

# ANNUAL REPORT

2023

## Abstract

Annual Report for the Central Institute of Technology and Innovation.

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# Annual Report 2023

**Reporting Period:** 1 January – 31 December 2023  
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## 1. Message from the Board Chair

2023 was a foundational year for the Central Institute of Technology and Innovation (the Institute), marking the beginning of our journey to become a leading private higher education provider in Australia. As Chair, I am proud of the careful and deliberate steps we took to build the Institute's academic and governance frameworks.

We commenced by recruiting key leadership positions, including our inaugural Chief Executive Officer, Professor Shannon Kennedy-Clark, in February. In June, we formally established the Academic Board, a crucial pillar of our academic governance. We also held our first Strategic Planning Day, which provided clear direction and priorities for our early development.

We welcomed the expertise of Emeritus Professor Robin Braun as Chair of the Course Development Committee, and later appointed him as Dean in November, recognising his invaluable contribution to academic leadership. We also engaged Dr Paul Rowland in April to provide short-term strategic advice to the Board, and we thank him for his guidance during our early phase of establishing our governance frameworks.

In December, founding shareholder Vivian Wei gave notice that she would step aside from her role in January 2024 due to personal reasons, and we extend our thanks to Vivian for the strategic oversight she provided during this foundation year.

As we look ahead to a TEQSA submission in mid-2024, the Board remains firmly committed to ensuring that our offerings are not only compliant but of the highest academic and professional quality. On behalf of the Board, I extend my thanks to our leadership team and academic advisors for their contributions in 2023.

**Janet Beard**  
Chair, Board of Directors

## 2. Message from the Chief Executive Officer

I was privileged to be appointed as the inaugural CEO of the Central Institute of Technology and Innovation in February 2023. The past year has been one of purposeful establishment—laying the groundwork for a high-quality higher education institution focused on innovation, industry relevance, and student success.

Throughout 2023, we prioritised the development of robust governance and operational systems, academic leadership, and course design. In June, we established the Academic Board, held our first Strategic Planning Day, and began shaping the Institute's academic direction in close collaboration with sector leaders.

We also began developing our flagship programs: the Bachelor of Information Technology and Innovation (BITI). This course reflects our commitment to preparing graduates who are digitally fluent, analytically skilled, and future ready.

In December, we commenced the recruitment process for our first academic and compliance staff, ensuring our institution is well-positioned for TEQSA submission in mid-2024. While registration remains a key goal, our primary focus is on building a quality-driven, student-centred learning environment.

I am immensely proud of the progress we made in 2023 and grateful for the support of the Board, our advisors, and our academic leadership.

**Professor Shannon Kennedy-Clark**

Chief Executive Officer

### 3. Message from the Dean

It has been a privilege to be part of the early academic development of the Central Institute of Technology and Innovation. I joined the Institute in mid-2023 as Chair of the Course Development Committee and was honoured to be appointed Dean in November.

Over the course of the year, we made significant strides in shaping the Institute's academic profile. With guidance from the Academic Board and support from expert advisors, we developed the framework for an industry-aligned program: the Bachelor of Information Technology and Innovation (BITI). The program is designed to address contemporary digital challenges and to equip students with the leadership and innovation skills required for success in the workforce.

Our academic philosophy is grounded in real-world relevance, small-class engagement, and future-focused learning. In 2023, we embedded quality assurance principles into course design and began building a culture of academic excellence and continuous improvement.

As we prepare for TEQSA submission in 2024, we remain focused on delivering programs of genuine value that foster creativity, critical thinking, and industry impact.

**Emeritus Professor Robin Braun**  
Dean, Central Institute of Technology and Innovation

## 4. Governance and Leadership

### 2023 Reflections and Leadership Transitions

The Institute's foundational year in 2023 was marked by significant governance developments and strategic leadership appointments to establish a strong and credible academic institution. In February 2023, the Institute appointed Professor Shannon Kennedy-Clark as its inaugural Chief Executive Officer, bringing with her extensive sectoral experience and a clear vision for the Institute's academic and operational direction.

In April, Dr Paul Rowland was engaged for a short-term consultancy to advise the Board during its early strategic planning phase. Upon the successful conclusion of this advisory period, Dr Rowland stepped aside. We are grateful to Dr Rowland for his advice during our early days.

In June 2023, the Academic Board was formally established, representing a key milestone in academic governance. The Academic Board held its first meeting shortly after formation and contributed to the Institute's first Strategic Planning Day, also held in June. This event helped shape our early institutional priorities and academic roadmap.

Also in June, Dr Vilma Galstaun was appointed as Chair of the Academic Board, further strengthening the academic governance structure. She was joined by a diverse membership of experienced academic leaders.

Emeritus Professor Robin Braun initially commenced in the role of Chair of the Course Development Committee, overseeing the design and academic rigour of our inaugural programs. In November 2023, the Board invited Professor Braun to assume the broader role of Dean, reflecting his expertise and ongoing contribution to shaping the Institute's academic vision.

In December 2023, founding shareholder Vivian Wei stepped aside from her formal role. This marked the beginning of broader Board-level changes as the Institute refined its governance structure in preparation for TEQSA registration.

Finally, recognising the importance of quality and compliance in the early stages of institutional development, the Institute commenced recruitment in December 2023 for two

pivotal part-time roles: Director of Quality and Compliance and Director of Learning and Teaching. These roles reflect our commitment to building a strong foundation in academic quality, regulatory compliance, and teaching excellence.

The Institute is actively developing its flagship course, the Bachelor of Information Technology and Innovation (BITI) with a commitment to submitting to TEQSA in mid-2024. However, our priority remains the quality and sustainability of our offering. Each leadership decision and governance action taken in 2023 has laid the groundwork for a future-ready institution grounded in best practice and student-focused outcomes.

## Board of Directors

Responsible for institutional strategy, oversight, and compliance.

- Janet Beard, Independent Non-Executive Director and Chair
- Elaine Wang, Member Director
- Vivian Wei, Member Director
- Paul Rowland, Executive Director

## Academic Board

Responsible for academic strategy, academic oversight, and academic compliance.

- Dr Vilma Galstaun, Chair
- Professor Tim Miller
- Associate Professor Ana Hol
- Emeritus Professor Aileen Cater-Steel
- Dr Peter Grant
- Professor Shannon Kennedy-Clark, ex officio

## Executive Leadership

- **Chief Executive Officer:** Professor Shannon Kennedy-Clark
- **Dean:** Emeritus Professor Robin Braun

## 5. Our Philosophy

EV Higher Education Pty Ltd. t/s

**Central Institute of Technology and Innovation**  
Level 5, 136 Chalmers Street, Surry Hills, NSW, 2010  
ACN: 663 709 911 | TEQSA: PRV14398 | CRICOS: TBC  
[www.citi.nsw.edu.au](http://www.citi.nsw.edu.au)

At the Central Institute of Technology and Innovation (the Institute), our learning and teaching approach is grounded in the belief that every student deserves an outstanding educational experience—one that is transformative, relevant, and empowering.

2023 marked the beginning of our foundational journey to build a higher education provider where learning is personal, purposeful, and future-focused. We are committed to creating small, high-quality learning environments that foster deep engagement, collaboration, and innovation. Our goal is to provide future student cohorts with the skills, knowledge, and confidence to achieve their goals and thrive in an ever-evolving digital world.

Learning at the Institute is designed to be hands-on, industry-connected, and underpinned by academic excellence. Our courses will be crafted to cultivate creativity, innovation, critical thinking, and practical expertise, ensuring students graduate with both the mindset and the skillset to lead in their chosen fields.

We are proud to be shaping a next-generation higher education experience, one where students are supported to reach their potential through a personalised and inspiring learning journey.

## 6. Vision, Mission and Values

At the Institute, our vision is to empower the next generation of innovators in Information Technology, driving transformative change across industries. Our mission is to provide cutting-edge education that fosters creativity, critical thinking, and collaboration, equipping students with the skills to thrive in a dynamic global landscape. We are committed to upholding values of excellence, integrity, and inclusivity, ensuring that innovation is at the heart of everything we do.

### **Vision**

Our vision is to cultivate career-ready graduates who are empowered to shape the future through innovative solutions in Information Technology and related fields.

### **Mission**

Our mission is to provide a transformative educational experience centred on student success, fostering a positive learning environment that inspires creativity, critical thinking, and collaboration. We are dedicated to transforming lives by equipping our students with the skills and knowledge needed to thrive in a rapidly evolving global landscape.

### **Values**

At the Institute, our core values guide our actions and decisions. We believe in:

- **Integrity:** Upholding the highest ethical standards in our teaching, research, and interactions with stakeholders.
- **Inclusivity:** Creating a welcoming environment that respects and celebrates diversity among students, and staff.
- **Excellence:** Striving for the highest quality in all our programs and services, ensuring our graduates are well-prepared for their careers.
- **Innovation:** Encouraging creativity and forward-thinking in our academic offerings and institutional practices to meet the needs of a dynamic global market.
- **Collaboration:** Fostering partnerships with industry, community, and academia to enhance educational outcomes and societal impact.



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of Technology  
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## 7. Strategic Goals and Objectives

The Strategic Goals and Objectives section outlines the Institute's priorities during its foundational development phase. In 2023, the focus has been on designing and implementing the institutional frameworks necessary to support a high-quality, future-focused higher education provider. These include the development of the Institute's policy architecture, academic governance structures, and quality assurance systems, as well as the course structure for the Bachelor of Information Technology and Innovation (BITI).

This strategic focus lays the groundwork for operational readiness by Trimester 1, 2026, with a commitment to quality, student-centred learning, and long-term sustainability.

### **Goal 1: Develop the Institutional Policy Framework**

This goal centres on the creation of a comprehensive suite of academic, operational, and governance policies aligned with the Higher Education Standards Framework (Threshold Standards) 2021. These policies provide the foundation for decision-making, academic integrity, risk management, and regulatory compliance, ensuring that the Institute operates with transparency, accountability, and quality at its core.

### **Goal 2: Establish Governance and Quality Assurance Frameworks**

The Institute is committed to developing strong governance and quality assurance frameworks to support academic excellence and continuous improvement. In 2023, the Academic Board was established, and key subcommittees were planned to ensure academic oversight and course quality. Supporting policies, benchmarking strategies, internal reviews, and academic integrity mechanisms have been designed to embed quality at every level.

### **Goal 3: Develop the Bachelor of Information Technology and Innovation (BITI)**

This goal involves the design of a contemporary, industry-relevant course structure for the Bachelor of Information Technology and Innovation (BITI). Developed in consultation with academic experts and industry partners, the course incorporates core areas such as software development, innovation, cloud and data systems, and digital ethics. The BITI will be the

Institute's flagship undergraduate program, supporting our vision of producing work-ready, digitally fluent graduates.

## **Strategic Initiatives**

To support the achievement of these goals, the following initiatives have been prioritised during the foundational phase:

- **Policy Development:** Draft and implement a full suite of academic and institutional policies aligned with Australian higher education standards and mapped to TEQSA requirements.
- **Governance Establishment:** Form governance bodies including the Academic Board and its subcommittees, and define terms of reference, delegations, and reporting structures to ensure academic and institutional oversight.
- **Quality Assurance Systems:** Implement course review, benchmarking, and academic integrity frameworks to promote continuous improvement and ensure compliance with the Higher Education Standards Framework (2021).
- **Course Design (BITI):** Finalise the BITI course structure, including unit outlines, learning outcomes, assessment strategies, and industry linkages. Submit for external academic validation and TEQSA accreditation.
- **Recruitment and Staffing:** Commence recruitment of key academic and compliance staff to support course delivery and academic governance. Initial appointments will be part-time, reflecting a staged and sustainable growth strategy.

These strategic efforts are designed to ensure that the Institute is positioned to deliver a high-quality, student-centred educational experience from its first teaching period and beyond.

## 8. Academic Profile and Course Development

### **Bachelor of Information Technology and Innovation (BITI)**

The BITI is a three-year full-time undergraduate program designed to equip students with the technical skills, creative mindset, and industry awareness required to succeed in the evolving digital economy.

- **Duration:** 3 years full-time (or part-time equivalent)
- **Total Units:** 24 units (8 units per year)
- **Delivery Mode:** Blended learning with face-to-face and online components
- **Entry Requirements:** Australian Year 12 or equivalent; English language proficiency (IELTS 6.0 or equivalent)

### **Course Overview**

The BITI is a future-focused degree that combines core information technology competencies with an emphasis on innovation, entrepreneurship, and ethical practice. The program responds to industry demand for graduates who are not only technically proficient but also agile thinkers capable of driving digital transformation across sectors.

The course structure is designed to balance theoretical knowledge with hands-on application, fostering graduate capabilities in problem-solving, project management, digital fluency, and professional communication. Throughout the program, students will engage in individual and collaborative projects, industry challenges, and simulated real-world environments to deepen their learning.

#### **Focus Areas**

- **Software Development**

Students will gain proficiency in modern programming languages, software design principles, and development frameworks. Topics include object-oriented programming, full-stack development, mobile and web applications, and software testing.

- **Innovation and Entrepreneurship**

This stream cultivates an entrepreneurial mindset, encouraging students to design, pitch, and develop innovative digital solutions. It covers business model development, product lifecycle, user experience (UX), and digital disruption.

- **Cloud and Data Systems**

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Students will explore the architecture, deployment, and management of cloud-based platforms, data storage solutions, and analytics tools. Key areas include cloud computing, big data, cybersecurity fundamentals, and database systems.

- **Digital Ethics and Professional Practice**

Emphasising responsible and inclusive digital practice, this stream includes ethical frameworks, digital rights, cybersecurity governance, and privacy law. Students will explore the ethical implications of emerging technologies such as AI, blockchain, and IoT.

### **Graduate Outcomes**

Graduates of the BITI will be prepared to enter a range of digital technology roles or pursue further postgraduate study. Key graduate capabilities include:

- Proficiency in software development and data-driven solutions
- Critical and creative thinking in technology-driven environments
- Ability to lead and collaborate on innovative projects
- Understanding of ethical, legal, and social responsibilities in the digital space
- Effective communication with technical and non-technical audiences

Graduates may pursue careers as software developers, IT consultants, cloud and systems analysts, digital project coordinators, or innovation officers across various industries, including finance, health, government, and startups.

### **Course Accreditation**

The BITI has been developed in alignment with the **Australian Computer Society (ACS) Core Body of Knowledge**, ensuring it meets professional standards and supports pathways to industry accreditation and recognition.

## 9. Strategic Development and Operational Readiness

### 2023 Foundations

In 2023, the Institute focused on laying the critical foundations necessary to support its long-term vision as a quality-driven higher education provider. This initial phase was centred on establishing governance structures, initiating academic course development, and preparing for future regulatory submissions. These early milestones have positioned the Institute for strategic growth and operational readiness in the years ahead.

### 2023 Highlights

- Appointment of inaugural Chief Executive Officer (February 2023)
- Formation of Academic Board and first Strategic Planning Day (June 2023)
- Commencement of the Bachelor of Information Technology and Innovation (BITI) course design
- Appointment of Chair of Academic Board and Dean (June and November 2023)
- Development of academic policy framework and governance architecture
- Initiation of marketing and branding activities
- Engagement of short-term consultant to advise the Board (April 2023)
- Commencement of recruitment process for key academic and compliance roles (December 2023)

These strategic actions were undertaken with a clear commitment to building a quality institution from the ground up—one focused on compliance, academic integrity, and student-centred learning.

### Summary of Strategic Priorities for 2024

- Complete development of BITI course structure and specialization units
- Finalise academic policy suite and governance documentation
- Undertake academic validation and internal quality review
- Establish digital systems to support learning, student management, and compliance
- Recruit and onboard core academic and professional staff
- Prepare and lodge TEQSA provider registration and course accreditation submission
- Continue strengthening brand awareness and sector positioning