learning with connections to 16 remote sites. Purpose-built community and health training facilities were constructed in Alice Springs and Katherine, and in 2012 a new \$7 million facility boosted on-campus student accommodation at Casuarina campus.

Also in 2012, the North Australian Centre for Oil and Gas (NACOG), which is at the vanguard of research and training for the NT's burgeoning oil and gas industry, was opened. Costing \$7 million, the building was funded by contributions from the NT Government and INPEX Corporation with support from Total, Conoco Phillips, Eni and Dow Chemicals, including the provision of significant equipment and testing facilities in 2013.

During 2010 and 2011 progress also was made on the Palmerston Residential Estate project with agreements signed with CIC Australia Ltd and the Larrakia Development Corporation with community



The North Australian Centre for Oil and Gas was opened in 2012. Its purpose is to do cutting edge research for the growing oil and gas industry of the Northern Territory.

consultations, stakeholder negotiations and design concept planning progressed and with civil works beginning in 2012.

In 2012, CDU announced a significant partnership with The Toga Group and the Northern Territory Government to develop a new tertiary education facility at Wharf Two of the Darwin Waterfront. The development will see the CDU HE and VET Business schools move to the Waterfront site to become the Charles Darwin University Business School scheduled to open in mid 2014.

Official CDU Centres offering courses in business and finance opened in Melbourne (a joint initiative with the Australian Technical Management College) and Sydney in 2013 funded through the Commonwealth Government Structural Adjustment Fund.

In 2013, work started on the \$21 million state-of-the-art VET trades training facility at Casuarina campus funded through the Federal Government Regional Priorities Round of the Education Investment Fund, while a \$4 million upgrade and expansion of the Alice Springs trades training centre was also announced to accommodate school



The new waterfront centre will house the School of Business and community facilities.

students and will be funded by the Commonwealth Government. Also in 2013, two transportable accommodation buildings were acquired to provide safe and comfortable living quarters for lecturers traveling to remote Northern Territory communities to deliver training.

The University has strengthened its focus on environmental sustainability with investment in electric and hybrid vehicles, and the installation of the first solar-power generation system at Casuarina campus. In 2011 and 2012, CDU received Melaleuca Awards for environmental excellence and energy conservation.



Barney Glover, Vice-Chancellor, demonstrating how to power up with the University's new solar-power generation system.



Students enjoy the lush tropical grounds of the Casuarina campus.

Students and Education

Since 2009, there has been continued growth in student enrolment with total student numbers consistently above 20,000. This growth was differentially contributed to by HE enrolments, which exceeded the 5000 EFTSL milestone in 2012 (the first year of national deregulation in undergraduate enrolments) with VET achieving a record number of hours delivered and exceeding targets. In 2012, CDU's student recruitment 'Next Life' campaign won a national award for marketing excellence – the Australian Marketing Institute's (AMI) 2011/2012 Best Campaign in the category of Education.

The manner in which students engage with the University continued to change with a movement to flexible online delivery particularly for HE students with the proportion of HE students studying fully or partly online increasing to about 75 per cent although many VET students also engaged in online study. The University has become a leading provider of flexible education in the NT and throughout Australia. CDU education and training occurs around the country in more than 170 remote locations through its Mobile Adult Learning Units, mobile staff and satellite communications, and on its ten campuses and centres. CDU is one of only six universities in Australia at which more than 50% of the student population is enrolled in some form of distance education.

Supporting the change in student needs was a significant whole-of-institution project to achieve best practice in flexible delivery supported by significant funding from the Australian Government's Diversity and



To bring education to remote areas, the University has invested in a number of Mobile Adult Learning Units, which are like miniature campuses on wheels.

Structural Adjustment Fund, Blackboard, and the University itself. The University has continued to invest significantly in technology to enable learning, with all CDU campuses becoming fully wireless enabled, the University's online learning system, Learnline, upgraded and three e-learning studios opened in 2010 with the aid of a substantial grant from the Australian Government's Teaching and Learning Capital Fund. In 2011, Learning technologies and facilities in classrooms continued to be enhanced, including establishment of a modified Access Grid at Casuarina campus. The University was awarded \$20 million in 2011 from the Commonwealth Government's competitive Strategic Adjustment Fund to be applied over three years to continue to develop the University's flexible delivery systems, including mobile technologies and superior digital resource production and assisting the University respond to the challenges of a student demand driven system and partial deregulation. In 2012 learning and teaching was boosted with the launch of a range of free mobile applications for staff and students, and the upgrading of its online classroom to Blackboard Collaborate, a system that makes online learning a richer and more engaging experience.

In 2013 the University developed and delivered its first Massive Open Online Course providing an introduction to the naturalist Charles

Darwin, the theory of evolution, Alfred Wallace and biogeography, and an overview of adaptation of tropical organisms in Northern Australia.

During the Glover years, there was an increase in the retention and course experience satisfaction of HE students, including both domestic and international students. In 2010, CDU ranked first among Australian universities in the technology, multicultural, employability, work experience and careers advice items of the International Student Barometer survey conducted by the consulting firm i-graduate. It was second for learning spaces, and third for flexibility and language support. In 2012, CDU markedly improved its standing in the *Good Universities Guide*. For the first time, CDU gained three stars in the key categories of teaching quality and graduate satisfaction. A four-star rating in the area of positive graduate outcomes indicated that CDU graduates were highly likely to gain well-paid, secure employment. Five-star ratings in the areas of Indigenous participation, access by equity groups, gender balance and cultural diversity reflect the University's commitment to diversity in its student base. The satisfaction of VET students with the



In 2013, the University launched its first Massive Open Online Course.

quality of their training experience remained very high, and in 2009, 2010 and 2012 CDU won the prestigious Training Provider of the Year Award at the NT Training Awards. The Australian Learning and Teaching Council recognised the University's Common Units Program at the 2011 Awards for Programs that Enhance Learning.

The latest University Learning and Teaching Plan sets out strategies for further enhancing the quality of teaching and learning and the overall student experience at CDU and for responding to recent major changes in the regulatory environment, including the introduction of the Tertiary Education Quality and Standards Agency (TEQSA), the Australian Skills Quality Authority and a new Australian Qualifications Framework.

Research

In 2009, CDU joined the Innovative Research Universities group, a network of Australian universities committed to conducting high-quality research and applying their collective expertise to enhance the outcomes of HE activity. After a review of the Institute of Advanced Studies in 2010, CDU commenced a program of restructuring its research activity beginning with the establishment of the Northern Institute, a flagship research institute for social and public policy research. An equivalent institute for the earth and environmental sciences, the Research Institute for the Environment and Livelihoods, was launched in 2011 when the research schools of the Institute of Advanced Studies (excluding the Menzies School of Health Research) were moved into the HE faculties and reconstituted to reflect the changing nature of the research being undertaken.

Another significant outcome in 2011 was the establishment of the North Australian Centre for Oil and Gas and the subsequent appointment of the former Chief Minister of the Northern Territory, The Honourable Paul Henderson, as Chair of the Advisory Board of NACOG.

Research at CDU continued to be closely tied to the needs of the Northern Territory and the Territory's immediate region with ongoing primary strategies to concentrate research activity, foster partnerships with other research-intensive institutions and align resources with areas of identified research focus.



Orientation Day – since its beginnings as Northern Territory University 25 years ago, Charles Darwin University today boasts of over 22,000 students.

External research income continued to increase with over \$40 million secured in 2011 alone and more funding was achieved from 2009-2013 than in all of the University's previous existence. CDU again ranked very highly among Australian universities on the measure of total research income per full-time equivalent research staff member and in 2012 secured more than \$1.5 million in prestigious Australian Research Council funding while researchers from the Menzies School of Health Research were awarded almost \$5 million from the National Health and Medical Research Council, the blue ribbon health and medical research funding body in Australia.

The quality of research at CDU during the Glover era has been recognised by:

- the Spain-based SCImago Institutions 2009–2012 World Reports where CDU was ranked among the top Australian universities on the basis of quality of research publications,

- a four-star rating for research intensiveness in the *Good Universities Guide*,
- the Menzies School of Health Research receipt of the prestigious 'Gold Harold Award for Education' by Life Education Australia,
- inclusion of CDU among a select group of new and technology-focused universities that recorded the fastest growth in research publications in Australia,
- placement of CDU in 2011 fourth amongst Australian and New Zealand universities and 123rd in the world for research quality in environmental sciences and ecology in an analysis by Thomson Reuters based on citation impact over the previous decade,
- the Federal Government's Excellence in Research for Australia initiative which in 2012 ranked 71 per cent (10 of 14) of CDU's research disciplines assessed at or above world average, with research in Clinical Science, conducted primarily through MSHR, receiving the highest possible score of 5, ranking the performance as outstanding,
- the 2012 national Excellence in Innovation (EIA) trial evaluating the economic, social and environmental benefits of research undertaken by Australian universities in which all case studies from CDU were assessed as having considerable, very considerable or outstanding impact and two of CDU's cases studies (on the emerging carbon economy in Northern Australia and better treatments for malaria) included in the '20 of the best' list in the EIA report.

International Outlook and Alliances

During the Glover years partnerships became increasingly important in the University's development. CDU's partnership agreement with the NT Government continued to be central to the University's success and to the jurisdiction's capacity to continue to develop its social, intellectual, professional, cultural and environmental well-being. In 2012, CDU and the NT Government committed to a new five-year extension of the Partnership Agreement to ensure the NT maintains its own tertiary institution with a resident teaching and research capacity.

In 2009, the Australian Government announced \$27.8 million in infrastructure funding to support the establishment of a full medical

program in the Territory, run in partnership between CDU and Flinders University. In 2010 the Australian Government approved funding of up to \$3.5 million over four years to Flinders University and CDU to focus on recruiting Indigenous students to the new joint medical program, and to assist in preparing doctors to work in Indigenous communities, especially in the Northern Territory.

The partnership with ANU was built upon in 2009 through a landmark MOU between CDU, the Australian Institute of Marine Science, ANU and the NT Government to support marine science, with funding of \$5.5 million for the Arafura Timor Research Facility established through the MOU. During 2010, the University concluded arrangements for the establishment of a joint PhD program with ANU as a further example of the strengthening of the partnership between the universities.

In an agreement with the Board of Essington School, the Essington International Senior College opened on Casuarina campus in 2011. Final agreements were signed between the University and the Chinese Government agency, Hanban, to establish a Confucius Institute at CDU in a partnership with Hainan University and Anhui Normal University, to focus on teaching Chinese language and culture through innovative new media and creative arts technologies. The Institute opened in 2012 and a bronze bust of Confucius was gifted to the University in 2013 by the Chinese Government in recognition of the establishment of the CDU Confucius Institute. It is located in the Chinese Garden at the Casuarina campus.

A new partnership with the Northern Territory Police, Fire and Emergency Services (NTPFES) was finalised in 2012 for the provision of new training and HE opportunities for NTPFES staff. CDU's ability to support the Territory's emerging oil and gas industry was further strengthened in 2012 through memoranda of understanding with the Challenger Institute of Technology in Perth and Incospec and Associates Australia. An agreement to create the world's first tropical environment focussed tidal energy research centre in Darwin was signed with Tenax Energy Pty Ltd.

The University's collaborative activities with BIITE took on a new scale in 2009 with the announcement of ACIKE; a partnership between the



The unveiling of a statue of Confucius in the Chinese Garden with Barney Glover, Vice-Chancellor and Jack Wang.

two institutions supported by more than \$30 million of Commonwealth funding. In 2010, BIITE and CDU entered into a formal collaborative partnership that benefits both organisations and improves the quality of HE available to Indigenous people throughout Australia. The Australian Government announced it would invest up to \$8.9 million to assist the transition to the new delivery and administration model in which CDU and BIITE work together to provide HE programs for Indigenous people through ACIKE, which is housed in a well-appointed building officially opened by Prime Minister Julia Gillard in 2013.

In 2011, the University received 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.

In 2013, CDU was awarded \$7.5 million from the Commonwealth Government Higher Education Participation and Partnerships Program for a project entitled 'A Whole-of-Community Engagement Strategy to Build Higher Education Aspirations for NT Indigenous People', focusing on improving the relatively low number of Indigenous students progressing through school to university.



The construction of the ACIKE building, which was opened in 2013 by Prime Minister Julia Gillard.

The year 2012 marked the 20th anniversary of collaborative research at Galiwin'ku, Elcho Island, by the MSHR. The success of this research collaboration has been due to its conduct through the Yalu Marnggithinyaraw Indigenous Corporation, which has guided participation in a culturally sensitive and appropriate manner using traditional Yolngu clan structures of governance and management.

A joint venture between the Yolngu Academy, the Dhurili Clan Nation and CDU resulted in the delivery in 2012 of a Masters level qualification in the area of cross-cultural mediation and negotiation.

In 2013 a Memorandum of Understanding was signed to formally strengthen the relationship between the Larrakia Nation Aboriginal Corporation, the Larrakia Development Corporation and CDU, while the University also became an Official Education Partner of the Michael Long Learning and Leadership Centre developed to generate positive outcomes for young Indigenous Territorians.

CDU achieved success in the education category at the 2013 Chief Minister's Northern Territory Export and Industry Awards winning the Austrade Education and Training Award for outstanding innovation and international success in the field of education and training services, expertise and curriculum, including vocational training. This was the fourth time CDU took out the prize, with earlier wins in 2006, 2007 and 2008.

Community and External Support

The re-ignoration of the University's community engagement profile has been a high priority in the Glover years with CDU Open Days held at Casuarina and Alice Springs campuses in 2011 and at Casuarina in 2012 and 2013.

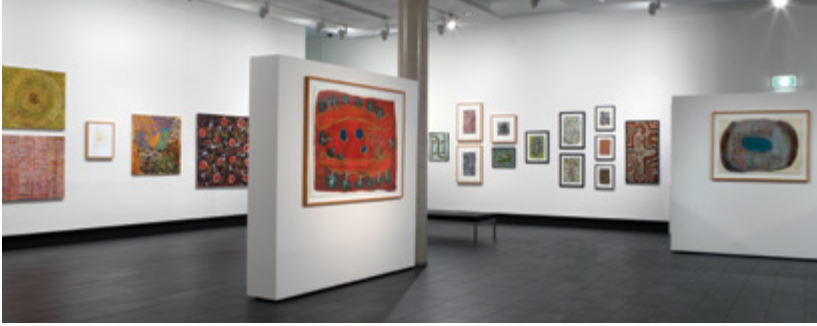
In 2012, the University held a Higher Education Forum in Alice Springs, attended by representatives of community groups, and educational and research organisations to examine opportunities and challenges for developing the delivery of HE in Central Australia.

In 2012, the University established the Charles Darwin Scholar program to better connect the University with scholarship around the life and work of Charles Darwin. Harvard University Aramont Professor of the History of Science, Professor Janet Browne, was announced in 2013 as CDU's first Charles Darwin Scholar.

A reconstituted Vice-Chancellor's Indigenous Advisory Council was formed in 2010 and consisted of University and community representatives while the CDU Council and Executive endorsed



Open Day at the University welcomes everyone and is a day out for the whole family.



The Charles Darwin University Art Gallery has over 2500 works and is the third largest public collection in the Northern Territory.

development of a Reconciliation Action Plan. The Plan, based on three pillars – relationships, respect and opportunity – was launched in 2013. The 2013 Charles Darwin Symposium ‘Indigenous Knowledges in a Changing World’ focussed on traditional Indigenous Knowledge systems and how they are being used to create and develop business enterprises and employment opportunities. The symposium brought together leading Indigenous academics and respected Elders from across the NT, Australia and New Zealand.

The 20th anniversary of the establishment of the printmaking workshop at CDU in 1993 was celebrated in 2013 with the In Print 20/20 exhibition



The Ceremonial Mace which was made by the silversmith Sam Farmer (left). Paul Kern (right) is the husband of Glenice Lesley Matthews, the mace designer.

in the CDU Art Gallery in recognition of the long standing collaborations with North Australian Indigenous artists in particular.

The University has continued to receive a growing number of donations through the CDU Foundation. Mrs Annette Burke, a former Mayor of Palmerston, was recently appointed the new Chair of the Foundation Board. The Indonesian Garden at Casuarina campus, a Foundation project, was officially opened in 2009 and continues to be developed.

The University received a gift of a Ceremonial Mace from Flinders University in 2013, complementing an earlier gift of a Chancellor's Chair from the ANU in 2009, both items being in use at University graduation ceremonies.

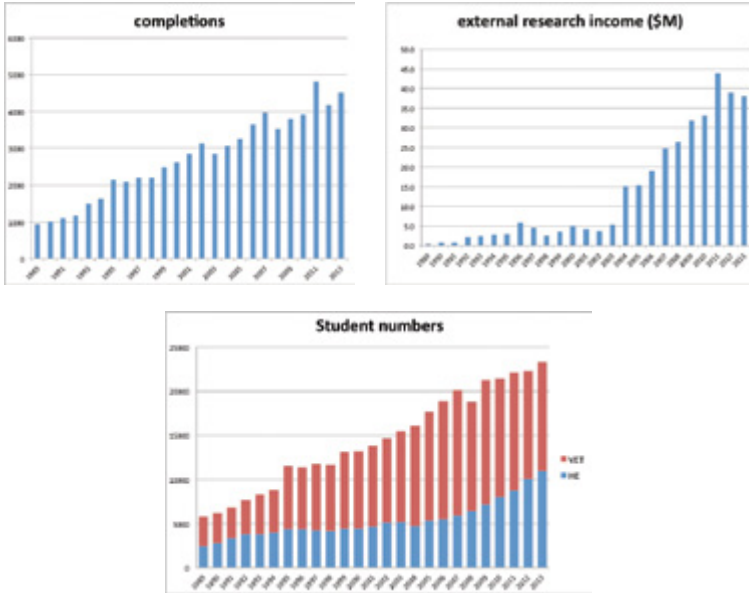
Quality and International Recognition

In 2011, CDU submitted the AUQA/AQTF joint quality audit portfolio to AUQA for review. The University successfully navigated the joint quality audit with the TEQSA advising that CDU will be registered as an Australian University until May 2018 prior to which a renewal of registration will be sought through TEQSA.

In 2011, CDU was ranked for the first time within the top 400 universities in the world by the prestigious *Times Higher Education Ranking of World Universities*, a ranking maintained in 2012 and 2013, and placing the University in the top two per cent of the world's universities. In 2012 and 2013, CDU was also listed in the *Times Higher Education* '100 Under 50' list of the world's best universities that are less than 50 years old.

Outlook

During the University's history student numbers, completions and research income have consistently trended upwards as shown in the figures below.



After some 25 years of operation, the University has produced close to 70,000 graduates and secured a third of a billion dollars in competitive external research funding. CDU has made, and continues to make, a very significant contribution to the economy of the Northern Territory.

Since its establishment, the University has operated in a period of significant change and challenge in the tertiary education landscape making its achievements even more notable. There is no sign that the tertiary education environment in Australia will be any easier in the foreseeable future and while there is no room for complacency, stakeholders can be confident that based on its track record, CDU will not only survive but also continue to thrive over the next 25 years and beyond.

List of Abbreviations

ACIKE	Australian Centre for Indigenous Knowledges and Education
AEC	Adult Education Centre
AHC	Actual Hours Contact
ANU	Australian National University
AQTF	Australian Quality Training Framework
AUQA	Australian Universities Quality Agency
BIITE	Batchelor Institute of Indigenous Tertiary Education
CAIS	Centre for Aboriginal and Islander Studies
CDU	Charles Darwin University
CINCRM	Centre for Indigenous and Cultural Resource Management
CQAHE	Committee for Quality Assurance in Higher Education
CTEC	Commonwealth Tertiary Education Committee
CRC	Co-operative Research Centre
DCC	Darwin Community College
DEET	Commonwealth Department of Employment, Education and Training
DIT	Darwin Institute of Technology
EIA	Excellence in Innovation
HE	Higher Education
ITAFE	Institute of Technical and Further Education
MOC	Memorandum of Co-operation
MSHR	Menzies School of Health Research
NACOG	North Australian Centre for Oil and Gas
NT	Northern Territory
NTCHE	Northern Territory Council of Higher Education
NTETA	Northern Territory Training Authority
NTOC	Northern Territory Open College
NTPFES	Northern Territory Police, Fire and Emergency Services

NTU	Northern Territory University
PVC	Pro Vice-Chancellor
QETO	Quality Endorsed Training Organisation
RDH	Royal Darwin Hospital
RQF	Research Quality Framework
TAFE	Technical and Further Education
TAFEAC	Northern Territory TAFE Advisory Committee
TEQSA	Tertiary Education Quality and Standards Agency
TRaCK	Tropical Rivers and Coastal Knowledge research hub
TQM	Total Quality Management
UQ	University of Queensland
UNU	United Nations University
VET	Vocational Education and Training



Celebrating 25 years of university education in the Northern Territory

Today Charles Darwin University ranks in the top two per cent of all the world's universities, a notable achievement for a university that had its beginnings in adult education classes in the 1950s. The story of the University's evolution is told here by Professor Charles Webb who wrote this booklet as part of the celebrations of the 25th Anniversary of university education in the Northern Territory.