ANNUAL REPORT

2024

Abstract

Annual Report for the Central Institute of Technology and Innovation.

Contents

Annual Report 2024

Reporting Period: 1 January – 31 December 2024
Published: July 2025

1. Message from the Board Chair

2024 marked a pivotal year in the early development of the Central Institute of Technology and Innovation (the Institute). As our second year of operation and developing our application for meeting TEQSA registration requirements, the Institute focused on establishing the systems, leadership, and academic foundations necessary for a sustainable future. The Board remained steadfast in its commitment to quality, transparency, and regulatory alignment.

A significant milestone in our governance development was the appointment of two new members to the Board of Directors: Dr Ruth Ferraro and Allan North. Both bring extensive experience in Australian higher education, with deep expertise in academic leadership, governance, and quality assurance. Their contributions have significantly strengthened the Board's capacity to guide the Institute through its regulatory and strategic planning milestones.

In parallel, a review of the Academic Board was undertaken to ensure broader sector representation and stronger industry engagement. As part of this process, Beau Tydd, with a strong background in innovation was appointed to bring a distinct industry and applied digital capability lens to academic governance. Chris Mace, who brings senior experience in government and public policy, was also appointed to support the Institute's alignment with national regulatory and policy frameworks. Together, these appointments have enhanced the Academic Board's ability to provide informed, future-focused oversight of the Institute's academic direction and standards.

The submission to TEQSA for provider registration and course accreditation in November 2024 stands as a testament to the strategic vision and rigour of our planning processes. We are proud of the progress made and remain committed to building a high-quality, future-focused institution.

We extend our sincere appreciation to our executive leadership, academic community, and support staff for their continued dedication.

Janet Beard
Chair, Board of Directors

2. Message from the Chief Executive Officer

As CEO, I am proud of the exceptional progress made in 2024. With our foundational work completed in 2023, this year marked the operationalisation of our vision to establish a high-quality, future-focused higher education provider committed to innovation and student success.

A key focus in 2024 was the recruitment of core academic and compliance leadership. We were pleased to appoint Adam Jones as Director of Learning and Teaching and Nicole Langusch as Director of Quality and Compliance. Both bring deep expertise and a commitment to excellence that has significantly strengthened our academic capability and institutional maturity.

This year also saw the development and finalisation of a second course offering: the Master of Information Technology and Innovation (MITI). Designed to complement our undergraduate program, the MITI focuses on digital transformation, leadership, agile project management, and industry engagement—key areas that align with future workforce needs.

These efforts culminated in our submission to TEQSA in November 2024 for both provider registration and course accreditation. This milestone reflects the strategic planning, collaboration, and quality-driven culture that have guided our work since inception.

Our strategic intent is clear: to be a digitally innovative institute that produces graduates equipped to lead and transform industries. With strong leadership in place and our academic programs ready for delivery, we now look ahead with confidence to the next stage of our journey.

Professor Shannon Kennedy-Clark
Chief Executive Officer

3. Message from the Dean

It has been a privilege to oversee the academic development of the Central Institute of Technology and Innovation during its formative years. In 2024, our focus was on shaping the academic foundations that will underpin an exceptional student experience—finalising course designs, building robust learning and teaching frameworks, and recruiting a team of highly experienced educators and academic leaders.

At the heart of our academic offering are two flagship programs: the Bachelor of Information Technology and Innovation (BITI) and the Master of Information Technology and Innovation (MITI). These courses were developed in close consultation with industry experts and academic professionals to ensure they are both future-focused and aligned with the needs of a rapidly evolving digital workforce.

The BITI provides students with a strong foundation in software development, cloud and data systems, digital ethics, and entrepreneurial innovation. It is structured to foster digital fluency, practical problem-solving, and creative thinking—essential capabilities for undergraduate students entering the technology sector.

The MITI builds on this foundation, offering advanced coursework in digital transformation, agile project management, leadership, and strategic innovation. Designed for aspiring leaders and professionals seeking to upskill or pivot within the digital economy, the MITI prepares graduates to drive technological change and lead with confidence.

These programs were shaped by a Course Development Team with deep expertise across higher education, industry, and curriculum design. Our academic advisors, unit developers, and quality assurance experts brought extensive experience from both public and private institutions, ensuring that the courses meet high academic standards and regulatory expectations.

We are proud of the academic framework we have built and excited to deliver these programs once provider registration and course accreditation are granted by TEQSA. We look forward to welcoming our inaugural student cohort and supporting their journey through a personalised, innovative, and industry-connected learning experience.

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

4. Governance and Leadership

The Central Institute of Technology and Innovation has established a robust governance and leadership framework to ensure strategic oversight, academic integrity, and institutional accountability. This framework supports the Institute's commitment to delivering a high-quality educational experience and maintaining full compliance with national regulatory standards.

The Board of Directors is responsible for institutional governance, financial and regulatory compliance, and strategic direction. In 2024, the Board was strengthened by the appointment of Dr Ruth Ferraro and Allan North, both of whom bring extensive experience in higher education leadership, governance, and quality assurance. Their insights and leadership further support the Board's capacity to steer the Institute through its formative years.

The Academic Board provides oversight of academic strategy, quality assurance, and compliance with the Higher Education Standards Framework (2021). A review of the Board's composition in 2024 led to a change in the membership profile to increase our connections with industry partners. We would like to extend our gratitude to Emeritus Professor Aileen Cater-Steel and Dr Peter Grant for laying the foundations of the Academic Board. The appointment of Beau Tydd, who brings a strong background in digital innovation and applied research, and Chris Mace, whose government and policy expertise enhances the Board's strategic awareness and external engagement. These appointments ensure the Academic Board reflects a balanced mix of academic, industry, and regulatory perspectives.

The Executive Leadership Team is responsible for implementing the Institute's strategic and academic vision. The team includes experienced leaders across academic governance, quality assurance, and learning and teaching, all committed to building a student-centred, innovative, and compliant higher education provider.

Board of Directors
Responsible for institutional strategy, oversight, and compliance.
- Janet Beard, Independent Non-Executive Director and Chair
- Dr Ruth Ferraro, Independent Non-Executive Director and Deputy Chair
- Dr Vilma Galstaun, Member ex officio, Chair Academic Board
- Allan North, Independent, Non-Executive Director, Chair, Audit and Risk Committee
- Elaine Wang, Member Director

Academic Board

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

- Dr Vilma Galstaun, Chair
- Professor Tim Miller, Deputy Chair
- Associate Professor Ana Hol
- Chris Mace
- Beau Tydd
- Emeritus Professor Rob Braun (Dean), ex officio
- Adam Jones (Director, Learning & Teaching and Secretariat), ex officio

Executive Leadership

- **Chief Executive Officer:** Professor Shannon Kennedy-Clark
- **Dean:** Emeritus Professor Robin Braun
- **Director of Learning and Teaching:** Adam Jones
- **Director of Compliance:** Nicole Langusch

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 I CRICOS: TBC
www.citi.nsw.edu.au

5

5. Our Philosophy

At the Central Institute of Technology and Innovation (the Institute), we are proudly building a different kind of higher education experience. Our goal is to become a specialist provider focused on small, high-quality classes that prioritise innovation, real-world relevance, and personalised student support.

We believe learning should be hands-on, industry-connected, and tailored to prepare students for the future of work. That's why our courses are designed to foster creativity, practical skills, and an entrepreneurial mindset, helping graduates thrive in a rapidly changing digital world.

Our approach is guided by the Strategic Plan 2024–2027 and the Learning and Teaching Plan 2024–2027, which together shape a student-first culture where teaching excellence and innovation go hand in hand. Our curriculum is aligned with national and international standards, including the Australian Computer Society (ACS) Core Body of Knowledge, ensuring strong pathways to professional recognition.

We are also deeply committed to continuous improvement. Each year, we reinvest 3% of our turnover into staff development, academic research, modern learning environments, and new course design. This ensures we stay agile, relevant, and responsive to the needs of our students and industry partners.

We are proud to be creating a forward-thinking institute, one that delivers real impact through a supportive and personalised 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.

7. Strategic Goals and Objectives

The Strategic Goals and Objectives section outlines the Institute's commitment to enhancing educational offerings, fostering industry partnerships, and integrating advanced technology into the learning experience. By focusing on operational readiness in Trimester 1 (February 2026) and developing specialisations that meet current market demands, the Institute aims to prepare work-ready graduates equipped with the skills and knowledge to thrive in a rapidly evolving technological landscape. Through these initiatives, we strive to create an innovative and dynamic learning environment that positions our students for success in their future careers.

Goal 1: Enhance Educational Offerings

Enhance Educational Offerings aims to expand the Institute's curriculum by introducing new specialisations that reflect industry trends and technological advancements. By February 2026, the Institute will operationalise two courses ensuring that students receive a transformative educational experience tailored to meet the evolving needs of the workforce. Through collaboration with industry leaders and the integration of advanced technologies, we are committed to providing our students with the skills and knowledge necessary to excel in their chosen fields.

Goal 2: Improve Student Engagement and Support Services

Improve Student Engagement and Support Services which focus on fostering a supportive and inclusive learning environment that prioritises student success and well-being. The Institute aims to enhance student engagement through the development of robust support services, including academic advising, mentoring courses, and extracurricular activities. By implementing these initiatives, we strive to empower students to actively participate in their educational journey and build a strong sense of community within the Institute.

Goal 3: Expand Market Reach

Expand Market Reach aims to broaden the Institute's presence both nationally and internationally by attracting diverse student populations and establishing strategic partnerships. By enhancing marketing efforts and leveraging innovative recruitment

strategies, the Institute seeks to raise awareness of its unique offerings and value proposition in the competitive higher education landscape. This initiative will enable the Institute to cultivate a vibrant and diverse community of learners, further enriching the educational experience for all students.

Goal 4: Strengthen Institutional Sustainability and Governance

Strengthen Institutional Sustainability and Governance focuses on establishing robust frameworks and practices that ensure the long-term viability of the Institute. By enhancing governance structures and fostering a culture of accountability and transparency, the Institute aims to optimise resource allocation, mitigate risks, and support informed decision-making. This commitment to sustainability will not only bolster operational effectiveness but also enhance stakeholder confidence and institutional reputation.

Goal 5: Foster Scholarship, Research, and Innovation

We aim to cultivate a vibrant academic environment that encourages intellectual curiosity and creative problem-solving. By promoting research initiatives and fostering partnerships with industry, the Institute seeks to advance knowledge and drive innovative practices within the field of Information Technology. This commitment to scholarship not only enriches the educational experience but also contributes to the development of cutting-edge solutions that address real-world challenges.

Strategic Initiatives

This section outlines the key actions and courses designed to achieve the Institute's goals and objectives effectively. By prioritising collaboration, innovation, and a student-centred approach, these initiatives aim to enhance educational offerings, improve student engagement, expand market reach, and ensure institutional sustainability. Each initiative is crafted to not only respond to current challenges but also to position the Institute as a leader in higher education, fostering an environment conducive to growth and success.

1. **Curriculum Development:** Create new courses in emerging fields such as artificial intelligence, data analytics, and digital transformation. Collaborate with industry leaders to ensure courses meet current and future workforce needs.

2. **Student Support Services:** Implement a comprehensive support program, including academic advising, access to mental health services, and on-campus career counselling, to enhance student satisfaction and retention rates.

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 I CRICOS: TBC
www.citi.nsw.edu.au

9

3. **Marketing Campaign:** Launch a multi-channel marketing campaign targeting domestic and international students, highlighting the Institute's unique offerings and commitment to student success. This will include digital marketing, social media engagement, and participation in international education fairs.

4. **Research and Development:** Invest in research initiatives that align with the Institute's strategic goals, promoting innovation and collaboration across disciplines. The Institute will also encourage faculty and student-led research projects and publish findings in reputable journals.

5. **Infrastructure Development:** Upgrade facilities and technology to create a conducive learning environment that supports innovative teaching and learning methods. This includes enhancing classroom technology, improving library resources, and expanding online learning platforms.

8. Regulatory Milestones and TEQSA Submission

Key Milestones

The Institute has progressed through a series of key regulatory milestones in preparation for its application to operate as a higher education provider. These milestones reflect a structured and strategic approach to compliance, academic readiness, and governance. The following key activities have been completed or scheduled as part of this process:

- TEQSA initial consultation held in April 2024
- Academic validation process completed in July 2024
- Board approval obtained in November 2024
- TEQSA submission lodged in November 2024

Courses Submitted for Accreditation

The application package included full documentation covering academic governance, curriculum, assessment, risk management, financials, facilities, and staffing.

- Bachelor of Information Technology and Innovation (BITI)
- Master of Information Technology and Innovation (MITI)

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 I CRICOS: TBC
www.citi.nsw.edu.au

11

9. Academic Profile and Course Development

Bachelor of Information Technology and Innovation (BITI)

The Bachelor of Information Technology and Innovation (BITI) is a three-year full-time undergraduate program designed to develop the next generation of tech professionals who are not only technically skilled but also innovative, adaptable, and ethically grounded.

- **Duration**: 3 years full-time (or part-time equivalent)

- **Total Units**: 24

- **Delivery Mode**: Blended learning (face-to-face and online)

- **Entry Requirements**: Australian Year 12 or equivalent; English language proficiency (IELTS 6.0 or equivalent)

Course Focus

The BITI combines foundational and advanced knowledge in key areas of IT with an emphasis on creativity, entrepreneurship, and real-world application. Students gain practical experience through hands-on projects, industry engagement opportunities, and contemporary case studies designed to mirror workplace challenges.

Focus Areas Include:

- **Software Development** – Programming fundamentals, full-stack development, app design, and user-centred design.

- **Innovation and Entrepreneurship** – Business models, digital product development, and start-up ecosystems.

- **Cloud and Data Systems** – Cloud infrastructure, databases, data analytics, and cyber security principles.

- **Digital Ethics and Professional Practice** – Data privacy, AI ethics, professional standards, and social responsibility in tech.

Graduate Outcomes

Graduates of the BITI will be prepared to enter diverse roles in the digital and technology sectors, including positions such as software developer, systems analyst, IT consultant, digital project coordinator, and innovation lead. The program emphasises digital fluency, critical

thinking, collaboration, and ethical leadership—skills that will serve students across a broad range of industries.

The course aligns with the Australian Computer Society (ACS) Core Body of Knowledge, supporting pathways to professional recognition and lifelong learning.

Master of Information Technology and Innovation (MITI)

The Master of Information Technology and Innovation (MITI) is a two-year full-time postgraduate program designed to equip graduates and professionals with advanced technical and leadership skills to drive digital transformation within their organisations and industries.

- **Duration**: 2 years full-time (or part-time equivalent)

- **Total Units**: 16

- **Delivery Mode**: Blended learning (face-to-face and online)

- **Entry Requirements**: A recognised bachelor's degree in IT or a related discipline; English language proficiency (IELTS 6.5 or equivalent)

Course Focus

The MITI is tailored for professionals seeking to advance or shift their careers in the rapidly evolving digital economy. The curriculum blends theory and application, encouraging students to solve complex problems using modern technologies, frameworks, and strategic thinking.

Focus Areas Include:

- **Digital Transformation** – Leading digital strategy, innovation ecosystems, and emerging technology adoption.

- **Leadership and Strategy** – Organisational change, ethical leadership, and managing cross-functional digital teams.

- **Agile Project Management** – Agile methodologies, Scrum, Lean practices, and delivering value through iterative development.

- **Industry Engagement and Capstone** – Real-world industry challenges, strategic planning, and a final capstone project that integrates research and practical implementation.

Graduate Outcomes

Graduates of the MITI will be positioned for senior and strategic roles such as digital transformation consultant, IT project manager, technology strategist, or innovation lead. The course is also ideal for entrepreneurs and intrapreneurs aiming to lead digital innovation within start-ups, established enterprises, or the public sector.

The MITI supports career advancement by focusing on future-ready capabilities, combining technical depth with leadership acumen and industry relevance.

10.   Quality Assurance and Risk Management

Key initiatives in 2024

In 2024, the Central Institute of Technology and Innovation made significant progress in embedding a robust quality assurance and risk management framework aligned with the Higher Education Standards Framework (Threshold Standards) 2021 (HESF 2021). These initiatives reflect our commitment to maintaining high academic standards, regulatory compliance, and continuous institutional improvement.

- **Implementation of Quality Assurance Policies**
  The Institute developed and operationalised a suite of academic quality assurance policies, including the Benchmarking Policy and Procedures, Course and Unit Review Policy and Procedures, and Academic Integrity Policy. These policies establish clear expectations for academic performance, ethical conduct, and the systematic review and enhancement of course quality. They provide a structured approach to comparing the Institute's performance against sector standards and ensure that academic offerings remain current, relevant, and fit for purpose.

- **Establishment of the Institutional Risk Register**
  A comprehensive Risk Register was established to identify, assess, and monitor strategic, academic, financial, and operational risks. This tool is central to the Institute's risk governance framework, enabling early detection of emerging issues and supporting evidence-based decision-making by the Executive and the Board. The Risk Register is reviewed regularly as part of the Audit and Risk Committee's oversight.

- **Internal Policy Audits and Compliance Mapping**
  In preparation for the TEQSA submission, a full internal audit of policies and procedures was conducted to ensure alignment with the HESF 2021. A detailed compliance mapping exercise was completed, linking policies and operational practices to relevant Standards, ensuring the Institute can demonstrate a strong culture of compliance, transparency, and quality assurance.

- **Finalisation of the Sexual Assault and Sexual Harassment (SASH) Policy**
  The Institute finalised its Sexual Assault and Sexual Harassment Policy and Procedures, outlining its zero-tolerance approach, support mechanisms for students and staff, and reporting and response protocols. The policy is grounded in best practice and aligned with national guidance to ensure a safe and respectful environment for all members of the Institute community.

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 I CRICOS: TBC
www.citi.nsw.edu.au

15

- **Annual Review of Delegations of Authority**
  The Institute conducted its first annual review of the Delegations of Authority Register, ensuring decision-making roles and responsibilities are clearly defined and legally compliant. This process supports governance clarity and operational accountability across all levels of the organisation.

Together, these initiatives form the foundation of a quality assurance system that is risk-informed, student-focused, and improvement-oriented. As the Institute prepares for its inaugural operations, the systems established in 2024 will play a vital role in supporting excellence in teaching, learning, and institutional governance.

11. Strategic Development and Operational Readiness

2024 Highlights

- Finalisation of physical and digital infrastructure
- Selection and implementation of SMS and LMS systems
- Recruitment of key academic and administrative staff
- Agent engagement and marketing framework initiated
- Establishment of brand identity and digital communications

Summary of Strategic Priorities for 2025

- Secure TEQSA registration and course accreditation
- Submit CRICOS application
- Begin student recruitment and marketing
- Complete staff onboarding and development
- Plan first teaching period with inaugural student intake in February 2026
- Evaluate potential for regional and third-party delivery