



2021

# Annual Report

James Cook University

Cairns  
Singapore  
Townsville

## Contents

Open data .....	3
Government bodies – James Cook University Council.....	3
Public availability .....	3
Statement of compliance.....	3
Letter of compliance .....	4
Introduction .....	5
Year in review .....	5
Role and main functions .....	10
Governance and management .....	11
Governance – risk management and accountability .....	23
Statement of Strategic Intent .....	34
Operating environment .....	36
Section 1: Academic aspiration – Create and sustain opportunities .....	41
Section 2: Academic aspiration – Inspire .....	42
Section 3: Academic aspiration – Catalyst .....	43
Section 4: Enabling focus – Students .....	44
Section 5: Enabling focus – Culture .....	45
Section 6: Enabling focus – Digitally enabled .....	46
Section 7: Enabling focus – People .....	47
Section 8: Enabling focus – Place .....	49
Section 9: Enabling focus – Global outlook / local relevance .....	50
Major achievements .....	51
Key Performance Indicators (KPIs).....	62
Financial overview .....	66
Summary of financial performance .....	67
Financial statements and notes .....	69
Certification of financial statements (management certificate) .....	121
Independent Auditor’s Report .....	123
Financial information for the year ended .....	128
Glossary.....	131

*“We acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters where we operate our business. We honour the unique cultural and spiritual relationship to the land, waters and seas of First Australian peoples and their continuing and rich contribution to JCU and Australian society. We also pay respect to Ancestors and Elders past, present and future.”*

*“Our vision is to build strong relationships, increase respect and improve opportunities for Australian Aboriginal and Torres Strait Islander peoples. This is important as within our region, a significant proportion of the population identifies as being of Australian Aboriginal and/or Torres Strait Islander origin.*

*We will continue to raise awareness about our commitment to reconciliation by promoting our Reconciliation Action Plan (RAP) to students and staff, and by providing opportunities to engage with reconciliation activities. This can be reflected in our daily activities in championing University policies to promote cultural diversity and respect. In addition, as a Tertiary education institution, we can further promote Australian Aboriginal and Torres Strait Islander cultural knowledge and perspectives into our curriculum.”*

Source: James Cook University Reconciliation Action Plan 2020-2022.

## **Open data**

The James Cook University (JCU) Annual Report and additional reports on Consultancies, and Overseas Travel are published online at <https://www.jcu.edu.au/about-jcu/annual-report>

Open data is also published annually on the Queensland Government Open Data website online at <https://data.qld.gov.au>

## **Government bodies – James Cook University Council**

Information relating to Government Bodies (being the James Cook University Council) is published online at <https://www.jcu.edu.au/about-jcu/annual-report>

## **Public availability**

For information about this report, or paper copies, please contact James Cook University on Ph: (07) 47814111 (Planning, Performance and Analytics Directorate) or email [statistics@jcu.edu.au](mailto:statistics@jcu.edu.au)

## **Statement of compliance**

This Annual Report fulfils the prescribed reporting requirements for 2021 of James Cook University to the Queensland Minister for Education, Minister for Industrial Relations and Minister for Racing, and provides a comprehensive summary of the University’s operations and achievements during the year.

It illustrates the role of the University within the communities it serves, portrays the scope and importance of its activities and displays the University’s effective utilisation of the resources available to it. The report outlines a wide range of developments, innovations and achievements that provide insight to the depth and breadth of activities undertaken by the University in 2021. These are linked to, and measured against, the strategic intent, aims, priorities, and actions.

## Letter of compliance

21<sup>st</sup> of February 2022

The Honourable Grace Grace MP  
Minister for Education, Minister for Industrial Relations and Minister for Racing  
Department of Education  
PO Box 15033  
CITY EAST QLD 4002

Dear Minister,

I am pleased to submit for presentation to the Parliament the Annual Report 2021 and financial statements for James Cook University.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found accompanying this annual report accessible at <https://www.jcu.edu.au/about-jcu/annual-report>.

Yours sincerely

Bill Tweddell  
Chancellor  
James Cook University

## Introduction

This report describes the University's performance, achievements, outlook and financial position for the calendar year 2021. The report is also of interest to Members of Parliament, University staff, students, prospective students, key stakeholders, other universities, researchers and other members of the community. The Year in Review below provides a snapshot of the year that was, including a selection of our key events, challenges and highlights and a look ahead to 2022.

**Bill Tweddell**  
Chancellor

**Professor Sandra Harding**  
Vice Chancellor and President

## Year in review

2020 was a year like no other, with the global pandemic presenting unexpected challenges. It was a time of tumultuous change which required us to evolve at quantum speed. In 2021, those challenges continued. Over the past two years, our University and the communities we serve have shown resilience, tenacity, commitment and a willingness to manage the status quo, while working to respond, rebound and reinvent our way out of a health emergency and into economic recovery.

COVID-19 had a significant impact on the financial performance of the University in 2020, and it remained a critical challenge for us in 2021. The loss of two years of international student recruitment has been hard felt in the Higher Education sector and at our University.

Our financial results were good in difficult circumstances, with commendable work done across the University to ensure we remain strong with a clear focus on our students, our research and the communities we serve. Enterprise Bargaining negotiations have commenced, and we have made good progress in developing our Indigenous Workforce Strategy for 2021-2025. We have a forward-looking Digital Strategy and a Cybersecurity Plan and Roadmap to ensure we are safe in an unsafe digital world.

JCU has remained active with the Queensland Vice Chancellors' Committee, chaired by JCU's Vice Chancellor from May 2020 to the end of 2021. The QVCC has engaged with the State Government to seek support over this difficult time. A major focus of the engagement in 2021 has been the delivery of the Queensland Student Arrival Plan (QSAP), which will see the return of international students for 2022. While the QSAP has been approved, through time, improved Queensland vaccination rates and the decision of other jurisdictions are overtaking it. Nevertheless, it is vital to have a plan moving forward to ensure we are able to welcome back our international students from 2022 and beyond.

During our 50th Anniversary last year (2020), we were particularly proud to announce that local Aboriginal and Torres Strait Islander communities had gifted to us Indigenous language names for each of JCU's campuses in northern Queensland. In 2021, our Thursday Island Study Centre was named Ngulaigau Mudh, which means "house of knowledge" in the dialect of the Kala Lagaw Ya, a traditional language of the Torres Strait. The Mackay campus is set to receive a name in the first half of 2022.

Celebrations for our 50th anniversary wrapped up in April with the return of face-to-face graduation ceremonies and a very special Honorary Doctor event. During the event, we minted 24 new Honorary Doctors including Queensland Police Commissioner Katarina Carroll APM, architect James Birrell, Thai cave rescuer Dr Richard Harris SC OAM and the late Eddie Koiki Mabo. JCU will again honour Eddie Mabo during the 30th anniversary in 2022 of the nation-changing High Court ruling - the Mabo Decision. JCU is proud of the part it played in helping Eddie Koiki Mabo in his fight for Land Rights. A planning committee has been formed, led by the Chancellor, to determine how the University will mark the occasion. Another important milestone celebrated in 2021 was the 30th anniversary of JCU's Student Mentor Program. Ours is the first and longest-running university student mentor program in Australia. It is a real credit to the students and our staff that we have kept this program thriving.

A highlight in 2021 remains our graduate outcomes, especially employability here in northern Queensland. JCU students have proven to be Job-Ready Graduates, with the educational experience we offer at JCU being highly valued by both our students and their employers. JCU has again received a five-star rating for graduate employment from the Good Universities Guide 2021, now for the eleventh year in a row. JCU is the only Queensland university, and one of only three in Australia to achieve this level of success. This further highlights the University's excellence in teaching and research, and the industry relevance of our degree programs.

In late October, the Commonwealth Government released the 2021 Graduate Outcome Survey (GOS). The survey confirmed that the impact of the COVID-19 pandemic continued to be felt in the Australian labour market throughout the period covered by the 2021 GOS. It is pleasing to report that the overall 2021 employment rate for recent graduates sits at 84.8%. These graduates' median full-time salary saw an increase from \$64,700 in 2020 to \$65,000 in 2021 with JCU's graduates exceeding the median in both measures.

In July JCU Singapore earned accreditation from the Association to Advance Collegiate Schools of Business (AACSB) for our business programs there. Less than 6% of the world's schools offering business degree programs hold the prestigious AACSB business accreditation. Currently, a total of 910 institutions across 58 countries and territories have earned AACSB accreditation in business, and only a small handful of universities and business schools in Singapore have achieved this distinction. This accreditation deservedly reflects the very high standards of JCU's business programs in terms of teaching, student learning, research, and curriculum development.

Our world-renowned research leaders are highly respected and have again made exceptional contributions to their fields and disciplines. Their research has secured funding through major competitive grant schemes, including the National Health and Medical Research Council and the Australian Research Council, and through the National Environmental Science Program and more. In November, the Web of Science Group announced its 2021 list of Highly Cited Researchers which recognises the world's most influential researchers, demonstrated by the production of multiple highly cited papers that rank in the top one per cent by citations for field and year. Seven JCU researchers featured on the 2021 list.

In September, Nature Index published an article in which JCU was recognised as among the world's biggest contributors to marine conservation and sustainability research. Developed by the top-tier science journal, Nature, the 'Nature Index' found that Townsville was the world's second most-prolific city for research related to the United Nations' Sustainable Development Goal 'Life below water' (SDG14), after Beijing. JCU's success in marine conservation and sustainability research is a testament to the dedication and passion of our researchers and our extensive collaborations with

local agencies, including the Australian Institute of Marine Science, as well as other national and international institutions as well as tropical nations in the Asia-Pacific and beyond.

JCU joined Charles Darwin University and Central Queensland University to launch a new partnership – the Northern Australia Universities Alliance (NAUA). With a Memorandum of Understanding signed in December, NAUA will partner on projects that support the social, environmental and economic development of Northern Australia. NAUA will seek joint funding opportunities, share knowledge, deliver integrated education and training courses, and work on research projects that benefit agriculture, regional health, water security, renewable energy, and Indigenous leadership outcomes in the north. This alliance has seen its first research partnership in water infrastructure and security, bolstered by a \$5 million injection of funds from the CRC for Northern Australia. The Water Security Research Partnership will deliver several transformative research initiatives across the north with the objective of reducing risk in the Northern Australia investment and development landscape.

One particular JCU expert has been at the forefront of the pandemic, providing advice on COVID-19 to the highest levels of Government and shared her learnings through the 2021 Last Lecture. Australian Institute of Tropical Health and Medicine Professorial Research Fellow – Infection Disease and Epidemiology, Professor Emma McBryde, presented Our COVID-19 teacher: What we have learnt about epidemics, public health response and ourselves? Reflections from an infectious diseases physician and modeler. She provided insights into what public health actions the government got right, what could have and should happen differently, how our response can be improved for the future and how models have been used in the pandemic and what insights they may give us for future preparedness.

Two of our fine medicine graduates were recognised as Young Australian of the Year state recipients. Dr Tahnee Bridson was awarded for Queensland in recognition of her work to establish Hand-n-Hand Peer Support. The program assists healthcare workers who are experiencing wellbeing or mental health difficulties. Mr Jack Growden, who graduated with a Bachelor of Planning (Honours) in 2017, was also a finalist for Queensland. Dr Daniel Nour was named the New South Wales State recipient. Dr Nour is the founder of Street Side Medics, a not-for-profit, GP-led mobile medical service for people experiencing homelessness. Both Dr Bridson and Dr Nour are now finalists for the National Young Australian of the Year Award.

Our people weren't the only award winners this year. JCU's facilities were recognised as unique and innovative. Central Plaza has won a tranche of awards from the Australian Institute of Architects, Queensland Lighting Awards, Queensland Architecture Awards, and was shortlisted in the small project category at the World Architecture Festival Awards (result to be announced in 2022). While the JCU Ideas Lab also received AIA QLD and Master Builders Queensland awards. It has progressed to the Master Builders Australia awards – nominated for the National Education Facility Award Category with the winner to be announced in April 2022.

We are proud to see the evolution of our campuses as we progress the University's Campus Master Plans. At Townsville's Bebgu Yumba campus, the Burrurga Yumba Student Accommodation funded by the Northern Australia Infrastructure Facility (NAIF) is ready to receive 400 students at the commencement of studies in 2022. The construction of the \$96 million NAIF-funded Technology Innovation Complex (TIC) is underway with completion scheduled for 2023. As the North's economy transitions, this development affords JCU the opportunity to renew our focus on STEM (science, technology, engineering and mathematics) teaching, learning and research. Through the TIC, our STEM program will forge greater links between commercial and business expertise, and industry participants, and the University's considerable research capability, including in the Social Sciences.

In 2022 we will progress the next stage of the Master Plan for Townsville, with demolition works to begin to make way for the new formal entrance to campus, Chancellery Place.

Meanwhile, at our Nguma-Bada campus in Cairns, the JCU Ideas Lab has been popular, with the incubation spaces fully booked. The JCU Ideas Lab is transforming the innovation ecosystem in Far North Queensland by enabling regional digital transformation and will translate JCU's teaching and research expertise into innovations that generate jobs, and foster economic growth for Cairns and the broader region. Approximately two hectares of land have been acquired in Cairns City to make way for The Far North Queensland Health and Innovation Precinct (FNQHIP). The precinct master plan for the site is in draft stage. Meanwhile, a Principal Design Consultant was awarded in November to begin planning for the Cairns Tropical Enterprise Centre (CTEC). We are excited to see this project unfold and the opportunities it presents for the communities we serve in Far North Queensland as we work with our partners, towards creating the Cairns University Hospital. Nguma-Bada campus is set for an injection of school students from 2022 with the opening of Newman College, the first Catholic school in Australia to be located in a university precinct.

In sum, given the swings and roundabouts of COVID, 2021 has been another testing year for the University, but one that we have managed to work our way through with confidence born of the importance of our University's mission working with and for our communities.

We sincerely thank all those whose help and support for the University's myriad endeavours has been critical to our ongoing successes.

### **The Chancellor's codicil**

2022 is set to bring new beginnings for the University with the retirement of Vice Chancellor and President, Professor Sandra Harding AO, and the commencement of Professor Simon Biggs in the leadership role. The recruitment of the new Vice Chancellor kept the University Council busy during 2021, actioning a rigorous selection process to appoint a suitable successor. Professor Biggs will join JCU in February, leaving his position as Senior Deputy Vice Chancellor at the University of Western Australia. The University Council is confident they are assigning the role to someone who is conscious of what a great job has been done in the past and will be keen to take the University into the next phase of its development.

Professor Sandra Harding will be farewelled in February after 15 years of distinguished service. She is the longest serving Vice Chancellor of any one university in Australia. Under Sandra's leadership, the University has flourished: revenue has doubled, she has overseen an ambitious and essential capital development and renewal program, and JCU has achieved significant growth in student numbers. Sandra has overseen the delivery of the University's extensive capital works program of approximately \$1 billion, ranging from remote student accommodation in Burketown and Longreach to state-of-the-art facilities on the Nguma-bada campus and Bebegu Yumba campus. Professor Harding's powerful advocacy for JCU's tropical agenda led to the State of the Tropics project, the landmark 2014 State of the Tropics Report, and the International Day of the Tropics, which is now celebrated annually on 29 June.

The University proudly acknowledges Prof Sandra Harding AO, for her dedication, loyalty and her outstanding leadership, and wishes her all the best in retirement.

**Bill Tweddell**  
**Chancellor**

## **The Vice Chancellor's codicil**

These words of reflection form my final, formal observations as Vice Chancellor and President given the tabling of this report in Parliament at the end of March with my last day in the role being 13th February.

In preparing for this task, I reviewed my first, opening words in our 2007 Annual Report, and was again uplifted by the feeling of optimism and pride in the University then, as now.

In that report, I reflected on JCU's unique strengths, excellent student outcomes, world class research and our strong commitment to the communities we serve. We had recently joined the Innovative Research Universities Network, I spoke of the infrastructure being commissioned, and a new Federal Government with an increased focus on education and research as key drivers of innovation and productivity. We also commenced the review of our Strategic Intent to interrogate the potency of our place in the Tropics and northern Queensland, to affect a distinctiveness for the University and achieve resonance with the region, our nation, and the world.

I am exceptionally proud of the way in which JCU has delivered on that refreshed Strategic Intent and our distinctiveness within the Australian higher education sector, bringing national and international prominence to our tropical agenda. Over the past 15 years, this has required the strong support of our Council, led so capably in my time by Chancellors Lt Gen Dr John Grey AC (Retd) who completed his term as Chancellor in 2016 and now Mr Bill Tweddell, the first JCU Alumnus to be elected to the position and who commenced his term as JCU's Chancellor in 2016. While good governance is critical, on-the-ground achievement of so much is clear evidence of the dedication, commitment and truly remarkable work of so many University colleagues whom I have had the great pleasure, the privilege, of getting to know over these last 15 years. Your efforts are a source of inspiration to me and to so very many in our communities.

It has been the honour of my life to serve you, JCU and our communities in northern Queensland and Singapore during my time as Vice Chancellor and President. Knowing JCU and our communities as I do, I look forward, with the very same optimism and pride I felt in 2007, to the continuing success of JCU under the leadership of our new Vice Chancellor and President, Professor Simon Biggs.

Given this place, and these people, there can be no other outcome.

Fare well, JCU. Farewell.

**Professor Sandra Harding AO**  
**Vice Chancellor and President**

## Role and main functions

### Establishment and enabling legislation

The University was established by an Act of the Queensland Parliament, the *James Cook University of North Queensland Act 1970*, that provided for “the establishment and incorporation of a University at Townsville, and for purposes connected therewith”. It received assent on 20 April 1970. In 1997 the Department of Education proceeded with the remaking of Acts of Queensland universities. As a result, the *James Cook University Act 1997* received assent by the Governor in Council on 29 August 1997, and is the current binding legislation. In 2017, The *University Legislation Amendment Act 2017* was passed by the Queensland Government, and was granted royal assent on 13 October 2017, resulting in changes to the *James Cook University Act 1997*. New provisions in the JCU Act provide the James Cook University Council the ability to amend its own size and composition, therefore offering greater flexibility to meet the ever-changing needs of the University into the future.

### Role

James Cook University is an Australian public university. The University’s role is further defined by the enacted functions.

### Functions as per Section 5. *James Cook University Act 1997*

- (a) to provide education at university standard; and
- (b) to provide facilities for study and research generally and, in particular, in subjects of special importance to the people of the tropics; and
- (c) to encourage study and research generally and, in particular, in subjects of special importance to the people of the tropics; and
- (d) to provide courses of study or instruction (at the levels of achievement the University Council considers appropriate) to meet the needs of the community; and
- (e) to confer higher education awards; and
  - (ea) to disseminate knowledge and promote scholarship; and
  - (eb) to provide facilities and resources for the wellbeing of the University’s staff, students and other persons undertaking courses at the University; and
- (f) to exploit commercially, for the University’s benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with someone else; and
- (g) to perform other functions given to the University under this or another Act.

### General powers of university as per Section 6. *James Cook University Act 1997*

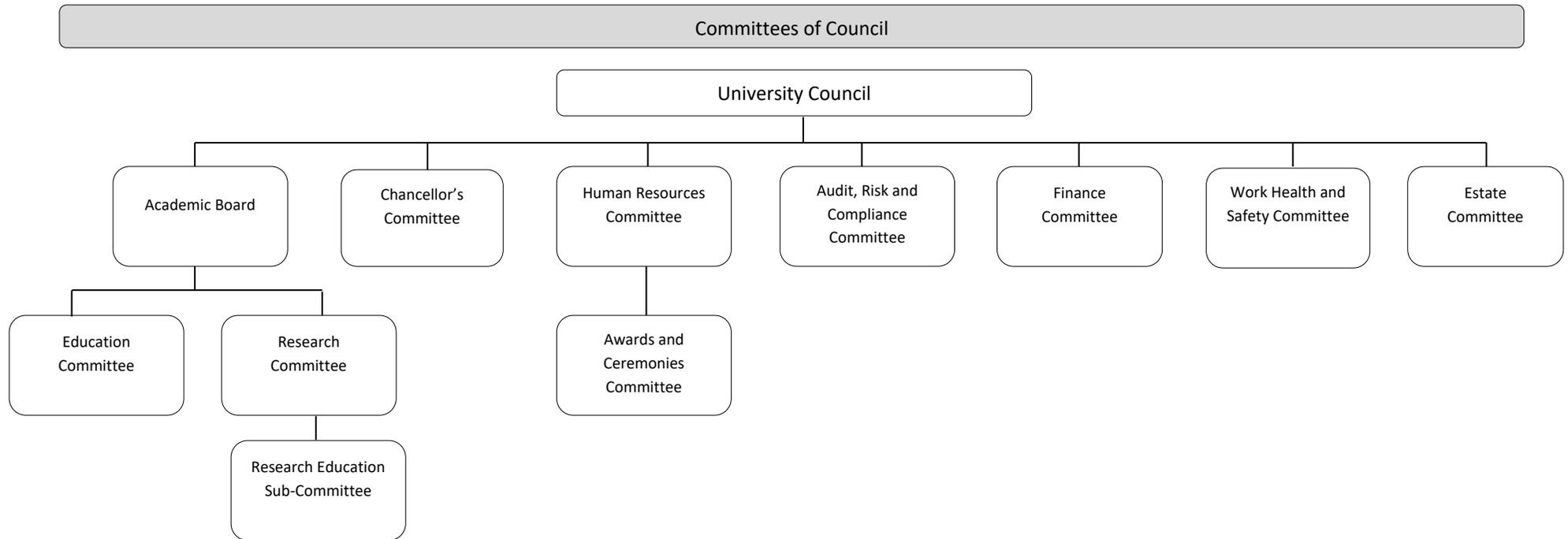
- (1) The University has all the powers of an individual, and may, for example—
  - (a) enter into contracts; and
  - (b) acquire, hold, dispose of, and deal with property; and
  - (c) appoint agents and attorneys; and
  - (d) engage consultants; and
  - (e) fix charges, and other terms, for services and other facilities it supplies; and
  - (f) do anything else necessary or convenient to be done for, or in connection with, its functions.
- (2) Without limiting subsection (1), the University has the powers given to it under this or another Act.
- (3) The University may exercise its powers inside or outside Queensland.
- (4) Without limiting subsection (3), the University may exercise its powers outside Australia.

### Significant regional locations

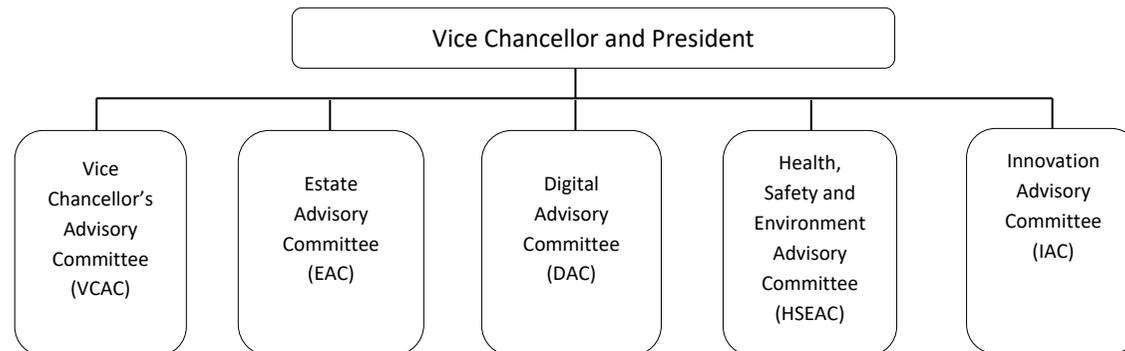
- Townsville, Cairns, and Singapore (international campus)



**Governance structures as at 31/12/2021**



**Committees of the Vice Chancellor**



### **Governing body – James Cook University Council**

The James Cook University Council (University Council) is the University's governing authority. Its primary role is to oversee the affairs of the University and, in so doing, to ensure that the appropriate structures, policies, processes and planning are in place for JCU to effectively manage its activities and achieve its goals. The University Council is also responsible for setting and reviewing the strategic direction of the University, as outlined in the Statement of Strategic Intent.

The University Council was established under the *James Cook University Act 1997*. The term of the Seventeenth Council commenced on 20 April 2018 for a term of four years.

### **University Council – Powers of Council**

As per Section 9. *James Cook University Act 1997*, the University Council has the following powers:

- (1) The council may do anything necessary or convenient to be done for, or in connection with, its functions.
- (2) Without limiting subsection (1), the council has the powers given to it under this or another Act and, in particular—
  - (a) to appoint the university's staff; and
  - (b) to manage and control the university's affairs and property; and
  - (c) to manage and control the university's finances.

### **University Council – Primary Responsibilities**

The University Council is the prime instrument of University governance. The University Council of James Cook University has primary responsibilities for:

- (a) appointing the Vice Chancellor and monitoring his/her performance;
- (b) approving the mission and strategic direction of the University, as well as the annual budget and business plan;
- (c) overseeing and reviewing the management of the University and its performance;
- (d) establishing policy and procedural principles;
- (e) approving and monitoring systems of control and accountability;
- (f) overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings;
- (g) overseeing and monitoring academic activities;
- (h) approving significant commercial activities.

### **University Council – Membership criteria, review and nomination procedures**

The University Council is appointed for a specified term of office of not more than four years consisting of a flexible number and type of members.

Membership flexibility is made possible through the provisions of the *University Legislation Amendment Act 2017* (ULAA), which was passed by the Queensland Government, and was granted royal assent on 13 October 2017, resulting in changes to the *James Cook University Act 1997*. Among other things, new provisions in the *James Cook University Act 1997* provide the legislative basis upon which the University Council may amend the size and the composition of University Council. The University Council now has greater decision-making powers to ensure a better geographic, ethnic, skills and gender mix across its membership.

During the term of a University Council, members may resign and/or be replaced in accordance with election or appointment processes associated with their particular appointment. The Chancellor is elected for a term not longer than five years as fixed by the University Council, and the person elected need not be a member of the University Council. The incumbent Chancellor was originally elected on 26 March 2016, and was re-elected in March 2020 for a second term, extending the tenure to 25 March 2023.

Official members are appointed to University Council by virtue of the office they hold, whether by appointment or election. The official members consist of the Chancellor, the Vice Chancellor, and the Chairperson of the Academic Board (where the Vice Chancellor is not also the Chairperson of the Academic Board).

The University Council has a formal process for the review of its membership and that of its committees. Members of the University Council, or of the various committees of Council, do not receive remuneration for duties performed as members.

### **University Council – Membership**

The following table on page 15 lists the University Council membership of the Seventeenth University Council as at the reporting period end (31<sup>st</sup> of December 2021). There was a total of eight (8) meetings in 2021 of the Seventeenth University Council. The table lists position of membership, member names, qualifications, and the number of meetings attended for the reporting year.

### **Executive Management**

The Executive Management structure of the University (as at 31<sup>st</sup> of December 2021) is summarised in the Executive Management table on page 16 and page 17.

**James Cook University – University Council membership as at the 31st of December 2021 (for the Seventeenth University Council)**

<b>Membership type</b>	<b>Position on Council</b>	<b>Member's name</b>	<b>Member's qualifications</b>	<b>Attendance</b>
Official members	Chancellor	William (Bill) Tweddell	BA, BEc <i>JCU</i>	8 / 8
	Vice Chancellor	Sandra Harding	BSc (Hons) <i>ANU</i> , MPubAdmin <i>UQ</i> , PhD <i>NCSU</i> , Hon Doc <i>JIU</i> , FACE, FQA, FAICD, FAIM	8 / 8
	Chairperson of the Academic Board	Stephen Naylor	BEd <i>Melb</i> , MA <i>RMIT</i> , PhD <i>Monash</i> .	8 / 8
Appointed members	Governor-in-Council	Donnella Mills	LLB; GradDip LP	8 / 8
		Marjorie Pagani	BA <i>JCU</i> ; BA(Hons) <i>JCU</i> ; LLB <i>QUT</i> ; Grad Dip <i>AICD</i> ; Cert Arbitration; Cert Mediation; Grad Dip Family Dispute Resolution; Commercial Pilot; Member BAQ; <i>Australian Women Judges Assn.</i>	8 / 8
		Angela Toppin	BEd, Dip Teaching <i>QUT</i>	7 / 8
Additional members	Deputy Chancellor	Peter Phillips	BBus <i>Curtin</i> , CA, FIIA, CIA, CFE	8 / 8
	Additional members	Jayne Arlett	B.Sc.Pod.Med, GAICD; FIML; FAAPSM; FASMF	8 / 8
		Gregory Lynham	[Judge] LLB (Hons) <i>JCU</i> , Member National Judicial College of Australia	6 / 8
		Carolyn Eagle	BCom <i>JCU</i> , FCA, FIIA, GAICD, CIA, CGAP, CRMA, CIQA	7 / 8
		Helen Drennen	BA, BSc ( Hons) <i>Monash University</i> , PhD <i>ANU</i> , Dip Ed <i>Melbourne University</i> , FACE, FACEL, AM	5 / 8
Elected members	Academic staff	Allison Craven	BA (Hons) <i>UQ</i> , MA(Res) <i>UQ</i> , PhD <i>Monash</i>	8 / 8
		Lee Stewart	DipTeach(Nursing); PostgradCert Education; MasterDisp.Res.; PhD	8 / 8
	Professional and Technical staff	Jonathan Strauss	BA (Hons) <i>Monash</i> ; PhD <i>JCU</i>	8 / 8
	Students	Lara Humadi		8 / 8
Non-member (Secretary)	University Secretary	Ian Troupe	BSc (Hons) <i>CNAAB</i> , MSc <i>Lpool</i> , MA <i>Cantab</i> , GradDipACG AGIA ACIS	8 / 8

**James Cook University - Executive Management as at the 31st of December 2021**

<b>Executive Position</b>	<b>Name</b>	<b>Qualifications</b>	<b>Major duties</b>
Vice Chancellor & President	Sandra Harding	BSc (Hons) <i>ANU</i> , MPubAdmin <i>UQ</i> , PhD <i>NCSU</i> , Hon Doc <i>JIU</i> , FACE, FQA, FAICD, FAIM	Responsible for oversight of key strategic and operational aspects of the University; overarching responsibility for the core business of learning, teaching and research. The Vice Chancellor has oversight of the Chief of Staff, Legal & Assurance, Media & Communications, Secretariat & Records, and the State of the Tropics project. The Vice Chancellor has oversight of the International Directorate, the Advancement Directorate, the Marketing Directorate, and Cairns Engagement.
Provost	Chris Cocklin	DipBusStud, BSocSci MA, PhD, FAICD, FAIM	Focus on learning, teaching and research with oversight of the academic divisions, colleges, and research centres. Responsibility for research and holds the role of Deputy Vice Chancellor of the Division of Research and Innovation. The Provost has oversight of research infrastructure, graduate research, JCU Connect, the Cairns Institute and the ARC Centre of Excellence for Coral Reef Studies. The Provost also has oversight of the Division of Student Life.
Deputy Vice Chancellor and Head of JCU Singapore Campus	Chris Rudd	BSc <i>Newcastle Uni UK</i> , PhD <i>Nottingham UK</i> , DSc <i>Nottingham UK</i> , Ceng, FIMechE, FIM	Responsibility for the operation of the University's Singapore Campus and delivery of pre-university pathway, undergraduate, postgraduate, and doctoral programs in Singapore.
Deputy Vice Chancellor of Indigenous Education and Strategy	Martin Nakata	B.Ed. (Hons) <i>JCU</i> , PhD <i>JCU</i> , ComplEAust EngExec, AARE, AALL	Responsible for oversight and operations of JCU's Indigenous Education and Research Centre. Co-principal responsibility (with the Vice Chancellor and Provost) for leading JCU's Reconciliation strategy and actions. Key advisor to the University Council, and the University Executive, on Australian Aboriginal and Torres Strait Islander matters within the Higher Education Sector.
Deputy Vice Chancellor of the Division of Tropical Health & Medicine	Richard Murray	MBBS <i>Uni Melbourne</i> , MPHTM <i>JCU</i> , DipObs <i>RACOG</i> , FRACGP, FACRRM	Responsibility for the operations of the Division and oversight of the Australian Institute of Tropical Health & Medicine, and the Mount Isa Centre for Rural & Remote Health, and the following colleges: <ul style="list-style-type: none"> <li>- College of Public Health, Medical &amp; Veterinary Sciences</li> <li>- College of Healthcare Sciences</li> <li>- College of Medicine and Dentistry</li> </ul>

Executive Position	Name	Qualifications	Major duties
Deputy Vice Chancellor of the Division of Tropical Environments & Societies	Marcus Lane	BSc(Hons) <i>Griffith University</i> , GradCertHEd <i>Griffith University</i> , PhD <i>Queensland</i>	Responsibility for the operations of the Division and oversight of the following colleges: <ul style="list-style-type: none"> <li>- College of Business, Law &amp; Governance</li> <li>- College of Arts, Society &amp; Education</li> <li>- College of Science &amp; Engineering</li> </ul>
Deputy Vice Chancellor of the Division of Student Life	Maree Dinan-Thompson	B.Ed <i>JCU</i> , M.Ed <i>JCU</i> , PhD <i>UQ</i>	Key responsibility for oversight of Learning, Teaching & Student Engagement, Library & Information Services, and Student Services.
Deputy Vice Chancellor of the Division of Services & Resources	Patricia Brand	BCom <i>JCU</i> , FCPA, FAICD, FAIM	Key responsibility for oversight of services, including Estate, Financial and Business Services, Human Resources, Technology Solutions, Planning, Performance & Analytics, Discovery Rise, Health, Safety & Environment, and student accommodation.
Chairperson of the Academic Board	Stephen Naylor	BEd <i>Melb</i> , MA <i>RMIT</i> , PhD <i>Monash</i> .	Oversees the Academic Board, which advises the University Council about teaching, research, course accreditation and scholarship matters. The Chair makes proposals for academic policies, monitors the academic activities and quality, and promotes scholarship and research.

## **Overview of JCU Controlled Entities**

Details of the controlled entities are listed below. All Australian controlled entities are audited by, or on behalf of, the Queensland Audit Office. The two Singapore based companies are audited by approved auditors in Singapore. Most company constitutions provide that each director must have a Certificate of Approval from the Vice Chancellor. In addition to the end of year financial reporting, each of the entities provides an annual report in relation to the prior year's activities, Health, Safety & Environment (HSE), and risk, which is provided to the University Council via the Audit, Risk and Compliance Committee, and the Finance Committee, as part of the Statutory Accounts process.

### **JCU UniVet Pty Ltd (JCU Vet)**

JCU UniVet Pty Ltd (JCU Vet) was incorporated in 2009, with objectives that include providing facilities for study, research and clinical education in the field of Veterinary Science as well as aiding in the development or promotion of research in that field. JCU Vet trades from Townsville's only animal hospital, located on the Bebegu Yumba (Douglas) Campus.

JCU Vet is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued four hundred and eighty thousand (480,000) ordinary shares. The board of the company consists of five (5) nominees of the Vice Chancellor acting as directors of the company. JCU and JCU Vet terminated a tripartite management agreement with Green Cross Limited (GXL), and JCU Univet Pty Ltd resumed total management of the clinic in January 2019. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

### **JCU Enterprises Pty Ltd**

JCU Enterprises Pty Ltd was incorporated in 1989 and owns all of the shares in James Cook Holdings Pte Ltd. JCU Enterprises Pty Ltd does not trade in its own right. JCU Enterprises Pty Ltd is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued two million, four hundred and ninety-one thousand, six hundred and forty (2,491,640) ordinary shares. The board of JCU Enterprises Pty Ltd consists of three (3) nominees of the Vice Chancellor, acting as directors of the company. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

### **James Cook Holdings Pte Ltd**

James Cook Holdings Pte Ltd, a private company registered in Singapore, was incorporated in 2011 as a holding company fully owned and controlled by JCU Enterprises Pty Ltd. James Cook Holdings Pte Ltd does not trade. The company owns 100% of the shares in James Cook University Pte Ltd. The board of James Cook Holdings Pty Ltd consists of three (3) nominees of the Vice Chancellor acting as directors of the company. Two (2) of the directors permanently reside in Singapore. The company is registered with Accounting and Corporate Regulatory Authority (ACRA), and secretarial services are provided in Singapore by Park Crescent Services Pte Ltd (a subsidiary of Baker Tilley). The company provides reports to the University Council in accordance with University policy.

### **James Cook University Pte Ltd**

James Cook University Pte Ltd was incorporated in Singapore in 2001. On 13 April 2015, James Cook University's Singapore campus earned the distinction of being the first private education institution to attain an EduTrust Star quality mark from the Singapore Government. The EduTrust Star is the highest

level of quality assurance that can be awarded to a private education institution (PEI) by the Council for Private Education (CPE) under the EduTrust Certification Scheme (EduTrust). It underscores the high level of commitment on the part of management and staff of JCU Singapore, to strengthen the position of the institution as a leading provider of quality education.

The board of James Cook University Pte Ltd consists of four (4) nominees of the Vice Chancellor and the Vice Chancellor herself, acting as directors of the company. The company is registered with Accounting and Corporate Regulatory Authority (ACRA) and secretarial services are provided in Singapore by Park Crescent Services Pte Ltd (a subsidiary of Baker Tilley). Financial Statements of James Cook University Pte Ltd are audited by a Singapore-based external auditor. The company provides reports to the University Council in accordance with University policy.

#### **JCU Early Learning Centres Pty Ltd**

JCU Early Learning Centres Pty Ltd was registered in 1993 as a public company limited by guarantee to provide non-profit childcare for children of students, staff and graduates of the University. It is also charged with providing and promoting the development, wellbeing and education of children, and encouraging parent and community involvement in its operations. JCU Early Learning Centres Pty Ltd operates two (2) childcare centres on the Bebegu Yumba (Douglas) Campus.

JCU Early Learning Centres Pty Ltd is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued ten (10) ordinary shares. The board of the company currently consists of four (4) nominees of the Vice Chancellor acting as directors of the company, and there are currently two (2) vacancies for directors of the board. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

#### **JCU Health Pty Ltd**

JCU Health Pty Ltd was registered in 2002 as a public company limited by guarantee to provide non-profit medical services for students and staff of the University, staff of Queensland Health and the general public. It is also charged with providing and promoting the education and clinical training of University staff and students in the medical, nursing and allied health fields. The company operates from the Clinical Practice Building and works closely with other JCU Clinics operated by the University, also located in the Clinical Practice Building. The promotion of medical research is also an object of the company.

JCU Health Pty Ltd is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued ten (10) ordinary shares. The board of the company consists of four (4) nominees of the Vice Chancellor acting as directors of the company and there is currently one (1) vacancy for a director of the board. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

#### **Tropical Queensland Centre for Oral Health Pty Ltd**

Tropical Queensland Centre for Oral Health Pty Ltd was incorporated in 2011 with objectives to provide students enrolled in the Bachelor of Dental Surgery, and related postgraduate programs within the University, with the required clinical placements. It also has the objective to improve the availability of oral health services in Northern Queensland, particularly to disadvantaged members of the community.

The company trades as JCU Dental and its operations are conducted from the Nguma-bada (Smithfield) Campus in Cairns where there are 80 chairs in the undergraduate clinic, four (4) chairs in the specialist rooms, and 15 chairs in the postgraduate clinic. The Townsville Clinic is located in the Clinical Practice Building and was opened in 2014 hosting 18 chairs in the undergraduate clinic, and two (2) chairs in the specialist rooms. The company is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued ten (10) ordinary shares. The board of the company consists of six (6) nominees of the Vice Chancellor acting as directors of the company. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

#### **JCU CPB Pty Ltd**

JCU CPB Pty Ltd, registered on 7 October 2011, is a special purpose entity to act as trustee of the CPB Trust (the Trust), with the primary objective of assisting the University in carrying out its development, construction and ongoing management of the Clinical Practice Building (CPB), Townsville. JCU is the sole beneficiary of the Trust, which ensures that the University benefits from the leasing of commercial spaces, within the building. The CPB Trust holds a ground lease of the CPB site from JCU and owns and operates the CPB constructed on the site. Tenants in the Clinical Practice Building include both retail and medical and allied health-based operations.

The company does not trade and acts only as trustee for the CPB Trust. The Clinical Practice Building was completed in 2013. JCU CPB Pty Ltd is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued ten (10) ordinary shares. The board of the company consists of four (4) nominees of the Vice Chancellor acting as directors of the company. The company provides reports to the University Council in accordance with University policy.

#### **North Queensland Commercialisation Company Pty Ltd**

North Queensland Commercialisation Company Pty Ltd (NQCC) was registered in 2008 to provide research commercialisation services to JCU. NQCC is a registered Australian Proprietary Company, and JCU is the sole shareholder of the issued one (1) ordinary share. The board of the company consists of two (2) nominees of the Vice Chancellor acting as directors of the company. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

The company does not trade and acts as the trustee of The JCU Asset Trust (the Trust), and any income of the Trust is to be distributed to JCU. The Trust was formed to generally assist JCU in research commercialisation, and to hold intellectual property rights and sponsor start-up initiatives in commercialisation companies. Presently, the JCU Asset Trust assists JCU in research commercialisation including oversight of start-up entities involved in commercialisation processes. The Trust has a 39% interest in Smart Arm Pty Ltd which is currently engaged in research and commercialisation of an upper limb rehabilitation device.

#### **JCU College Pty Ltd**

JCU College Pty Ltd was incorporated and commenced trading in 2015 to provide educational pathways and English Language tuition for current JCU students, and prospective / future students. JCU College Pty Ltd works closely with both the Australian and Singapore based campuses. JCU College Pty Ltd is a registered Australian Proprietary Company and JCU is the sole shareholder of the issued ten (10) ordinary shares. The board of the company consists of four (4) nominees of the Vice Chancellor acting as directors

of the company. The company is registered with the Australian Charities and Not-for-Profits Commission (ACNC). The company provides reports to the University Council in accordance with University policy.

JCU College Pty Ltd has been significantly impacted by COVID-19 as its core business relates to the international student pathways market. JCU College Pty Ltd will be going into a period of hibernation in 2021 until there is further certainty surrounding international travel to Australia and Australian border restrictions.

#### **Discover Sport Limited**

Discover Sport Limited was incorporated on 25 May 2018. Discover Sport Limited's objectives are to promote awareness and the benefits (both physical and psychological) of healthy exercise via sports and games through the use of sporting facilities on the JCU Campuses and elsewhere, and to assist JCU in improving and providing facilities and resources for games and sport. Discover Sport Limited is a public company limited by guarantee and consists of a board of eight (8) directors. The company is not presently trading, however it is actively applying for grant monies and planning and advising the University on an appropriate governance model to achieve its objectives. Further, the company is income tax exempt, however it is not registered with the ACNC.

#### **Tropical Futures Institute Pte Ltd**

JCU embarked on the establishment of a research institute (the Tropical Futures Institute) that leverages off its research capability and strength that creates substantive value-add to the research ecosystem of Singapore and the Association of Southeast Asian Nations (ASEAN region). Accordingly, the Tropical Futures Institute (TFI) is the first research institute established by an Australian university in Singapore. The opening was graced by the Honourable Karen Andrews MP, Minister of Industry, Innovation and Science, the Chancellor, Deputy Chancellor and Vice Chancellor of James Cook University on 26 September 2018.

TFI is a strategic investment that will allow JCU to leverage off its strengths and value-add to the rich research environment in Singapore and the region. TFI will deliver JCU's world-class research in science, health and social sciences including sustainable production of aquaculture species and issues surrounding an aging population in Singapore and associated non-communicable diseases.

On 11 April 2019, JCU incorporated and became a member of TFI from a research institute to a not-for-profit public company limited by guarantee incorporated in Singapore, as a Controlled Entity of JCU Singapore. The company currently has four (4) directors, including the DVC Singapore and Head of Campus). Financial Statements of Tropical Futures Limited Pte Ltd are audited by a Singapore-based external auditor. The company provides reports to the University Council in accordance with University policy.

#### **James Cook Academy Pte Ltd**

James Cook Academy Pte Ltd, a private company registered in Singapore, was incorporated on 18 October 2021 as a holding company fully owned and controlled by James Cook University Pte Ltd (JCU Singapore). James Cook Academy does not trade. The company owns 100% of the shares in Eagle Infotech Consultants Pte Ltd. The company currently has (4) Directors including the JCU Deputy Vice Chancellor, Head of Singapore. The company is registered with Accounting and Corporate Regulatory Authority (ACRA), and financial statements are audited by a Singapore-based external auditor. The company provides reports to the University Council in accordance with University policy.

**Eagle Infotech Consultants Pte Ltd**

On 30 November 2021, James Cook Academy Pte Ltd acquired 100% of the shares in Eagle Infotech Consultants Pte Ltd. The company is a reputable training provider with a suite of short courses in technology and soft skills for working professionals with twenty-eight (28) years of experience in Singapore. The company is accredited by the Singapore Workforce Development Agency (WDA) in 2005. The acquisition of the company seeks to develop the market segment for corporate training and Singapore Government funded short courses to compliment James Cook University Pte Ltd's degree level programs. The company currently has (4) Directors. The company is registered with Accounting and Corporate Regulatory Authority (ACRA), and financial statements are audited by a Singapore-based external auditor. The company provides reports to the University Council in accordance with University policy.

## **Governance – risk management and accountability**

### **Governance**

JCU has an integrated governance risk and compliance model with risk and compliance, internal audit, insurance and legal services functions within one single organisational unit; Legal and Assurance, within the Chief of Staff Office. The Chief of Staff has responsibility for providing assurance that key risks are being effectively evaluated and reviewed and also has the responsibility for facilitation and coordination of risk management activities across JCU.

The Vice Chancellor's Advisory Committee, and the Audit, Risk & Compliance Committee of the University Council review a quarterly report on risk and compliance management. The report contains details of:

- Any risk management initiatives undertaken during the previous quarter including key risk indicator reporting;
- Any major incidents that have occurred during the previous quarter;
- Heat maps showing the distribution of risks across the risk evaluation matrix;
- The high inherent and residual risks facing the organisation and the controls in place to manage those risks;
- Progress in implementing key risk treatment plans;
- Compliance activities;
- Incident reporting; and
- Any other matters that may be of relevance.

### **Risk Management**

The University's Risk Management Framework is reviewed and updated biennially (or as required) to ensure its currency and relevance. The Risk Appetite Statement's Key Risk Indicators (KRIs) have been reported quarterly to the Audit, Risk and Compliance Committee of Council, and to Vice Chancellor's Advisory Committee.

In 2021, a comprehensive review was undertaken of strategic level risks with a move to more dynamic risk assessment and reporting, rather than an annual exercise. The Enterprise Risk Register has been reconfigured to enable a larger group of risk owners for the creation, management, monitoring and reporting of risks. 2021 has seen improvements in integration with the aim of improving risk governance, promoting a risk culture and increasing the maturity of risk management across the University.

The COVID-19 pandemic continues to have an impact on the University given the restrictions on international student mobility and the pipeline effect of lower student enrolments, and the effects are expected to be felt through to 2023. With campuses returning to a new normal there is a real commitment to on-campus student experience that respects prevailing social distancing and other restrictions that are imposed by Queensland Health directions in response to community transmission.

This year also saw an increase in regulatory requirements around foreign arrangements, academic freedom and freedom of speech, and the implementation of the Jobs Ready Graduate reforms

legislation. Cybersecurity remains a high key risk, and increased investment has been made including the adoption of a refreshed Cybersecurity Strategy and Roadmap. There have been changes to the risk environment and the University has responded well to ensuring limited business disruption through effective responses to a dynamic health and government policy environment and improved compliance management practices.

### **Compliance**

The Compliance Policy and Compliance Framework is designed to provide assurance to the Vice Chancellor and the University Council, that the University is giving real attention to legislative compliance requirements, actively considering impacts of any changes, and ensuring these are embedded in practice and procedures across the University. The Compliance Framework uses a three-pillar approach: Inform, Comply and Assure. Two new procedures have been developed to assist the University in meeting its legislative compliance obligations in line with JCU's Compliance Policy and Framework and supports the University's annual assurance processes. The Legislative Alerts procedure relates to the Inform pillar within the Compliance Framework, and the Annual Compliance Declaration Procedure outlines the process for managing the University's compliance obligations to satisfy the Comply pillar. These procedures apply to compliance obligation owners with specific responsibilities for ensuring legislative compliance and strengthens the University's ability to monitor, report and act on non-compliance.

In addition, The Annual TEQSA Compliance Health Check Procedure has been implemented to ensure JCU's compliance with the Higher Education Standards Framework (HESF) Threshold Standards (2021). JCU is required to undergo an audit review by TEQSA every seven years to renew its registration as an accredited tertiary education provider. This procedure ensures that JCU periodically checks against the Standards to assess the state of its legislative and regulatory compliance prior to renewal, and relates to the Assure pillar of the Compliance Framework.

### **External scrutiny**

The two major bodies responsible for external scrutiny of the University are the Tertiary Education Quality Standards Agency (TEQSA) and the Queensland Audit Office (QAO). The QAO focuses on financial accountability and the QAO's 'independent audit report' is included within the financial section of this annual report.

TEQSA is the regulator of Australia's higher education sector. TEQSA conducts an annual provider risk assessment for all higher education providers and determines each provider's eligibility for placement on the National Register. TEQSA has had a focus on the sector in 2021 on the financial impacts of COVID-19 on universities and the student experience.

### **Audit, Risk and Compliance Committee**

The Audit, Risk and Compliance Committee is responsible for all audit and related matters, and for monitoring the assigned performance measures on behalf of the University Council — thereby assisting the University to fulfil its responsibilities under the *Financial Accountability Act 2009* (FAA). The FAA Act requires the mandatory appointment of the Auditor-General of Queensland as the University's external auditor. It is the role of the Audit, Risk and Compliance Committee to maintain effective oversight of all internal audit activities and to manage the relationship with the University's external auditor including the review of the adequacy of existing external audit arrangements particularly the scope and quality of the audit.

Achievements include: The Audit, Risk and Compliance Committee annually reviews the External Audit Plan for the University by QAO, which details summary of key financial reporting risks, milestones and audit team, JCU's response to COVID-19, areas of audit significance, insights on asset management across JCU, and other key audit considerations such as materiality, prior year issues, and the audit fee. The Committee also reviews the QAO's interim and final audit report, observes the terms of the committee charter, and has due regard to QLD Treasury's Audit Committee Guidelines.

The Audit, Risk and Compliance Committee at the end of the year had eight members, comprising two ex-officio members, (Chancellor and Vice Chancellor) and four members, including the Chair and Deputy Chair, elected by, and from, the University Council, whose appointment were based on their appropriate skills and/or experience in relation to the business conducted by the Committee, including three members who are neither a member of the staff nor a student of the University (i.e. independent and non-executive) and two co-opted members with expertise in audit, and in Information Communication Technology (ICT) governance (Ms Ruth Faulkner and Mr Nicholas Tate respectively). Of the membership, one member is a professional accountant/ auditor, and one member is a legal practitioner. A majority of members are not members of the Finance Committee.

Financial remuneration is offered to Committee members for their membership and service.

Below is a table of the Audit, Risk and Compliance Committee as at the end of the reporting period:

2021 Audit, Risk and Compliance Committee Membership (January to December)			
Membership type	Position	Member's name	Attendance
Chair	(External)	Marjorie Pagani	5 / 5
Deputy Chair	(External)	Donnella Mills	5 / 5
Ex officio	Chancellor	Mr William (Bill) Tweddell	4 / 5
	Vice Chancellor	Sandra Harding	4 / 5
Elected members	(External)	Helen Drennen	1 / 5
	(Staff)	Lee Stewart	5 / 5
Co-opted members	(External)	Ruth Faulkner	5 / 5
	(External)	Nick Tate	5 / 5
Secretary	Secretary or nominee	Chezelle Boevink	3 / 5

### Internal Audit

Internal Audit is an independent, objective assurance and consulting function designed to add value and improve the University's operations. It assists the University to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Internal Audit activity encompasses the review of all financial and non-financial policies and operations of the University, excluding controlled entities.

Internal Audit operates under the Internal Audit Charter which is annually reviewed and approved by the Audit, Risk and Compliance Committee. The Internal Audit Charter is consistent with the

requirements of the International Standards for the Professional Practice of Internal Auditing, in particular Attribute Standards 1000. The ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner is assured through operational independence via the Manager, Internal Audit reporting functionally to the Vice Chancellor and to the Audit, Risk and Compliance Committee; and, has an open and independent relationship with the external auditor – QAO.

The Manager, Internal Audit is responsible for implementing a quality assurance and improvement program which includes external and internal assessments to ensure the effective, efficient and economical operation of the Internal Audit function, with oversight from the Chief of Staff.

Internal Audit takes a risk-based approach to identify areas of significant risks, by aligning activities to the University's risks and assurance needs with an annual audit planning process based on:

- The University Risk Appetite Statements;
- The University Level Risk Assessment;
- University Performance Report;
- Any key risks or control concerns identified by management;
- Assurance gaps and emerging needs; and
- Scope of work of other assurance providers (internal and external).

The combined Internal Audit Strategic Plan and Annual Work Schedule covers a three-year period in line with the University's triennium planning cycle; it provides information on the link between the Internal Audit Charter, Internal Audit strategies, University Level Risk Assessment and the Annual Work Schedule. The Internal Audit Plan and Annual Work Schedule is reviewed and approved annually by the Audit, Risk and Compliance Committee, in accordance with Section 31 - Planning by internal audit function, Division 5 Internal audit and audit committees, *Financial and Performance Management Standard 2019* (QLD).

The Performance Measure and Quality Assurance and Improvement Program of the Internal Audit function is also regularly reported to and monitored by the Audit, Risk and Compliance Committee.

### **Ethical conduct and social responsibility**

In concert with the *Public Sector Ethics Act 1994*, the JCU Staff Code of Conduct applies to all employees of the University and to other 'officers' such as external committee members, adjunct and visiting academics, and volunteers acting on behalf of JCU. The Code of Conduct outlines the ethical obligations of all these parties. New staff are alerted to the JCU Code of Conduct during induction, and it is publicly available online via the JCU website. The Code of Conduct was revised in 2021 to reflect the adoption of the Academic Freedom and Freedom of Speech Policy. In addition, the Reportable Gift Policy was substantially reviewed and is now the Reportable Gift and Benefits Procedure under the Conflict of Interest Policy.

The Code of Conduct of University Council Members applies to University Council members and sets expected standards of conduct for those members. All members of the University Council and its Committees are reminded annually of their confidentiality obligations through a Statement on Confidentiality Provisions.

The University recognises that the interests of public office and personal or other interests may come into conflict. The University has developed a policy statement, 'Conflict of Interests of Members of the University Council', to assist such officers in dealing with any conflicts. This Policy and Procedure were also reviewed and updated in 2021.

The JCU Code for the Responsible Conduct of Research sets out the obligations on all University researchers, staff and students to comply with the ethical framework governing research at the University and other relevant institutional and regulatory requirements.

The JCU Animal Ethics Committee (AEC), established in accordance with relevant state legislation and national protocols, reviews all teaching and research activities involving animals. The Committee reports to the JCU Ethics Review Committee (ERC).

The JCU Human Research Ethics Committee (HREC), established in accordance with relevant national protocols, reviews all research and teaching applications in accordance with the National Statement on Ethical Conduct in Human Research, updated in 2018.

### Human Rights

In accordance and compliance with the Queensland Legislation *Human Rights Act 2019*, JCU outlines the following information and activities for 2021:

Details of actions taken to further the objects of the *Human Rights Act 2019* includes:

- Updated various policies, processes, and procedures throughout 2020 to align to the *Human Rights Act 2019*.

Details of any human rights complaints received by JCU (as per table below):

Number of complaints:	Two
Nature and outcome of complaints:	<ol style="list-style-type: none"> <li>1. One current matter relates to an exclusion from the JCU Bachelor of Medicine/Bachelor of Surgery program on the basis that the student was deemed not suitable to continue studying the program. The excluded student lodged a complaint in the Queensland Human Rights Commission, and following an unsuccessful conciliation conference the complainant instituted proceedings in the Queensland Civil and Administrative Tribunal, where it is currently awaiting a trial date.</li> <li>2. One current matter relates to an exclusion of a 5<sup>th</sup> year student from the JCU Bachelor of Medicine/Bachelor of Surgery program on the basis that the student was deemed not suitable to continue studying the program. Efforts at conciliation have been unsuccessful in resolving the complaint and we are now awaiting the student's decision as to whether the matter will proceed to the Queensland Civil and Administrative Tribunal.</li> </ol>

Details of reviews to policies, programs, procedures, practices, or services undertaken in relation to human rights:

- A continuous improvement process was undertaken to review numerous policies, with action taken to update policies, processes and procedures where required / appropriate.

### **Policies**

All University Policies are contained in the Policy Library and are accessible to all staff, students and the public. The Policy Library also contains the delegations registers, policy handbook and templates, which are only available to JCU staff. All policies are scheduled for review on a regular basis by designated responsible officers and in accordance with its risk profile. The University community is advised of new and amended policies, procedures and delegations registers through the regular Policy Library Update located on the Policy Library webpage.

Policy work during 2021 included:

- Implementation of the new Delegations Framework, approved in late 2020.
- Establishment of the Academic Freedom and Freedom of Speech Policy – this policy was developed to address the outcomes of a review that found that JCU was not aligned with the Model Code recommended in the French Review on Freedom of Speech.
- Over 2021 the Code of Conduct – University Council and the Staff Code of Conduct were reviewed and amended to clarify expectations and promote the University’s values of seeking excellence, acting with integrity, behaving respectfully and embracing sustainability and social responsibility.
- The new Remote Working Policy was established early in 2021 to set the University’s approach to enabling safe working from home arrangements while balancing the needs of students and individual business units for staff attendance on campus.
- In response to the Australian government’s focus on countering foreign interference in Australian universities, JCU established the Foreign Interference Policy to provide staff with clarification regarding the risks, activities and responsibilities in mitigating foreign interference.

Regular reviews of various other policies, procedures and guidelines were undertaken throughout the year, resulting in numerous amendments, to maintain currency of JCU’s policy library.

### **Information systems and recordkeeping**

The University is required to report on its compliance with the provisions of the Public Records Act 2002, Financial and Performance Management Standard 2019 and to have regard to the Queensland Government Enterprise Architecture (QGEA) and Records governance policy.

Since 2009, JCU has been working towards full compliance with the Public Records Act 2002 and other records management related legislation. In doing so, the compliant Electronic Document and Records Management System (EDRMS) rolled out originally in 2009, now known as Micro Focus Content Manager, has been upgraded to version 9.4. JCU’s Technology Solutions Directorate continue to develop integration between internal systems to Content Manager, such as Human Resources Management and the Student Customer Relationship Management (CRM) system.

The EDRMS was configured with the full Queensland State Archives (QSA) Retention and Disposal schedules, tailored to produce the first Business Classification Scheme specific to JCU to ensure all records are managed so that they remain complete and reliable records. The Retention and Disposal

schedule continues to be applied to JCU records, in line with any annual changes notified by Queensland State Archives.

The JCU Records Management Framework and Records Management Policy were reviewed in 2021 as part of a major review across all policies within Secretariat and Records. Work was also undertaken to align JCU's Records Management policies to Queensland State Archive changes, which saw a shift from Records Management Principles, to the Queensland Government 'Records Governance Policy'.

The action plan and road map developed in 2014, designed to address areas to progress compliance and the University's Strategic Recordkeeping Implementation Plan (SRIP) and Operational Recordkeeping Implementation Plan (ORIP), were reviewed in 2021 and remain in place, with progression to targets. The most important update to note is the climb in EDRMS users to 560, an increase from the 510 users in 2020. The increase was largely due to the enhancement of JCU's Performance and Development Framework, instructing all employees to save all related performance development material and documents to Micro Focus Content Manager.

JCU Micro Focus RM 9.4, implemented in November 2019, had further upgrades in 2021 to ensure continual integration with current and new programs across JCU and to ensure the agency's information remains secure and free from cybersecurity threats. The focus is to build digital capability to 95% by the end of 2022. JCU is on target to achieve this, with the increase in EDRMS licence holders, the reduction in physical file creations, the increase in divisions moving to electronic records management/digitally born and the increase to digitisation projects, which included Research Ethical material.

The COVID-19 pandemic across 2020 and 2021 saw employees working from home, which increased digitisation of physical records for accessibility from home offices. Digital records in 2021 continued to grow and physical record creations reduced. The effort previously required to create physical records, has been shifted to 'Triggers and Destruction' of physical overdue records. For example, 2072 physical student records were destroyed, creating physical space for future audits and relocation of records as various buildings require refurbishment.

### **Academic Freedom and Freedom of Speech**

In March 2021, the Council of James Cook University adopted the Academic Freedom Policy and noted progress towards aligning the University's policy suite with the Principles of the French Model Code.

This followed the adoption of a Visiting Speaker and Event Policy in June 2019. Consequential amendments to other JCU policies, including Codes of Conduct were then undertaken as well as further amendment to the Academic Freedom Policy to address feedback from the Department of Education, Skills and Employment (DESE). On 29 July, Council considered and approved the revised:

- Academic Freedom and Freedom of Speech Policy;
- Staff Code of Conduct (and consequent disestablishment of the Explanatory Statement to the Code of Conduct); and,
- Visiting Speaker and Event Policy.

This followed consultation and consideration through the University's committee processes and at the management level and with the Joint Consultative Committee. Academic Board also approved the revised Student Code of Conduct to reflect the Academic Freedom and Freedom of Speech Policy. The JCU Student Association was consulted on the proposed Policy changes.

On 2 September 2021, the University received confirmation from the Department that JCU is 'Fully Aligned' with the French Model Code. In that assessment, DESE noted there would be changes to the Intellectual Freedom Clause within the JCU Enterprise Agreement to ensure consistency with the Policy.

In February 2021, the University was taken to the High Court when a former staff member decided to appeal a decision of the Full Federal Court in 2020, a decision that was favourable to the University. The High Court dismissed the appeal and found that the University's action to terminate the former employee's employment was both lawful and justified and had nothing to do with academic freedom. The High Court also made some useful, more general observations about Academic Freedom and Enterprise Agreements.

### **Voluntary Code of Best Practice for the Governance of Australian Universities**

In 2020 the University was in full compliance with sections 1 – 11, and 13 –14 of the Voluntary Code of Best Practice for the Governance of Australian Universities, and in partial compliance with section 12. A continuation of works from prior years continued throughout the year to work towards full compliance with section 12. Where appropriate, JCU makes all attempts to follow the Voluntary Code, and is in the process of implementing the Code for applicable JCU controlled entities.

### **Workplace Health and Safety (WH&S)**

The JCU Workplace Health & Safety Unit (WHS Unit) has the primary responsibility to administer the organisation's safety, fire, and other safe workplace related compliance activities. The WHS Unit provides assistance to a broad range of areas including laboratories, boating and diving, field trips, construction, biosafety, emergency preparedness, injury prevention and management, radiation, chemicals, asbestos and training.

The WHS Unit continues to monitor changes to the Chief Health Officer directions; providing specific advice to business units on complying with COVID-19 controls for their areas and activities; and provides support for staff working off campus (i.e. zoom workstation checks, training and education, provision of ergonomic guidelines, etc.). The WHS Unit also undertook a significant number of other WHS related activities during 2021, some of these are listed below:

- Psychosocial risk management in collaboration with JCU Human Resources Directorate Team - A collaborative work group between WHS and the Human Resources Directorate (HR) was established, with bullying and harassment being one of the items for discussion. A review process was also established to ensure the procedures are current.
- JCU Procurement review of WHS components of the procurement process - The WHS Unit continued to work with the Procurement Office to review WHS components in the procurement process.
- Audit conformance to WHS-PRO-028 Student Placement Procedure – The WHS Unit developed a student placement audit tool to determine the level of WHS compliance

concerning student placements. The audit tool was provided to a number of disciplines to complete.

- Emergency Management - The University WHS-PRO-019 Emergency Management Procedure was due for review in 2021. The Procedure was reviewed, and the new Emergency Management Plan was developed. The previous Emergency Management Procedure was replaced and retired. This new plan provides the University community with the information required to achieve and maintain an effective level of emergency prevention, preparedness, response and recovery. The plan has been developed in accordance with AS3745-2010 Planning for Emergencies in Facilities together with the Queensland Building Fire Safety Regulations 2008.

Other work activities undertaken by the WHS Unit included the following;

- Compliance audits and inspections;
- Injury management (work related and non-work related);
- WHS Risk management review;
- Facilitate Sub-Committees of the Work Health and Safety Advisory Committee for boating and diving, radiation safety and institutional biosafety;
- Emergency management compliance requirements;
- Work Health and Safety compliance for Controlled Entities;
- JCU WHS Mandatory Training requirements – includes training needs analysis and review of training and competency procedure;
- Health and Safety Representative nomination and engagement process;
- Revision of WHS Policies and Procedures requiring a formal review;
- Implementation of the Contract Management System as a global process for JCU; and,
- Implementation of Boating and Diving audit improvement plans.

The following is a listing of proposed 2022 priorities:

- Continuing to work with JCU Procurement to review the WHS components of the procurement process;
- Continuing to develop a culture where health, safety and wellbeing is a shared responsibility and is integrated into – not separate to – business decisions and processes;
- Expanding on the development and delivery of the Undergraduate risk management-training module;
- Continue to provide advice and maintain guidelines for the management of COVID-19 WHS risks;
- Continue to promote positive health outcomes and wellness;
- University-wide rollout of the Contractor Management System (including remote sites);
- Implementation of the new Training Learning Management System;
- Expanding WHS compliance auditing of remote sites;
- Ongoing review of psychosocial risk management in collaboration with JCU Human Resources Directorate Team.
- Implement outcomes and actions from the to-be-developed JCU Mental Health Strategy; and,

- Undertake a review of HSMS policies and procedures that are due in 2022.

These priorities will be in addition to the operational activities that the unit undertakes as part of their annual program of work and in accordance with the Work Health and Safety Management System.

#### Measuring WHS success – Goals

- We will see increased perception of – and participation in – our WHS culture among our staff and students.
- We will see increased visibility of our safety leadership among our staff.
- We will see increased satisfaction in terms of physical and psychological wellness among our staff and students.
- We will see decreased frequency and severity of injury and illness of our staff and our students (including those students on placement).
- We will see a reduction in the number of health and safety incidents that have a physical environmental contributing factor.

#### **TropiQ – Townsville Tropical Intelligence and Health Precinct**

A core commitment of the Townsville City Deal’s Health and Knowledge Strategy, TropiQ establishes a tropical intelligence and health precinct of international renown right here in the living tropical laboratory that is North Queensland.

Bringing together the considerable institutional intelligence and world class facilities of JCU, the Townsville University Hospital (TUH), and the Townsville Hospital and Health Service (THHS) and backed by Townsville City Council (TCC) and the QLD Government, TropiQ seeks to leverage the region’s distinctive competitive advantages as a major tropical city that attracts and retains talent as a major service delivery hub and centre for tropical knowledge transfer, development and commercialisation.

The precinct was formally launched as TropiQ on December 5, 2019. During 2021, the TropiQ partners (TCC, THHS and JCU) continued early work in establishing the precinct, inclusive of:

- **Governance:** A Governance Plan has been developed Inclusive of terms of reference for an Executive Board and Working Group for TropiQ and administration and operational matters.
- **Statutory Planning:** The development of TropiQ is complicated by overlapping and adjacent planning regimes, different ownership and the existence of a charitable trust over part of the JCU land. JCU and THHS in collaboration with TCC and the QLD Department of State Development, Tourism and Innovation (DSDTI) have produced a statutory planning framework that specifies planning pathways for applicable developments occurring within TropiQ.
- **Urban Planning:** JCU and THHS have jointly commissioned Hassel to produce a precinct plan which stitches together the master plans of both institutions. This plan is due for completion and release in early 2022.
- **Enabling Infrastructure:** Implicit in the combined Master Plans of THHS and JCU is that a significant investment in enabling infrastructure, which is required for TropiQ to be

development ready. Combining the sites as a single zone of economic development for knowledge-based enterprise presents very significant challenges for the TropiQ partners, and certainly beyond the capacity of each party acting alone. As such, QLD State Government support is being sought. This is not an unusual request as the State has already provided considerable infrastructure and planning support to other Knowledge Precincts in Queensland, notably Gold Coast Health and Knowledge Precinct, and UP/Princess Alexandra/Boggo Road.

- Government led planning processes: JCU and THHS continue to advocate and lead discussion relating to health and knowledge industries and subsequent economic opportunities, particularly as it relates to TropiQ. These priority planning processes include:
  - QLD Department of Transport and Main Roads (DTMR) Douglas Transport Study
  - Translink Ross River Road Public Transport Study
  - QLD Government State Infrastructure Plan
  - North and West Qld Regional Infrastructure Plan
  - QLD Innovation Places Strategy

## **Statement of Strategic Intent**

### **Intent (Vision / Mission)**

Creating a brighter future for life in the tropics world-wide through graduates and discoveries that make a difference.

### **Comprehensive, but focussed**

We are a comprehensive University with a clear mandate for higher education and research for northern Queensland, northern Australia and the Tropics. Our teaching and research focuses on four themes:

- Tropical Ecosystems and Environment
- Industries and Economies in the Tropics
- Peoples and Societies in the Tropics
- Tropical Health, Medicine and Biosecurity

### **Place is powerful**

The Tropics is our place: a vast geographic area that Aristotle called the Torrid Zone. Our three tropical campuses are complemented and extended by regional and remote study centres and research stations. Students are at the heart of our University and we inspire them to make a difference in their fields of endeavour and in their communities by:

- Delivering high quality teaching and learning programs in a research-rich environment, and
- Fostering their professional expertise and intellectual curiosity.

The communities we serve are diverse, featuring distributed populations requiring innovative and sustainable solutions.

Our world-class research generates new knowledge and understanding to meet the challenges facing the peoples of the tropics.

### **Diversity and reconciliation**

Embracing the diversity of the communities we serve in two countries, we work with them to create opportunities and enduring benefits for our region and beyond.

Acknowledging the First Nation peoples of the world, their rich cultures and their knowledge of the natural environment, we pay particular respect to Aboriginal and Torres Strait Islander peoples, the traditional custodians of the lands and waters of Australia.

We are pledged to achieve genuine and sustainable reconciliation between the Aboriginal and Torres Strait Islander peoples and the wider community.

### **Sustainability**

Committed to the principles of sustainability, we will ensure that our actions today do not limit the range of social, cultural, environmental and economic options open to future generations.

## **Values and beliefs**

Our character and actions are underpinned by our values and beliefs:

### **Our Values**

- Excellence
- Authenticity
- Integrity
- Sustainability
- Mutual Respect
- Discovery
- Creativity and Innovation

### **Our Beliefs**

- We recognise that knowledge has the power to change lives
- We ignite and support a passion for learning in our community
- We are enriched by and celebrate our communities' diversity
- We understand that a sustainable environment is central to our lives and our work
- We strive to anticipate and respond to our community's needs delivering education and research in more flexible ways
- We uphold our commitments

An international University as reflected in our people, our places, and our research, we take quiet pride in being recognised as a leading tertiary institution in Australia, our Asia-Pacific region and among the universities of the world.

One university / Two countries / Three tropical campuses – Cairns, Singapore, Townsville.

## Operating environment

### Review of achieving statutory obligations

The University's aims, priorities and actions, (found within the JCU University Plan 2018-2022) which are replicated and outlined throughout this annual report, are aligned with the Queensland **Government's Objectives for the Community**. In 2020, the Queensland Government updated their Objectives for the Community to be built around the Queensland Government's "Unite and Recover – Queensland's Economic Recovery Plan": <https://www.qld.gov.au/about/how-government-works/objectives-for-the-community>. These updated objectives form part of the Queensland Government's direct response to the COVID-19 pandemic. JCU's objectives (i.e. aims) are expressed within the JCU University Plan 2018-2022 (i.e. the University's strategic plan), and are broadly aligned to the majority of the new Objectives for the Community. More specifically, and of direct relevance to the partnership between JCU and the Queensland Government, JCU is strongly aligned to the three following Objectives for the Community:

- **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.
- **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.
- **Building Queensland:** Drive investment in the infrastructure that supports our recovery, resilience and future prosperity.

The JCU University Plan 2018-2022 is a comprehensive strategic plan. JCU and the Queensland Government share a relevant and specific responsibility in achieving those three above listed objectives; and furthermore, it forms a direct nexus between JCU's, and the Queensland State Government's, common obligations to our communities. The information supporting these three relevant and specific Objectives for the Community is listed in the following pages - across Sections 1 to 9 (which are replicated from the JCU University Plan 2018-2022). Furthermore, the information across Sections 1 to 9 also more broadly supports many of the other Queensland Government's Objectives for the Community (albeit of lesser relevance to JCU's remit).

### Environmental factors, government policy changes, funding changes

Over 2021, the higher education sector again navigated complex economic circumstances, with the impact of the continued lockout of international students a notable factor. Universities have received welcome support through the Government guarantee of the Maximum Basic Grant Allowance across 2021 – 2023. Whilst additional one-off research funding was provided to the sector in 2020, it was not in 2021. Regulatory costs continue to rise with the introduction of new requirements relating to implementing the Job Ready Graduate reforms. In addition, both the Department of Education, Skills and Employment (DESE) and Tertiary Education Quality and Standards Agency (TEQSA) will introduce cost recovery processes from 2022.

The Federal Government's focus on industry and employment as articulated through the 2020 Job Ready Graduate reforms remains strong and is indicated by the December 2021 release of the report of the University-Industry Collaboration in Teaching and Learning Review. The Federal Government has indicated it will address the Review's recommendations through accelerating the build out of the Australian Skills Classification as part of a micro credentials pilot, and the reform of the Australian Qualifications Framework. In addition, the Government is establishing a National Credentials

Platform and a Micro-credentials Marketplace, exploring opportunities for cadetships, as well as implementing the National Priority Industry Linkage Fund (NPILF) pilot and supporting cross sectorial partnerships between higher education, vocational education and schools.

The Federal Government's industry focus in teaching and learning is replicated in work undertaken toward the proposed University Research Commercialisation Scheme. A University Research Commercialisation consultation undertaken by DESE accepted submissions until April 2021, and led to a further consultation resulting in the Higher Education Research Commercialisation (HERC) IP Framework scheduled to commence in early 2022 for in-scope DESE funding, and for all in-scope funding from the DESE and the Australian Research Council from 2023. In line with this industry focus, the Federal Government announced a new Trailblazer Universities Program in November 2021 which will see a small select group of universities funded \$50m each over four years to drive research commercialisation in a National Manufacturing Priority Area. The Federal Government also released a Blueprint for Critical Technologies, in November 2021, setting out 63 technologies in 7 categories that are critical for Australia. Queensland universities and the State Government spent focussed time in late 2021 on the groundwork for future research and development priorities, with universities strongly supporting collaborations between government, universities and industry research.

Federal and State Government initiatives to encourage university and industry collaboration, both those impacting on learning and teaching such as work-integrated learning, and those impacting on research and research translation, have particular expressions in regional communities. A new collaboration between JCU, Charles Darwin University and Central Queensland University in late 2021 to establish a Northern Australia Universities Alliance promises a pathway for Governments of all levels to work with industry and universities to the benefit of Northern Australia. The appointment in December 2021 of Australia's first Regional Education Commissioner, The Hon Fiona Nash, should also benefit the implementation of the National Regional, Rural and Remote Tertiary Education Strategy in the Northern Australia.

Queensland universities worked closely with the State Government across 2021 to establish pathways for the return of international students, with domestic vaccination target rates expected to enable students to cross international and state borders early in 2022. The pandemic's impact on International Education - Australia's largest service export - will continue to be significant as the diminished student cohorts in 2020, 2021 and 2022 move through the system, and other countries compete for the disrupted international student market.

During 2021, educators across the University sector developed new hybrid online and in person course learning and teaching methods to respond to pandemic conditions. The skills and technological platforms underlying this work will no longer be recognised by the Australian Government through the Australian Awards for University Teaching (AAUT) or the Learning and Teaching Repository (LTR) with the \$600,000 funding discontinued in the 2021-22 Budget. The Office for Learning and Teaching was previously abolished in the 2016-17 Budget. Whilst Australian Government support has been withdrawn, the need to recognise and share excellent research and practice in learning and teaching is greater than ever.

The Australian Government has continued its focus on the Higher Education sector's role in national security over 2021, following the passing of the Australia's Foreign Relations (State and Territory

Arrangements) Act 2020. The Parliamentary Joint Committee on Intelligence and Security inquiry into national security risks affecting the higher education and research sector was due to report in July 2021 but had not done so at the time of writing. The 2019 Guidelines to Counter Foreign Interference in the Australian University Sector were refreshed in November 2021 after a review led by the University Foreign Interference Taskforce (UFIT) allowing universities some flexibility to apply the guidance in proportion to risk. A review of the Foreign Interference Transparency Scheme (FITS) Act 2018 was commenced in November 2021 by the Parliamentary Joint Committee on Intelligence and Security. The Security of Critical Infrastructure Act 2018 will have further legislative amendments in 2022 which impact on how universities prevent and respond to cyber-security issues. There continues to be uncertainty about the practical and regulatory impact of proposed changes. JCU adopted a Cybersecurity Roadmap and Plan in 2021 which supports JCU's Digital Strategy.

The sector continues to work collectively around important social agendas. Through Universities Australia, progress around Indigenous student success and staff career development has been canvassed through the Indigenous Strategy 2021-2024 in consultation with the National Aboriginal and Torres Strait Islander Higher Education Consortium (NATSHEC). As mentioned previously, at JCU, activity is led by Professor Martin Nakata who was appointed JCU's first Deputy Vice Chancellor of Indigenous Education and Strategy in 2021. Professor Nakata joined JCU in 2016 as Pro Vice Chancellor leading the Indigenous Education and Research Centre and was the first Torres Strait Islander in Australia to graduate with a PhD, which was awarded from JCU. During 2021, JCU campuses in Townsville, Cairns, Mt Isa, Mackay and Thursday Island were gifted Indigenous place names by the Aboriginal and Torres Strait Islander communities, a very great honour reflecting JCU has the second highest rate of Indigenous students in Australia, and 40 percent of Queensland's Indigenous peoples live within JCU's catchment areas.

In 2021, Australians focussed on the issues of sexual harassment and sexual assault with attention to this issue at the national level highlighted by the experiences of women in the Australian Parliament, and by 2021 Australian of the Year Grace Tame. Within the University sector, the National Student Safety Survey was conducted in September by the Social Research Centre, with results for the sector expected to be available in early 2022. JCU's enduring Statement of Commitment to the Elimination of Sexual Harassment and Sexual Assault continues to guide a range of prevention and response initiatives under the JCU Respect program of activities. This important work, alongside JCU's Gender Equity Plan, sits with University Leaders at JCU and is led by the Vice-Chancellor.

### **Major / significant initiatives**

Major / significant initiatives are outlined under the 'Major Achievements' section of this report. The Major Achievements are listed under category headings: Student focus; Research, reputation and rankings; Our people; and, Sustainable organisation. These categories broadly encompass the sections of the 2018-2022 University Plan.

### **Matters of interest to key stakeholders**

Matters of interest to key stakeholders are outlined in this annual report under each individual section. Outlining the matters of interest to key stakeholders under each individual section, links the matters to the appropriate area of focus for the 2018-2022 University Plan.

## Our Challenges

As outlined in the JCU University Plan 2018-2022, our challenges are listed as:

Area of challenge	Specific challenge
Changing expectations of universities	Changes to the relative contributions of public and private investment in higher education.
	Increased emphasis on Industry engagement, applied research and employment outcomes in undergraduate degrees.
	Universities are expected to provide community infrastructure, catalyse innovation and train entrepreneurs.
Globalisation	It is no longer necessary to live near your workplace as working remotely is possible.
	Employers can access labour from a global talent pool.
	Students will travel to study.
	International experience or exposure is expected as part of university study.
	Importance of the Tropics as a geo-political region.
Digital technologies	Impact of automation and digitisation on the employment market and the potential to disrupt local economies. Universities need to retrain displaced workers for knowledge-based jobs.
	Democratisation of knowledge and ubiquitous content means it is no longer necessary to attend a university to gain knowledge.
	Students expect a digitally enhanced learning environment, which is accessible 24/7.
Competition	Source countries for international students are now competitors.
	Increased competition in local region for students.
	Increased competition for government funds, business investment and philanthropic funds.

## Our response to the challenges

As outlined in the JCU University Plan 2018-2022, our response to the challenges are listed as:

- Improving the accessibility of our programs by enhancing our pathways programs, developing modules to provide continuous learning opportunities, expanding the range of programs we deliver online and developing a metropolitan campus strategy.
- Developing graduates who have the knowledge, skills and disposition to succeed in a global workforce by increasing our focus on authentic learning experiences, global citizenship, Work Integrated Learning and innovation.

- Offering a distinctive course portfolio that reflects the current and future needs of our regions, and enables students to make a contribution to local communities and the attainment of the UN Sustainable Development Goals.
- Boosting our engagement with our communities and local industry through the expansion of Work Integrated Learning opportunities and an increased focus on industry led research and consultancy projects.
- Promoting the Tropics as a powerful geo-political region through our world-class and impactful research and leadership of the State of the Tropics project.
- Acknowledging the significant investment that is made by our students to further their goals and ambitions, and the investment by governments, local communities, business and industry to support the educational and research outcomes that the University delivers. We commit to delivering meaningful returns on these investments by managing our financial resources in a manner that is sustainable, fit-for-purpose, and which facilitates the efficient and effective deployment of our entire resource base.

### Outline of nature and range of operations

The nature and range of operations are further expanded in this annual report throughout each individual section. As per the JCU University Plan 2018-2022, each section is outlined as either an academic aspiration, or an enabling focus.

	Section
<p><b>Academic Aspiration</b> Our academic aspirations are:</p>	1. Create and sustain opportunities for those living in the Tropics to participate in further education and make a valuable contribution to the community and global workforce and the attainment of the UN Sustainable Development Goals.
	2. Inspire students and the wider community about the importance of the Tropics and underserved populations.
	3. Be a catalyst for innovation and connection, using international networks, research with impact and continuous learning opportunities to connect northern Australia to the global economy.
<p><b>Enabling Focus</b> To achieve our academic aspirations we must:</p>	4. Focus on the needs of our students.
	5. Build a 'OneJCU' culture.
	6. Be digitally enabled.
	7. Realise the potential of our people.
	8. Be empowered by our place – the Tropics, our locations and campus experiences.
	9. Achieve a global outlook whilst maintaining local relevance.

## Section 1: Academic aspiration – Create and sustain opportunities

### Aim

Create and sustain opportunities for those living in the Tropics to participate in further education and contribute to the community, the global workforce and the attainment of the United Nations (UN) Sustainable Development Goals.

### Context

Our role is to develop graduates who have the disciplinary and generic knowledge, skills, attributes and disposition to be successful in an employment market that is becoming increasingly knowledge based, automated and globalized. To achieve this our programs will enable students to be adaptable and acquire the digital literacy, intercultural communication, collaboration, career management, innovation and entrepreneurial skills required to succeed within complex career landscapes of the future.

### Priorities

- Refine and renew programs to meet market demand for education and training.
- Provide clear pathways for students to access and succeed at JCU.
- Reach a larger group of people by providing engaging, interactive and flexible learning.
- Provide students with the practical skills to succeed.

### Actions

Timeframe	Actions
(2020-21)	Develop a dynamic portfolio of postgraduate coursework and research degrees, with a specific focus on alignment with our Strategic Intent, areas of academic excellence and meeting market demand.
	Further develop our whole-of-institution early intervention strategies, afforded through learning analytics software and dedicated staff.
	Consider the role and structural placement of JCU College.
	Establish minimum standards and expectations for online learning.
	Encourage and incentivise academic disciplines to expand the range of courses available at the Singapore campus.
(2021-22)	Develop opportunities for students to engage with innovation and entrepreneurship through, for example, start-up workshops and our new innovation centres.
	Promote ePortfolio and Career Development Learning to students as a key part of their academic career.

## Section 2: Academic aspiration – Inspire

### Aim

Inspire students and the wider community about the importance of the Tropics and underserved populations.

### Context

JCU is acknowledged internationally for excellence in research and teaching in areas of specific importance to the Tropics and underserved regions and plays a vital role in developing graduates who are equipped and excited to work and live in rural, remote and Indigenous communities throughout northern Australia and the broader Tropics. We will invest in areas of demonstrated strength and in new areas of strategic importance to focus attention and bring benefits to the communities we serve and enrich the learning experience of our students through exposure to, and involvement with, research.

### Priorities

- Build on academic and research excellence to raise awareness of issues facing tropical and underserved populations.
- Contribute to tropical communities through Work Integrated Learning programs (WIL).
- Sustain research excellence and intensify its impact by making it relevant to tropical communities, industries and policy makers.
- Develop graduates whose learning is enriched by research.

### Actions

Timeframe	Actions
(2020-21)	Create deliberate links between the State of the Tropics project and the Academy to leverage resources and data which can be utilised to inform student learning or research.
	Support Academic and Professional and Technical staff involved in WIL and research internship programs through the development of specific WIL pedagogy, the establishment of a Community of Practice, workload recognition, and professional development resources.
	Continuously monitor and develop the portfolio and capability of research centres and institutes, including the establishment of a research institute in Singapore.
(2021-22)	Enrich the student learning experience through engagement with high-profile researchers.
	Maintain and extend opportunities for experiential learning through, for example, field-based learning, placements, and involvement in research activities.
(2021-22)	Seek external investment in areas of emerging strength in either teaching or research.

## Section 3: Academic aspiration – Catalyst

### Aim

Be a catalyst for innovation, connecting our region to the global knowledge economy.

### Context

JCU is a part of the national and international innovation ecosystem, delivering foundation knowledge and applied research to support communities, industries and government. We aim to facilitate and support innovation and entrepreneurship as integral elements of our core business – education and research. By virtue of our strategic focus on the Tropics, we embrace international alliances and intercultural experiences and seek to make global citizenship a defining feature of the JCU experience.

### Priorities

- Establish Innovation Centres at the Townsville and Cairns Campuses.
- Demonstrate the relevance of research to industries operating in the Tropics.
- Promote Global Citizenship among students and staff.

### Actions

Timeframe	Actions
(2020-21)	Participate in PhD industry internship programs.
	Develop and maintain collaborations with industry to aid our students in developing skills that will be crucial in their professional and personal development.
	Strengthen our participation in industry oriented grant programs, including specifically the CRC program, the ARC Linkage Program, Academic Health Centres and Advance Queensland.
	Foster global citizenship in our graduates through the embedding of global perspectives in our teaching and learning in accordance with the JCU Curriculum Framework.
(2021-22)	Develop innovation hubs in both Townsville and Cairns.
	Facilitate co-location of industry within innovation hubs.
	Develop stronger alliances with State of the Tropics partner universities to facilitate joint programs, reciprocal exchanges and knowledge transfer opportunities for staff and students.

## Section 4: Enabling focus – Students

### Aim

Focus on the needs of our students.

### Context

The needs of our student cohort are central to JCU’s vision, and creating an environment that fosters a positive learning experience for our students is everybody’s business. We seek to know our student cohort and welcome them into an inclusive and accessible space which embraces diversity and champions respect. We will engage our students in a supportive community of higher learning through an outstanding academic, social and cultural campus experience that equips them to make a significant contribution to local, national and global communities.

### Priorities

- Understand and engage with our diverse student cohort.
- Embrace innovative and inspirational approaches to a scaffolded and authentic learning experience.
- Ensure quality services for students that are integrated, responsive and focused on supporting wellbeing, success and engagement.
- Provide clear communication and engagement strategies that assist students & stakeholders to connect with each other.

### Actions

Timeframe	Actions
(2020-21)	Engage with our comprehensive student data set to inform our service delivery and our interactions with students.
	Develop proactive and cohesive engagement and service methodologies that complement the student journey.
	Ensure all student services and resources are inclusive and accessible.
	Raise awareness of disability and mental health support issues and expand the range of services available for students on campus.
	Broaden the role of frontline support positions such as First Year Coordinators, within the Academic Performance Frameworks.
(2021-22)	Provide students with intuitive tools to manage their own requirements, whilst always maintaining the option for personal interaction.
	Ensure student representation is reflected in University governance and the student voice is represented in strategic decision-making.

## Section 5: Enabling focus – Culture

### Aim

Build a 'OneJCU' culture.

### Context

We are a large and diverse organisation spanning two countries with staff and students located at a geographically dispersed network of campuses, study centres, field stations and clinical schools. Although we are connected by our shared vision as expressed in our Strategic Intent it is easy to lose sight of the University as a whole and focus on the priorities of individual work units. This diminishes the power that a unified university approach can bring to confronting and responding quickly to opportunities and challenges. With our operating environment becoming increasingly complex it is imperative that we build a OneJCU culture which reflects our values and beliefs and is characterised by high performance, customer focus, trust and accountability, and timely and transparent decision making.

### Priorities

- Develop a 'can do' approach across the organisation.
- Build a culture that has institutional priorities at the centre.
- Imbed the Singapore campus as an integral element of our operations.
- Establish flexibility and agility as operational priorities.

### Actions

Timeframe	Actions
(2020-21)	Implement a 'OneJCU' communication and education strategy for staff expressing the institutional priorities, provides more visibility around our values and beliefs, and promotes the importance of academic excellence and student and staff wellbeing to our University.
	Harmonise and integrate service delivery across our campus network to achieve a sense of community across all locations.
	Deliver professional development workshops to strengthen the service culture utilising the Good Services Framework.
	Equip and support our staff with digital tools and technologies that support agile and collaborative ways of working.
(2021-22)	Continue to inculcate the 'OneJCU' culture to staff through modelling behaviour and refinement of our human resource policies and procedures.
	Embed a culture of shared responsibility through engaging students in decision making and leadership roles.
	Review deployment of services across JCU campuses, with a specific focus on services delivered at the Australian and Singapore campuses.

## Section 6: Enabling focus – Digitally enabled

### Aim

Digitally Enable the University.

### Context

A fundamental shift is occurring in how we use technology: it shapes the customers, markets and products we have, our students' experiences, the way we work, how our students learn and how we do research. Our aim is to successfully exploit digital technologies for growth, for inspiring digital experiences, and for improving productivity and efficiency.

### Priorities

- Digitise platforms to achieve growth.
- Digitise our business.
- Innovate and Experiment.
- Digitally enable our workforce.

### Actions

Timeframe	Actions
(2020-21)	Use digital platforms to personalise the management of each student's relationship with the University throughout their student lifecycle. This could be through a student portal.
	Fully exploit all of the rich sources of data available to us to develop predictive insights that lead to business advantage.
	Grow existing research tools, platforms and partnerships to continue to enable world leading research.
	Maximise our ability to adapt and adopt digital capabilities including cloud, Internet of Things and mobile through engendering an agile and smart risk-taking culture of technology development and use.
	Embed key aspects of digital literacy competencies in the development of our staff, our students and our curricula.
	Extend and grow eResearch capabilities in target disciplines.
(2021-22)	Utilise next generation digital learning platforms and learning analytics that increasingly personalise the student's learning experience and support personalised interventions and retention.
	Co-design and co-create new digital experiences with our customers that are engaging, intuitive, personalised, mobile, and accessible, whilst also reducing manual process effort and improving our use of digital technology in the way we work.
	Embed emerging technologies into our digital experience, including: artificial intelligence (including machine learning) and; augmented, virtual, and mixed reality.
	Engage with industry, community, and public sector partners to accelerate our capacity for innovation.
	Grow our capability to get value from core systems, including in Singapore.

## Section 7: Enabling focus – People

### Aim

Realise the potential of our people.

### Context

We want James Cook University to be an employer of choice for staff and a University of choice for students. We are committed to building an environment that makes excellence possible, that promotes performance and productivity, values equity and diversity, and fosters community spirit and personal wellbeing. We are enriched by our connections to Aboriginal and Torres Strait Islander communities throughout Northern Australia and the Torres Strait and those who choose to work or study at JCU. We support and develop staff throughout the employment lifecycle, understanding that in doing so we are developing the leaders of the future. By nurturing our people we enable them to fulfil their ambitions and make a difference to tropical societies.

### Priorities

- Develop inspired teams and promote the ‘OneJCU’ culture.
- Recognise and reward high performing staff who consistently demonstrate JCU values.
- Develop and nurture a high performing, diverse and inclusive workforce.
- Implement a ‘grow our own’ culture through professional development and workforce planning.

### Actions

Timeframe	Actions
(2020-21)	Embed the ‘OneJCU’ culture into our recruitment, induction, performance management and promotion processes to make expectations clear and encourage a culture of accountability.
	Strengthen the internal focus on professional development and staff wellbeing including an emphasis on training staff in new pedagogies, student centric approaches and digital technologies to improve employment satisfaction and the student experience.
	Proactively encourage high performing students and staff to continue their career at JCU through active talent management and workforce and succession planning.
	Invest in e-recruitment and talent management technologies to enhance JCU’s reputation as an employer and improve the applicant experience.
	Embrace new career patterns expected by new generation employees.
(2021-22)	Promote cross-University collaboration through the facilitation of internal secondments and improved induction and orientation programs.
	Develop more flexible reward and recognition mechanisms, which support an organisational culture of high performance.
	Embed digital literacy into all ways of working and staff development.

## Workforce planning, attraction and retention, and performance

QLD Government Measures	2021 Result
Workforce Profile: Full-time equivalent staff (FTE)*	1,883
Workforce Profile: Permanent separation rate*	9%

\*Excludes JCU Singapore (international campus), and JCU Brisbane Campus (third party operation). Definitions are QLD Government definitions. Results are rounded.

Factors that generally affect the workforce profile (FTE and permanent separation rate) include:

- Level and structure of Government funding;
- Short-term Government funding for special initiatives / programs;
- Organisational-wide restructuring;
- Continuous improvement initiatives (including streamlining of processes, change of processes, technology and process improvements);
- And, external factors like regional unemployment.

### Policies and activities that promote flexible working arrangements, wellbeing and a healthy work-life balance

- Free and confidential access to the Employee Assistance Program (EAP);
- Free online flexible learning and development via Lynda.com applications;
- Training regarding discrimination, bullying & harassment prevention;
- Training regarding Aboriginal and Torres Strait Islander Cultural Competence (modular);
- Training regarding Resilience for Staff, Resilience for Managers, Mental Health Awareness, and Emotional Intelligence in the Workplace;
- Work-station set-up and special needs assessment (by the Health, Safety & Environment directorate), including stand-up desks;
- Provision of mobile technologies (mobile phones, laptop computers, digital tablets, etc.) for staff that are in remote locations, constantly travelling, or are required to work off-campus;
- Availability of flexible optional working hours, known as 'Op-time', for continuous full-time or part-time staff within employee band levels HEWL 1-9;
- Fitness Passport program for staff and family members to use multiple gyms and pools across Townsville and Cairns at a low cost;
- And, provision of various leave arrangements including Cultural Leave, Special Sporting Leave, Personal and Carer's Leave, Compassionate Leave, Domestic and Family Violence Leave, State Emergency Services Leave, Volunteering Leave, Natural Disaster Leave, and Defence Force Reservist Leave.

## Section 8: Enabling focus – Place

### Aim

Be empowered by our place - the Tropics, our locations and campus experiences.

### Context

We are inspired and enlivened by our place in the Tropics and the diverse environments, which surround our locations including the contrast between the Australian outback, Great Barrier Reef and World Heritage listed rainforests in northern Queensland and the metropolitan hubs of Singapore and Brisbane. Our place underpins our teaching, research and engagement and gives a unique JCU flavour to our work. However, we understand that the student experience is not based solely on the learning environment and our goal is to create captivating, dynamic and vibrant campus environments where students, staff and the wider community can live, work and socialise.

### Priorities

- Create a vibrant knowledge community inspired by our place in the Tropics.
- Build environments that inspire innovation and collaboration and where students, staff and the community feel welcome.
- Develop in a sustainable way.

### Actions

Timeframe	Actions
(2020-21)	Create an aspirational brief for key locations outside the main campuses.
	Deliver the space rationalisation and Townsville Innovation Complex projects.
	Build an estate plan that enables the University to be responsive to an ever-changing environment.
	Utilise sustainable utility opportunities.
(2021-22)	Ensure all campus infrastructure and learning experience is fully accessible to students with disabilities.
	Create vibrant learning and innovation hubs at JCU locations that bring students, industry and the community together.
	Facilitate space consolidation at Cairns.
	Implement autonomous transport options.
(2021-22)	Create additional and different types of spaces on campus to meet the diverse needs of our student community.

## Section 9: Enabling focus – Global outlook / local relevance

### Aim

Achieve a global outlook while maintaining local relevance.

### Context

Through our three tropical locations – Cairns, Townsville and Singapore – James Cook University is a tri-city university with internationalisation integral to our intent and structure. Our aim is to provide global perspectives and connection through strategically selected collaborations and partnerships that work to strengthen our local communities. Key to this is our work to build and maintain a powerful and distinctive global brand that continues to bring awareness to the importance of the Tropics.

### Priorities

- Internationalise teaching, research and our study body.
- Serve our local communities.
- Bring global perspectives to our regions.

### Actions

Timeframe	Actions
(2020-21)	Develop a curriculum that includes relevant, globally informed content, which works to build global competencies and perspectives within our graduates to enable them to gain successful employment in the global knowledge economy.
	Work independently and with regional community partners to raise the aspiration of students from underrepresented groups.
	Increase the participation of Aboriginal and Torres Strait Islanders, and students from remote, rural and low SES students in higher education.
	Work with Local, State and Federal Government in partnership to serve our local community.
	Capitalise on our status and facilities in Singapore to increase access for our region into Asia.
	Find new and innovative ways to showcase the success of our alumni to inspire our regions to compete on a global scale.
(2021-22)	Ensure our partnerships and curriculum work together to build capacity and competency to increase leadership capability throughout the Tropics.
	Build and strengthen partnerships with key industry within our local communities and build leadership capacity to support them to compete on a local and global scale.
	Work to educate non-tropical regions of the world about the global importance of the Tropics through our contribution to State of the Tropics and the tropical focus of our research and courses.
	Provide intellectual leadership around the challenges and opportunities facing the Tropics.
	Facilitate development and exchange of innovations that contribute to liveability in our region.

## Major achievements

### Category: Student focused

- In February 2021, JCU's Australian Awards for University Teaching 2020 Citations Winners for Outstanding Contributions to Student Learning were announced. This prestigious national award went to:

Citation winners	Subject matter
IT@JCU Design Thinking Team	<p>For retraining the brain: Longitudinal learning and authentic assessment to develop a culture of design thinking, problem-solving and innovation in future ICT professionals.</p> <p>The team comprises Dr Dianna Hardy (lead), Professor Trina Myers, Dr Jason Holdsworth and Mr Lindsay Ward.</p>

- Work continued throughout 2021 on the new student accommodation complex on the Bebegu Yumba (Douglas) Campus in Townsville. The new seven story high complex will cost approximately \$54 million, made possible through a \$46 million loan from the Federal Government's Northern Australia Infrastructure Facility (NAIF). The new complex will be approximately 10,000 square metres in size and will house more than 400 students in contemporary affordable accommodation. It is expected the project will create about 150 construction jobs during the building phase, with an estimated 85% of subcontractors and suppliers being locally sourced. The new site is strategically positioned adjacent to the Townsville University Hospital, within the 'TropiQ', being Townsville's Tropical Intelligence & Health Precinct. The complex will be completed and ready to welcome its first students in early 2022.
- In June 2021, 26 students were recognised at the fifth annual Indigenous Student Awards ceremony for their outstanding achievements. JCU Pro Vice Chancellor of Indigenous Education and Strategy, Professor Martin Nakata, said "The awards represent more than just an individual's achievement. They also serve as a reminder of the journey they've been on to reach such a high level of success - from the support they've received from family and friends, to the high level of academic and pastoral care provided by the staff at JCU's Indigenous Education and Research Centre and from across the University. This is what the learning experience at JCU is all about."
- In July 2021, JCU Singapore announced the successful professional accreditation by AACSB International (AACSB), a global non-profit association, which connects educators, students, and business to achieve a common goal: to create the next generation of great leaders. AACSB accreditation is a sign of excellence in business education which involves a rigorous review process, and evaluation conducted by peers in the business education community. AACSB accreditation recognises institutions that have demonstrated a focus on excellence in all areas, including teaching, research, curriculum development, and student learning.
- In August 2021, The Good Universities Guide, being Australia's authoritative tertiary education guide, awarded JCU five out of five stars for graduate employment – for the eleventh (11<sup>th</sup>) year straight. JCU is the only Queensland based university, and one of only three Australian universities, to receive a five-star rating for graduate employment for the

past 11 years in a row. The Good Universities Guide awarded JCU five out of five stars in 2021 for the following categories:

Category (5 Stars awarded)	Description
Undergraduate full-time employment	The proportion of undergraduates who were in full-time employment within four months of graduation.
Postgraduate full-time employment	The proportion of postgraduates who were in full-time employment within four months of graduation.
Learner engagement (undergraduate only)	The proportion of undergraduates who gave a positive assessment of their engagement with learning at their university.
Social equity (for undergraduates)	The proportion of domestic undergraduate students who come from low socioeconomic or disadvantaged backgrounds.
Social equity (for postgraduates)	The proportion of domestic postgraduate students who come from low socioeconomic or disadvantaged backgrounds.
Undergraduate starting salary	The median starting salary for undergraduates employed full-time four months after completing their degrees.
Postgraduate starting salary	The median starting salary for postgraduates employed full-time four months after completing their degrees.

- In September and October 2021, JCU Marketing rolled out a number of major enhancements to the JCU website. The new Future Student and Current Student pages now provide visitors with more information they need, with more context and content to support their journey with JCU. The new pages invite users into the site and provides clear pathways to course selection and application for Future Students. For Current Students, the new pages make it easier to access the key resources and portals to manage study. The improvements are based user testing and data analysis, user experience research, market analysis, accessibility standards and web design best practices both within and outside of the higher education sector globally.
- In October 2021, JCU engaged in a partnership with not-for-profit veterans' charity Wandering Warriors to make it easier for Australian Defence Force veterans to access a university education. The agreement will provide education pathways for veterans as they transition from the military to civilian life. As the program grows, it is intended that all veterans affiliated with Wandering Warriors will eventually have access to the full range of short courses, undergraduate and post-graduate degrees offered at JCU. JCU's two main tropical campuses are embedded within the cities of Townsville and Cairns, both of which have significant defence industries and communities.
- In October 2021, JCU established the new Bachelor of Education (Secondary) Industry Entry pathway, which is aimed at giving tradespeople and chefs who have industry experience and prerequisite credentials the opportunity to receive credit towards a specialisation in either Industrial Technologies and Design (ITD), or Food Technologies and Design (FTD). The course is designed to help fill a skills shortage in regional schools needing teachers with ITD and FTD qualifications.
- In November 2021, JCU recognised the efforts of five exceptional international students at a special gala awards night. The COVID-19 pandemic has been especially difficult on international students with many being isolated or stranded in foreign countries. JCU has supported its international students through a variety of assistance measures and programs. JCU International, and the wider JCU community, have been impressed by the resilience and determination shown by international students staying in Australia though the COVID-19

pandemic. Awards were presented under six categories: 1) Community Engagement; 2) Inspirational Leader; 3) Spirit of Australia; 4) Undergraduate International Student of the Year; 5) Postgraduate International Student of the Year; and, 6) Student Group of the Year.

- In December 2021, JCU commenced a new future students initiative called JCU NOW. High achieving year 11 and 12 high school students who have successfully completed a JCU NOW registered subject can earn credit towards certain JCU undergraduate degrees. Ten subjects will be offered in 2022 including anatomy and physiology, business and law, education, engineering, IT, marine science, and feature contemporary subjects such as Science, Technology and Truth. JCU NOW was developed in partnership with the high school community to help prepare future university students for success.
- In December 2021, The Teaching Evaluation Team completed the transition and deployment of 'YourJCU Subject and Teaching Surveys' to the Qualtrics platform. This will provide JCU with enhanced survey capabilities, and students with improved survey experiences.
- In December 2021, JCU announced the new JCU Alumni Advantage program for former JCU graduates including study abroad and international exchange students. The JCU Alumni Advantage program offers a 25% discount on tuition fees for eligible full-fee postgraduate courses beginning from 2022. Courses include postgraduate coursework qualifications, graduate certificates, graduate diplomas, and masters by coursework. Eligible courses are only available at JCU Cairns and JCU Townsville, with a select number of online courses also being included. The aim of the JCU Alumni Advantage program is to provide opportunities for JCU alumni to further their studies and advance their knowledge, interests and careers.
- Student completions can be represented in numerous ways, and this definition is for 'Award Completions' that excludes non-award, enabling, study abroad, exchange and foundation courses. The table below splits these completions by JCU campus locations:

Campus Location	Number of Award Completions
Townsville	2,217
Singapore	1,175
JCU Online	789
Cairns	575
Brisbane (RHE 3 <sup>rd</sup> party operated campus)	412
Mackay	18
Mount Isa	3
<b>TOTAL</b>	<b>5,189</b>

### Category: Research, reputation and rankings

- In February 2021, JCU officially released its new Data Management Platform called Research Data JCU. The platform provides an integrated data repository for the storage of research data, and to facilitate data publication. The platform is available to all researchers and HDR candidates to plan their research projects and create records describing their research data including: what it is; why it was created; who contributed; where it is stored; and how it can be used. Research Data JCU assists in the overall management of research projects by mitigating risk, increasing the visibility of work, and fostering potential for collaboration around the sharing of research data and information. It also helps ensure research complies

with the requirements of the Management of Data and Information in Research: A guide supporting the Australian Code for the Responsible Conduct of Research.

- List of Australian Research Council (ARC) grants commencing in 2021 per below:

Researcher	Funding Scheme Name	Area of Research	Amount Announced
Professor Dean Jerry	Industrial Transformation Research Hubs	ARC Research Hub for Supercharging Tropical Aquaculture Through Genetic Solutions. This project will deliver the genetic knowledge to instigate world-leading and highly productive breeding programs for five tropical aquaculture species (barramundi, pearl oyster, prawn, grouper and marine algae) in northern Australia. It will integrate cutting edge genetic and genomic approaches into innovative aquaculture enterprises and will establish a novel understanding of the genetic basis of disease resistance and how the production environment interfaces with the bacterial microbiome, pathogens and water quality to cause disease. Outcomes will lead to increased productivity, international competitiveness, and lowered disease risk and significantly expand Australia's capacity in the aquaculture sector.	\$4,996,503
Professor Dean Jerry	Linkage Projects	Striking Gold - Determining the genetics of gold skin colour in barramundi. Barramundi is one of Australia's finest eating table fish and the species is gaining global prominence. However, fillet flesh colour of Australian farmed barramundi exhibits greyish tones which lowers consumer acceptance compared to other white flesh fish and imported product. Barramundi with rare golden skin tones do not exhibit this flesh "greyness" and are therefore a valuable niche product to farm if they can be produced in larger numbers. This project will elucidate the genetic basis and mechanism of expression behind the golden barramundi phenotype. In doing so, it will enable barramundi farmers to produce them at commercially relevant scales, providing them with a substantial competitive advantage in both domestic and global markets.	\$615,012
Professor Michael Bird	Discovery Projects	Pyrogenic carbon sequestration in Australian soils. Pyrogenic Carbon ('charcoal') is a poorly understood component of the global carbon cycle, important because it is resistant to degradation and hence has potential soil carbon sequestration benefits. This project applies a new technique (hydrogen pyrolysis), in combination with spectroscopic techniques, to quantify charcoal in a pan-Australian soil sample set, collected using uniform stratified sampling and preparation protocols. This will enable the mapping of soil charcoal stocks in relation to environmental and soil variables across Australia. The results will enable understanding	\$401,000

Researcher	Funding Scheme Name	Area of Research	Amount Announced
		of the controls on charcoal sequestration potential in Australian soils and contribute to efforts to quantify soil charcoal stocks and dynamics globally.	
A/Professor Santosh Jatrana	Discovery Projects	Humanitarian migrants' settlement in Australia: A longitudinal study. Current evidence suggests that humanitarian migrants settle less successfully than other immigrants both economically and socially. This project aims to examine the causal mechanisms and pathways to economic, sociocultural and political settlement outcomes of humanitarian migrants to Australia. This project expects to generate new knowledge in the area of humanitarian migrants' settlement by using nationally representative data and cutting-edge longitudinal techniques. Expected outcomes include enhanced research capacity in causal methods, interdisciplinary and institutional collaborations, and evidence-based social policy for humanitarian migrants, significantly benefitting humanitarian migrants directly and society more broadly.	\$368,000
Dr Brock Bergseth	Discovery Early Career Researcher Award	Bolstering conservation outcomes by integrating human behavioural science. This project aims to determine how fisheries compliance can be improved with behavioural interventions. Poaching is the most tenacious problem hindering sustainable fisheries worldwide, yet efforts to reduce non-compliance often fail due to limited understanding of how to influence behaviour. This project will draw on key theories and methods from behavioural science to empirically assess how social norms interventions influence fisher compliance in a range of coral reef fisheries. This will significantly improve our understanding of how to lever psychological, social, and cultural dimensions to reduce poaching. Ultimately, this project will contribute practical guidance to influence behaviours in fisheries and other environmental contexts.	\$461,798
Dr Georgina Gurney	Discovery Early Career Researcher Award	Fair conservation: pathways to equitable and effective protected areas. This project aims to determine the conditions under which coral reef protected areas are likely to be considered fair by local stakeholders and how perceived fairness is related to cooperation with management. With protected areas set to cover 30% of the world's surface by 2030, addressing the understudied question of what constitutes fairness for stakeholders is of pressing importance. This project will conduct	\$417,990

Researcher	Funding Scheme Name	Area of Research	Amount Announced
		the first multi-country comparative analysis of perceived protected area fairness, the factors that shape those perceptions and their implications for cooperation with management. Project outcomes include enhanced capacity to plan for and inform effective protected areas that are considered fair by the people most affected by them.	
Dr Alexander McCoy-West	Discovery Early Career Researcher Award	Linking continental emergence and climatic evolution on the Early Earth. This project will use a range of innovative geochemical techniques to constrain the timing and extent to which the continents were emergent (above sea-level) throughout Earth's history and its impact on climatic evolution. Continental emergence was pivotal to the development of our habitable planet, as it controlled the influx of bioessential elements, like phosphorus, to the oceans. Expected outcomes include a detailed record of changes in ocean chemistry, and a time integrated model for the emergence of continents on the early Earth. Documenting the impact of changes in the solid Earth on evolution is not only of interest to society in general, but also contributes to understanding the formation of Australia's vast iron ore deposits.	\$447,627
Dr Anna Willis	Discovery Early Career Researcher Award	Hidden histories in teeth: The key to unlocking secrets in ancient Myanmar. The aim of this project is to examine isotopes in the teeth of individuals from three sites in prehistoric central Myanmar to examine diet, the movement and migration of people, and potential patterns in post-marital residence, which are all intricately linked. Built on a strong conceptual framework this project seeks to generate new information in the field of archaeological science. The research outcomes of this project will expand our current archaeological knowledge of this focal but under-researched area, which will be of particular benefit in understanding Myanmar in relation to surrounding regions and the wider Southeast Asian context, and in fostering continued collegiality and collaboration with Myanmar scholars and communities.	\$432,953
Dr Michael Meehan	Discovery Early Career Researcher Award	Advancing genomic-driven infectious diseases modelling. Emerging infectious diseases and antimicrobial resistance are among the greatest threats to Australian health and agriculture, and current surveillance tools may fail to detect and mitigate infectious disease outbreaks in real time. This project will develop advanced phylodynamic methods (i.e., mathematical models of infectious disease transmission and	\$364,981

Researcher	Funding Scheme Name	Area of Research	Amount Announced
		pathogen evolution) to enable real-time surveillance of infectious disease outbreaks as they emerge and monitor levels of drug resistance.	
Dr Ariana Lambrides	Discovery Early Career Researcher Award	10,000 years of Indigenous fisheries informs future Great Barrier Reef. This project aims to document the role of Aboriginal and Torres Strait Islander people in shaping the fish resources of the Great Barrier Reef over millennia. Using novel analyses of archaeological faunal remains, this project expects to generate new knowledge on how people's actions transformed marine systems and modified fish communities. Expected outcomes include establishing pre-European baseline data essential for managing contemporary fish populations, and a long-term perspective on human exploitation of a dynamic Great Barrier Reef. Benefits include a framework for integrating Indigenous fisheries management into conservation agendas and foregrounding the deep human history of the Reef to support future social-ecological resilience.	\$444,281

- In April 2021, the Singapore Food Agency (SFA) awarded a grant worth over \$23 million to 12 projects. The grant aims to further research and development (R&D) in 'Sustainable Urban Food Production'. The Tropical Futures Institute (TFI) at JCU in Singapore is one of the various institutions and research teams receiving the grant from SFA and will be the lead, or collaborative partner, in four of the funded research projects: (1) Developing Genetic Resources for Red Snapper, an Important Marine Food Fish for Singapore; (2) Supercharging barramundi production through advanced selective breeding for improved disease resistance, growth and fillet traits; (3) Optimizing Feeds for Singaporean Red Snapper Aquaculture; and, (4) Combinatorial Supplementation of Fish Feeds through Encapsulation for Enhanced Growth Rates in Aquaculture.

The research projects that benefit from the grant will undertake R&D activities that lead to increased and sustainable production output by industry through the development of improved aquafeeds and advanced genetics to support Singapore's '30 by 30' goal for food security, in which the country aims to produce 30 percent of its nutritional needs locally by 2030.

- In July 2021, JCU research Fellows Dr Hayley Letson and Dr Yaqoot Fatima both received a prestigious Young Tall Poppy Award, which recognises Australia's outstanding early career researchers, as well as enthusiasm for communicating science "beyond the walls of the laboratory". Dr Letson and Dr Fatima are members of JCU's Australian Institute of Tropical Health and Medicine, with Dr Letson a senior researcher in the Heart and Trauma Research Laboratory in the College of Medicine and Dentistry, and Dr Fatima a senior research fellow at the Murtupuni Centre for Rural and Remote Health in Mt Isa. The Young Tall Poppy Awards are presented in each state and territory, with Queensland's Chief Scientist Hugh

Possingham presenting the Queensland recipients with their awards at a special ceremony in Brisbane on July 21.

- In August 2021, the Academic Ranking of World Universities (ARWU) were released by the Shanghai Ranking Consultancy and ranks JCU in the top 201-300 group of universities. The Academic Ranking of World Universities is considered one of the most prestigious and authoritative global university rankings. The ARWU ranks universities by several indicators of academic or research performance, including alumni and staff winning Nobel Prizes and Fields Medals, highly cited researchers, papers published in Nature and Science, papers indexed in major citation indices, and the per capita academic performance of an institution.
- In October 2021, JCU was recognised as among the world’s biggest contributors to marine conservation and sustainability research, according to a highly respected research index. Developed by the top-tier science journal Nature, the “Nature Index” found Townsville was the world’s second most-prolific city for research related to the United Nations’ Sustainable Development Goal “Life below water (SDG14)”. The Index is based on research published in 82 high-quality scientific research journals between 2015 and 2020. 52 percent of that local research came from JCU. JCU’s extensive collaborations with tropical nations, particularly in the Asia-Pacific region, is a very important contributor to Townsville being a world-recognised hub for marine research.
- In November 2021, it was publicly announced that Australia’s leading northern universities will join forces to help develop regional water security. JCU, with CQUniversity (CQU) and Charles Darwin University (CDU) will take a collaborative approach to the research, with a focus on securing sustainable water supplies. A \$5m funding grant will be provided from the Federal Government, through the Cooperative Research Centre for Developing Northern Australia (CRCNA), to underpin the collaboration. The emphasis will be to develop ways to address water resource allocation governance, agricultural diversification, and water service delivery to remote and regional areas, including Indigenous communities. Water security is integral to supporting a variety of industries and agriculture and provides opportunities for regional economic growth and employment.
- In November 2021, seven JCU scientists were named in an elite group of ‘highly cited’ researchers as part of a worldwide survey of the impact of academic work. The ratings were published by the Web of Science Group and represent scientists who have demonstrated major influence through publication of multiple highly cited papers during the past decade. Scientists are drawn from the publications that rank in the top one percent (1%) by citations for each field of research. The JCU scientists named were:

Name	Research
Professor Andrew Baird	Uses an integrated approach, including novel molecular tools, morphology and breeding trials, to explore species boundaries in the stony coral genus <i>Acropora</i> .
Associate Professor David Bourne	Investigates the microbial and ecological drivers that underpin coral health and disease on the Great Barrier Reef.
Professor Joshua Cinner	Focuses on using social science to improve coral reef management. Research draws together a wide range of social science disciplines including human geography, common property, anthropology, and conservation policy.

Name	Research
Professor Morgan Pratchett	Studying major disturbances on coral reefs, which cause declines in coral cover and shifts in habitat structure.
Professor Terry Hughes	Focuses on climate change and coral bleaching, and the linkages between the ecology of reefs and their importance for societies and economies.
Professor Bill Laurance	Studies land-use change in the tropics and its impacts on forest ecosystems and biodiversity. Research spans much of the tropical world, including the Amazon, Africa, Southeast Asia and Australasia.
Professor Philip Munday	Focuses on understanding and predicting the impacts that climate change will have on populations and communities of marine fishes, both directly through changes in the physical environment and indirectly through effects on coral reef habitat.

- In 2021, the State of Queensland Department of Tourism, Innovation and Sport (DTIS) provided funding of \$25,108 for research, analysis, consultation, and delivery of the NFAQ Innovation Strategy and Action Plan.

### Category: Our people

- At a special ceremony in September 2021, JCU's Thursday Island campus was officially gifted a local Indigenous name to acknowledge the role of Aboriginal and Torres Strait Islander peoples in the advancement of the University. The Kaurareg Traditional Owners gave the Thursday Island campus the name Ngulaigau Mudh (pronounced ngoo-lai-gow mud), which means "house of knowledge" in the dialect of the Kala Lagaw Ya, a traditional language of the Torres Strait. The naming of each campus stands as tribute to JCU's history and deep respect to the traditional custodians of Australia and their connection to Country. It reflects a shared history and purpose and gives further effect to the University's Reconciliation Action Plan and Strategy. The Thursday Island campus includes JCU's Australian Institute of Tropical Health and Medicine Clinical Research and Training Facility, and provides research, teaching and learning facilities for JCU students in the Torres Strait region, as well as community engagement.
- Updates and enhancements to JCU's flexible working arrangements for staff were implemented throughout 2021. This included clarifications around remote working arrangements to support the work-life balance of staff.
- In October 2021, the University Council agreed to amend the University's headline structure to create the position of Deputy Vice Chancellor, Indigenous Education and Strategy. Professor Martin Nakata was promoted to the new role after serving as the Pro Vice Chancellor, Indigenous Education and Strategy. The Deputy Vice Chancellor, Indigenous Education and Strategy role is a member of the University Executive, and therefore will have the opportunity to make a greater influence towards the achievement of the University's strategic intent, priorities, and future direction.

This is a critical role because approximately forty percent of Queensland's Aboriginal and Torres Strait Islander population live within JCU's geographical student catchment area, from Mackay in the south, north to the Torres Strait Islands and west to Mount Isa. JCU has

the second highest participation rate of Indigenous students in Australia, with about five per cent of the domestic students identifying as Australian Aboriginal and/or Torres Strait Islanders. In making the proposed change, JCU become only one of three universities to establish an Indigenous leadership position at Deputy Vice Chancellor level.

- In December 2021, the Vice Chancellor announced three new Distinguished Professors to join the elite group of Distinguished Professors at JCU. Recognition as a JCU Distinguished Professor requires an exceptional scholarly contribution to a discipline by a Professor of our University and are recognised as an outstanding researcher and academic. Distinguished Professor Lin Schwarzkopf, Distinguished Professor Peter Junk, and Distinguished Professor Marcus Sheaves all easily met the criterion and were worthy recipients.
- In December 2021, JCU updated its Staff Study Assistance program to increase the study options for eligible JCU Staff. The expanded program will allow staff to have greater access and support when undertaking study in a JCU undergraduate bachelor level program, or JCU postgraduate coursework (diploma or master's programs).

#### **Category: Sustainable organisation**

- In April 2021, a Drought Resilience Adoption and Innovation Hub was announced to be established at James Cook University in Cairns, bringing together Northern Queensland farmers, agribusinesses, communities innovation leaders and researchers to help fight the effect and impact of future droughts. JCU was selected to be the centre of the Tropical North Queensland Hub, one of eight drought resilience and adoption hubs to receive \$8 million funding from the Australian Government's Future Drought Fund, and over \$18 million co-funding from JCU's consortium partners.
- In September 2021, JCU announced the successful appointment of Professor Simon Biggs to become the next Vice Chancellor and President of James Cook University. Professor Biggs will be coming to JCU in early 2022 directly from his position as the Senior Deputy Vice Chancellor at the University of Western Australia. He is an internationally recognised researcher in the field of colloid and particle technology, and was previously the Royal Academy of Engineering/British Nuclear Fuels Limited Chair in Particle Science and Engineering at the University of Leeds from 2002 until 2014 after spending eight years at the University of Newcastle, Australia. Professor Biggs is a Fellow of both the Royal Academy of Engineering and the Australian Academy of Technology and Engineering. Professor Biggs will be succeeding Professor Sandra Harding, who is retiring after nearly 15 years of service as Vice Chancellor and President of JCU.
- In November 2021, JCU donated 190 laptop computers to LiteHaus International, a not-for-profit organisation founded in 2017 by JCU alumnus Jack Growden. LiteHaus has provided digital learning opportunities to more than 40,000 students across four countries, including Australia. Underprivileged year 11 and 12 high school students across Queensland will directly benefit from this donation by having their own computer. Instead of going to E-waste or being recycled, these computers will be re-purposed to provide E-learning opportunities to underprivileged students in what is now a digital world.
- In November 2021, JCU in Singapore established a new academy designed to support access to Continuing Professional Development (CPD) named James Cook Academy. In addition, James Cook Academy has acquired Eagle Infotech which offers a wide range of courses in

information technology, digital marketing, and communication to support its mission of providing CPD for future workforces. A signing session between JCU in Singapore and Eagle Infotech was held on 29 November 2021 with completion of the acquisition on 30 November 2021.

Incorporated in 1988, Eagle Infotech is a Registered Training Provider (RTP) accredited by SkillsFuture Singapore (SSG). Offering a suite of technology and soft skill courses, Eagle Infotech has helped to equip over 50,000 learners from many different industries with the capability to navigate a rapidly evolving workplace. As a wholly owned subsidiary of JCU in Singapore, James Cook Academy will support Eagle Infotech to further diversify its course offerings and delivery modes to deliver flexible and personalised programs. Eagle Infotech will work with industry partners to develop tailored CPD courses.

- In December 2021, JCU and the Australian Institute of Marine Science (AIMS) extended their joint strategic partnership known as AIMS@JCU for another ten years. The new partnership agreement is worth \$22m and will further cement Townsville as a centre of excellence for marine science research. For 17 years, AIMS@JCU has unearthed and supported a wealth of young marine science talent with a high global profile and impact, producing over 120 PhD graduates. The new agreement, effective from January 2022, broadens the scope of the partnership by bringing together a critical mass of tropical marine scientists with improved access to infrastructure for new insights and research capabilities. It will: be guided by a larger science advisory committee; include new disciplines such as engineering and technology development, data science, social science, and Indigenous science; invest in joint postdoctoral fellowships, doubling the number of early career researchers supported and creating greater critical mass in strategic priority areas; and, support science-associated training and employment pathways, including opportunities for Aboriginal and Torres Strait Islander students.

## Key Performance Indicators (KPIs)

### Category: Student focused

Measure name:	<b>Institutional Total Student Load (EFTSL)</b>
Type of measure:	Student enrolments and financial performance
2021 Actual result:	14,038 EFTSL
Note 1: Commentary about result:	The result was aided by higher commencing intakes at the Singapore campus, coupled with stronger student retention across the University.
Note 2: KPI definition:	Total Institutional Equivalent full-time student load (EFTSL) at All Campuses and Study Centres – taught view – (for total University). Includes Preparatory Programs at JCU Singapore.

Measure name:	<b>Institutional Commencing Student Load (EFTSL)</b>
Type of measure:	Student enrolments and financial performance
2021 Actual result:	5,531 EFTSL
Note 1: Commentary about result:	A strong third trimester at the Singapore campus aided in achieving a better pan-university result.
Note 2: KPI definition:	Commencing Institutional Equivalent full-time student load (EFTSL) at All Campuses and Study Centres – taught view – (for total University). Includes Preparatory Programs at JCU Singapore.

Measure name:	<b>Overall quality of educational experience (QILT – SES)</b>
Type of measure:	Teaching quality measure
2021 Actual result:	68.2%
Note 1: Commentary about result:	The result is a measure of teaching as per the most current QILT dataset release.
Note 2: KPI definition:	From the Quality Indicators for Learning and Teaching (QILT) – Student Experience Survey (SES) data set. Two-year average of the nominated year, and prior year (i.e. 2019 = average of 2018 & 2019). Undergraduate (UG) only. Includes both Domestic and International students. As per QILT publicly available and reported definitions & results.

Measure name:	<b>Total Undergraduate Student Retention (%) in tropical Australia</b>
Type of measure:	Student retention measure
2021 Actual result:	85.4%
Note 1: Commentary about result:	The result is a very strong retention outcome.
Note 2: KPI definition:	Retention % = Number of Continuing students enrolled at the University / [divided by] (the number of students enrolled at the University in prior year, [-] less the number of students graduating at end of prior year). Students enrolled in Undergraduate Bachelor degrees on the following campuses: Townsville, Cairns, Mount Isa, Thursday Island and Mackay. Calculated to 1 decimal place. Calculated as 'University level retention'.

### Category: Research, reputation and rankings

Measure name:	<b>Research Income (HERDC categories 1-4 )</b>
Type of measure:	Research activity (income)
2021 Actual result:	\$41.162m
Note 1: Commentary about result:	This was a strong result, particularly under the 2021 COVID-19 pandemic operating environment. NB: This result is unadjusted and unaudited. The final result will be confirmed after the annual HERDC Return (after June 30 each year).
Note 2: KPI definition:	Higher Education Research Data Collection (HERDC) Return - Research income: National Competitive grants (category 1); Other public sector (category 2); Industrial and other research (category 3); Cooperative Research Funding (category 4 - January to December) for the University. Note: Excludes 6990 use code and N/A#.

Measure name:	<b>HERDC Publication (points)</b>
Type of measure:	Research activity (quantity measure)
2021 Actual result:	874
Note 1: Commentary about result:	There was an overall increase in research outputs across 2021.
Note 2: KPI definition:	Number of Higher Education Research Data Collection (HERDC) publication Points in the prior year (e.g. 2018), which is reported in the current year (e.g. 2018 for 2019) for the University due to timing of collection and publication of results.

Measure name:	<b>Total number of HDR Student Completions (International &amp; Domestic)</b>
Type of measure:	Student outcomes, and research outputs (RTS)
2021 Actual result:	108
Note 1: Commentary about result:	COVID-19 has impacted higher degree by research completions across the Sector.
Note 2: KPI definition:	Total number of Higher Degree by Research (HDR) Completions (PhD and Masters, both international and domestic). For total University.

Measure name:	<b>Reputation - International Rankings</b>
Type of measure:	Benchmarked ranking of international reputation and research
2021 Actual result:	Top 400
Note 1: Commentary about variance:	JCU achieved a top 400 ranking world-wide. JCU was ranked in the 201-300 bracket in the 2021 Academic Ranking of World Universities (ARWU).
Note 2: KPI definition:	Success defined as being in the Top 400 of the Academic Ranking of World Universities (ARWU).

**Category: Our people**

Measure name:	<b>Unscheduled absence index (average days)</b>
Type of measure:	Proxy indicator for the health of the workforce
2021 Actual result:	8.89 average days
Note 1: Commentary about result:	COVID-19 has impacted unscheduled absences across many industries and sectors including our Higher Education Sector. The result was in line with expected increases in sick leave due to the COVID-19 pandemic and associated restrictions.
Note 2: KPI definition:	The Unscheduled Absence index is the average number of days per calendar year for each staff member (headcount) that has been lost due to unscheduled absences. This includes paid and unpaid sick leave, personal leave, bereavement / compassionate leave and carers leave. Excludes casual only staff. Excludes staff located at JCU Brisbane and JCU Singapore. Full year result is from 1st of January to 31st of December.

Measure name:	<b>WH&amp;S Incident Reduction Ratio</b>
Type of measure:	A leading and lag indicator improving safety & reduce Workplace, Health & Safety incidents. A lower % ratio is better.
2021 Actual result:	17.4%
Note 1: Commentary about result:	The result was aided by a reduction in WH&S incidents (NB: a lower ratio % is better).
Note 2: KPI definition:	Calculation: Actual number of reportable incidents in the year / divided by the actual number of proactive prevention hours undertaken in the year. (Target is set by the Workplace, Health & Safety Sub-Committee, being the estimated number of reportable incidents for the year / [divided by] the scheduled work plan number of proactive hours for the year). This measure is both a lead and lag indicator combined to show the effectiveness on WH&S culture and education through the relationship between proactive work undertaken, to the actual reduction in reportable incidents, where a lower ratio is better. Notes: a 'proactive prevention' is a face-to-face Safety Audit, Safety Inspection, Workstation Assessment, or Safety Site Visit. Scheduled and actual hours are to be recorded in the Enterprise Risk System - ERS. This is an internal non-benchmarked JCU measure. For JCU Australia only. Result expressed as a percentage to 1 decimal place.

**Category: Sustainable organisation**

Measure name:	<b>% Net Operating Result/Income (Adjusted)</b>
Type of measure:	Financial management success
2021 Actual result:	-2.76%
Note 1: Commentary about result:	The COVID-19 pandemic impacted a wide range of operating results.
Note 2: KPI definition:	Measures Operating Margin. The adjusted Net Operating Result/adjusted Total Income, expressed as a percentage. The adjusted Net Operating Result = Net Operating result excluding abnormal items. Adjusted Total Income = Total Income less abnormal income. From Income Statement using Adjusted Operating Surplus / Deficit.

Measure name:	<b>Unqualified Audit Outcome</b>
Type of measure:	Financial management standard, external audit outcome
2021 Actual result:	Yes.
Note 1: Commentary about result:	An unqualified audit outcome was achieved.
Note 2: KPI definition:	Achieved Unqualified Audit, as reported by external auditors – Queensland Audit Office (QAO). Result expressed as a "Yes" or "No".

Measure name:	<b>Regulatory Evaluation – Students (TEQSA)</b>
Type of measure:	External, independent, benchmarked, and comprehensive compliance scorecard of the student profile and risk
2021 Actual result:	Low Risk (based on most current TEQSA Risk Provider Assessment).
Note 1: Commentary about result:	JCU was rated as “Low Risk” by TEQSA.
Note 2: KPI definition:	Result as per the most current annual Tertiary Education Quality and Standards Agency (TEQSA) Provider Risk Assessment. Relates to "Overall Risk to Students", and follows the TEQSA Provider Risk Assessment outcome. Represented as a traffic light system where "Low Risk" = green, "Medium Risk" = amber, and "High Risk" = red result.

## Financial overview

2021 Consolidated and Parent Entity financials

Total Student Numbers*	All JCU
Total Enrolments: <i>Student Head Count</i>	20,306
Total EFTSL: <i>Equivalent Full-Time Student Load</i>	14,038

Expenditure \$m	Consolidated	Parent Entity
Total expenses from continuing operations	\$533.674 m	\$472.733 m

Revenue \$m	Consolidated	Parent Entity
Total income from continuing operations	\$559.192 m	\$491.342 m

Assets Vs Liabilities \$m	Consolidated	Parent Entity
Total Current Assets	\$311.062 m	\$258.341 m
Total Current Liabilities	\$202.800 m	\$167.312 m
Current Ratio	1.534	1.544

Net Result \$m	Consolidated	Parent Entity
Net Result After Income Tax	\$23.879 m	\$18.609 m

Employee Benefits Ratio	Consolidated	Parent Entity
Employee Benefits as a % of Total Expenses	54.68%	54.67%

\* Student numbers are sourced from a data snapshot taken in early January (for the prior year). NB: Student numbers are subject to change over the passage of time due to retrospective changes applied to student enrolment information and data.

## Summary of financial performance

Key financial outcomes for 2021 for the Parent Entity are:

### 2021 Financial Performance

The University's parent only financial statements for the year ended 31 December 2021 reported a net profit of \$18.6m (2020: \$13.9m).

While an operating result of \$18.6m reflects the University's financial performance in accordance with Australian accounting standards, the University monitors its financial performance using a financial measure referred to as the 'underlying operating result'. The underlying result adjusts the University's net result for items that are one-off or restricted in nature. Excluding the changes to workforce plans \$0.552m, net insurance proceeds of (\$14.705m), net capital grant income of (\$10.330m) and (\$6.793m) in unrealised gains/(losses), the underlying operating result for 2021 was a deficit of (\$12.6m) (2020: surplus of \$4.1m).

2021 was always going to be a challenging year, mainly due to the ongoing impacts of the COVID-19 pandemic. The University's response whilst faced with great uncertainty, was to take a measured approach to the impacts of COVID-19 and sector wide disruption, with a view to positioning the University as strongly as possible and saving jobs.

### Revenue

The total revenue for 2021 was \$491.3m, which was a \$14.8m (3%) increase on 2020. Australian Government grants increased by \$18.9m, other Australian Government grants by \$12.0m and other income by \$12.1m. The increase in other income is attributable to insurance recoveries of \$16.0m from the 2019 Townsville floods and a fire in 2019 at the University Halls of Residence. These increases were offset by decreases in HECS-HELP income (\$5.3m) and fees and charges income (\$24.6m), which includes international full fee-paying student fee income.

The proportion of University revenue received from the Australian Government (including HECSHELP, Fee-HELP and SA-HELP) has increased from 66.5% in 2020 to 70.3% in 2021. The Australian Government delivered one-off funding relief to alleviate the immediate financial pressures on universities during the COVID-19 pandemic, including \$19.3m from the Higher Education Continuity guarantee and \$9.4m, which is the University's share of the \$1 billion injection in 2021 into research support for universities.

### Expenses

The total expenses for 2021 was \$472.7m, which was a \$10.2m (2%) increase on 2020. Employee related expenses increased by \$8.5m or 3% which can be attributed to a 2% midyear salary increase under the Enterprise Agreement and a \$6m write back of previously capitalised salary project costs on various IT projects. Repairs and maintenance increased by \$2.3m and other expense increased by \$2.6m. Offset by decreases in impairment of assets by \$2.0m, depreciation and amortisation by \$0.7m and finance costs by \$0.5m.

## **2021 Financial Position**

### **Assets**

Total assets were \$1.448b at the end of 2021 which was \$125.4m higher than 2020. The main increases were in cash and cash equivalents by \$10.9m, trade and other receivables by \$28.3m, contract assets by \$5.1m, other financial assets by \$27.1m and property plant and equipment by \$51.8m.

### **Liabilities**

Total liabilities were \$304.5m at the end of 2021, which was \$56.2m (22%) higher than 2020. During the year, the University increased its debt borrowings by \$41.8m as the drawdown of Northern Australia Infrastructure Fund (NAIF) loans commenced for the Technology Innovation Complex and Student Accommodation projects.

In 2021, the balance of contract liabilities increased by \$11.4m, trade and other payables increased by \$4.2m and employee benefit liabilities decreased by \$1.1m.

### **Total net assets**

Total net assets were \$1.143b at the end of 2021 which was \$69.2m or 6% higher than 2020. The University maintains a sound financial position as indicated by the following key ratios:

- Current Ratio of 1.5 (2020: 1.4);
- Debt to Equity Ratio of 12.5% (2020: 9.5%); and,
- Debt Ratio of 21.0% (2020: 18.7%).

## **Financial statements and notes**

The following pages contain the financial Statements and notes



# JAMES COOK UNIVERSITY

## STATEMENT OF FINANCIAL POSITION

as at 31 December 2021

	Notes	Consolidated		Parent Entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	10	189,349	168,470	132,191	121,249
Trade and other receivables	11	53,402	23,520	54,706	26,311
Contract assets	2.7/11	2,434	2,958	8,066	2,954
Inventories		509	542	-	-
Other financial assets	12	46,834	51,306	46,834	51,306
Prepayments		18,534	16,424	16,544	15,395
<b>Total current assets</b>		<b>311,062</b>	<b>263,220</b>	<b>258,341</b>	<b>217,215</b>
<b>NON-CURRENT ASSETS</b>					
Trade and other receivables	11	-	-	22,103	22,103
Investments accounted for using the equity method		88	98	-	-
Other financial assets	12	153,268	121,672	155,959	124,363
Property, plant and equipment	13	1,116,440	1,069,059	1,008,561	956,673
Intangible assets		4,669	1,697	2,591	1,697
Other non-current assets		129	177	16	32
<b>Total non-current assets</b>		<b>1,274,594</b>	<b>1,192,703</b>	<b>1,189,230</b>	<b>1,104,868</b>
<b>TOTAL ASSETS</b>		<b>1,585,656</b>	<b>1,455,923</b>	<b>1,447,571</b>	<b>1,322,083</b>
<b>CURRENT LIABILITIES</b>					
Current tax liabilities		1,875	2,176	-	-
Trade and other payables	14	46,834	42,988	37,017	32,801
Borrowings	15	14,372	14,794	10,620	11,243
Employee benefit liability	16	45,634	46,261	45,060	45,725
Other liabilities	17	5,925	5,934	699	708
Contract liabilities	2.7	88,160	75,372	73,916	62,467
<b>Total current liabilities</b>		<b>202,800</b>	<b>187,525</b>	<b>167,312</b>	<b>152,944</b>
<b>NON-CURRENT LIABILITIES</b>					
Deferred tax liabilities		370	464	-	-
Borrowings	15	175,679	135,228	133,161	90,729
Employee benefit liability	16	4,169	4,689	4,096	4,608
Other liabilities	17	1,810	1,750	-	-
<b>Total non-current liabilities</b>		<b>182,028</b>	<b>142,131</b>	<b>137,257</b>	<b>95,337</b>
<b>TOTAL LIABILITIES</b>		<b>384,828</b>	<b>329,656</b>	<b>304,569</b>	<b>248,281</b>
<b>NET ASSETS</b>		<b>1,200,828</b>	<b>1,126,267</b>	<b>1,143,002</b>	<b>1,073,802</b>
<b>EQUITY</b>					
Parent Entity Interest					
Retained earnings		718,823	613,161	672,135	571,743
Asset revaluation surplus	13(a)	463,954	457,223	454,116	446,265
Other reserves	12(d)	15,806	54,849	16,751	55,794
Foreign currency translation reserve		2,245	1,034	-	-
<b>TOTAL EQUITY</b>		<b>1,200,828</b>	<b>1,126,267</b>	<b>1,143,002</b>	<b>1,073,802</b>

The above statement of financial position should be read in conjunction with the accompany notes.

# JAMES COOK UNIVERSITY

## STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2021

Consolidated	Retained Earnings \$'000	Asset Revaluation Surplus \$'000	Other Reserves \$'000	Foreign Currency Translation Reserve \$'000	Total Equity \$'000
Balance at 1 January 2020	586,211	466,073	48,685	3,327	1,104,296
Transfers / reclassifications	4,169	-	(4,169)	-	-
Net operating result for the period	22,781	-	-	-	22,781
Other comprehensive income	-	(8,850)	10,333	(2,293)	(810)
Total comprehensive income	22,781	(8,850)	10,333	(2,293)	21,971
Balance at 31 December 2020	613,161	457,223	54,849	1,034	1,126,267
Balance at 1 January 2021	613,161	457,223	54,849	1,034	1,126,267
Transfers / reclassifications	81,783	-	(81,783)	-	-
Net operating result for the period	23,879	-	-	-	23,879
Other comprehensive income	-	6,731	42,740	1,211	50,682
Total comprehensive income	23,879	6,731	42,740	1,211	74,561
Balance at 31 December 2021	718,823	463,954	15,806	2,245	1,200,828

Parent Entity	Retained Earnings \$'000	Asset Revaluation Surplus \$'000	Other Reserves \$'000	Foreign Currency Translation Reserve \$'000	Total Equity \$'000
Balance at 1 January 2020	553,621	455,942	49,630	-	1,059,193
Transfers / reclassifications	4,169	-	(4,169)	-	-
Net operating result for the period	13,953	-	-	-	13,953
Other comprehensive income	-	(9,677)	10,333	-	656
Total comprehensive income	13,953	(9,677)	10,333	-	14,609
Balance at 31 December 2020	571,743	446,265	55,794	-	1,073,802
Balance at 1 January 2021	571,743	446,265	55,794	-	1,073,802
Transfers / reclassifications	81,783	-	(81,783)	-	-
Net operating result for the period	18,609	-	-	-	18,609
Other comprehensive income	-	7,851	42,740	-	50,591
Total comprehensive income	18,609	7,851	42,740	-	69,200
Balance at 31 December 2021	672,135	454,116	16,751	-	1,143,002

The above statement of changes in equity should be read in conjunction with the accompany notes.

# JAMES COOK UNIVERSITY STATEMENT OF CASH FLOWS

for the year ended 31 December 2021

	Notes	Consolidated		Parent Entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Australian Government financial assistance					
Australian Government grants		214,304	196,902	214,310	196,902
Capital grants - Australian Government		8,000	-	8,000	-
HECS-HELP - Australian Government payments		58,094	69,401	58,094	69,401
FEE-HELP - Australian Government payments		16,246	14,038	16,246	14,038
SA-HELP - Australian Government payments		1,731	1,887	1,731	1,887
Other Australian Government grants		60,062	46,813	60,062	46,813
HECS-HELP - student payments		5,240	5,281	5,240	5,281
FEE-HELP - student payments		5,625	5,287	5,625	5,287
Queensland State Government grants		7,061	6,657	7,061	6,657
Interest received		962	3,290	907	4,266
Dividends and property trust distributions received		3,118	6,145	3,118	6,145
Receipts from student fees and other customers		192,645	193,646	117,351	119,705
Payments to suppliers and employees		(488,766)	(463,559)	(433,483)	(415,271)
Interest and other costs of finance		(7,079)	(5,311)	(3,889)	(4,408)
GST recovered / (paid)		(3,253)	1,221	(3,156)	1,223
Income tax paid		(2,138)	(1,384)	-	-
Short-term lease payments		(746)	(664)	(746)	(664)
<b>Net cash provided by / (used in) operating activities</b>	25	<b>71,106</b>	<b>79,650</b>	<b>56,471</b>	<b>57,262</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Proceeds from sale of financial assets		125,470	174,327	125,470	174,327
Proceeds from sale of property, plant and equipment		661	730	139	730
Payment for acquisition of subsidiary, net of cash acquired		(2,293)	-	-	-
Payments for property, plant and equipment		(86,461)	(46,677)	(84,159)	(36,529)
Payments for financial assets		(128,073)	(102,700)	(128,073)	(102,700)
Proceeds from loans to related parties		-	-	-	329
Payments of loans to related parties		-	-	-	(1,000)
<b>Net cash provided by / (used in) investing activities</b>		<b>(90,696)</b>	<b>25,680</b>	<b>(86,623)</b>	<b>35,157</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Proceeds from borrowings		52,179	844	52,149	844
Repayments of borrowings		(7,060)	(9,642)	(9,107)	(9,642)
Repayment of lease liabilities		(4,264)	(5,132)	(2,057)	(1,990)
<b>Net cash provided by / (used in) financing activities</b>		<b>40,855</b>	<b>(13,930)</b>	<b>40,985</b>	<b>(10,788)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>21,265</b>	<b>91,400</b>	<b>10,833</b>	<b>81,631</b>
Effects of exchange rate changes on cash and cash equivalents		(386)	(2,639)	109	(332)
Cash and cash equivalents at the beginning of the financial year		168,470	79,709	121,249	39,950
<b>Cash and cash equivalents at end of financial year</b>	10	<b>189,349</b>	<b>168,470</b>	<b>132,191</b>	<b>121,249</b>

The above statement of cash flows should be read in conjunction with the accompany notes.

**Contents**

**Notes to the financial statements**

Note 1: Summary of Significant Accounting Policies .....	75
Note 2: Revenue and Income .....	78
Note 2.1: Australian Government Financial Assistance including Australian Government Loan Programs (HELP) .....	78
Note 2.1: Australian Government Financial Assistance including Australian Government Loan Programs (HELP) (cont'd) 78	
Note 2.2: State and Local Government Financial Assistance .....	81
Note 2.3: Fees and Charges .....	82
Note 2.4: Consultancy and Contracts .....	82
Note 2.5: Other Revenue and Income .....	83
Note 2.6: Unsatisfied Performance Obligations.....	84
Note 2.7: Assets and Liabilities Related to Contracts with Customers .....	84
Note 3: Investment Income.....	85
Note 4: Employee Related Expenses.....	86
Note 5: Repairs and Maintenance .....	86
Note 6: Finance Costs .....	87
Note 7: Other Expenses .....	87
Note 8: Remuneration of Auditors .....	87
Note 9: Key Management Personnel Disclosures.....	88
Note 10: Cash and Cash Equivalents .....	90
Note 11: Receivables and Contract Assets.....	90
Note 12: Other Financial Assets and Liabilities.....	91
Note 13: Property, Plant and Equipment.....	93
Note 13.1:Right-of-Use Assets.....	98
Note 14: Trade and Other Payables.....	99
Note 15: Borrowings .....	99
Note 15.1: JCU as Lessee .....	101
Note 16: Employee Benefit Liability.....	102
Note 17: Other Liabilities .....	103
Note 18: Commitments for Expenditure .....	103
Note 19: Contingencies .....	104
Note 20: Investment in Controlled Entities and Jointly Controlled Operations and Assets.....	104
Note 21: Related Party Transactions .....	107
Note 22: Financial Risk Management .....	108
Note 23: Fair Value Measurements.....	110
Note 24: Events Occurring After the Balance Sheet Date .....	115
Note 25: Reconciliation of Net Cash Inflow from Operating Activities to Operating Result.....	116
Note 26: Acquittal of Australian Government Financial Assistance.....	117
Note 27: Disaggregated Information.....	120

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

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**Note 1: Summary of Significant Accounting Policies**

The principal accounting policies adopted in the preparation of these financial statements are set out in the relevant notes. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for James Cook University (the University) as the parent entity and the consolidated entity consisting of James Cook University and its controlled entities (the Group).

The principal address of James Cook University is: 1 James Cook Drive, Townsville, Queensland 4811.

**Basis of preparation**

The annual financial statements represent the audited general purpose financial statements of James Cook University and its controlled entities. They have been prepared on an accrual basis and comply with Australian Accounting Standards.

James Cook University applies tier 1 reporting requirements.

Additionally, the statements have been prepared in accordance with the following statutory requirements:

- *Higher Education Support Act 2003* (Cth) (Financial Statement Guidelines)
- *Financial Accountability Act 2009* (Qld)
- *Financial and Performance Management Standard 2019* (Qld)
- *Australian Charities and Not-for-profits Commission Act 2012* (Cth)

James Cook University is a not-for-profit entity and these statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards (IFRS) requirements.

**Date of authorisation for issue**

The financial statements were authorised for issue by James Cook University at the date of signing the Management Certificate.

**Critical Accounting Estimates and Judgements**

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

**Key judgements**

With the exception of key estimates and judgements outlined in Note 1(g), management has not made any judgement in the process of applying accounting policies that would have a significant impact on the amounts disclosed in the financial report other than the normal operational judgements effecting revenue recognition, depreciation, impairment, revaluation of assets, lease accounting and calculation of employee benefits.

**Reporting basis and conventions**

The financial statements have been prepared on an accruals basis and are based on historical costs modified by the revaluation of selected non-current assets, and financial assets and liabilities for which the fair value basis of accounting has been applied.

**(a) Principles of consolidation**

The consolidated financial statements incorporate the assets, liabilities and results of entities controlled by James Cook University as at 31 December each year.

A controlled entity of James Cook University is one where James Cook University is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. A list of the controlled entities of James Cook University is contained in Note 20 to the financial statements. All consolidated entities have a 31 December year-end.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the Group.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date that control ceases. Intercompany transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

**(b) Taxation**

James Cook University and certain controlled entities are, by virtue of Section 50-5 of the *Income Tax Assessment Act 1997* (Cth), exempt from the liability to pay income tax. The controlled entities subject to income tax adopt the following method of tax effect accounting.

The income tax expense or revenue for the year is the tax payable on the current year's taxable income based on the notional income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses.

**Note 1: Summary of Significant Accounting Policies (cont'd)**

**(b) Taxation (cont'd)**

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantially enacted for each jurisdiction. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries where the Parent Entity is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Current and deferred tax balances attributable to amounts recognised directly in equity are also recognised directly in equity.

The University and certain controlled entities are subject to payroll tax, fringe benefits tax and goods and services tax (GST).

Revenues, expenses and assets (excluding receivables) are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST. Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

**(c) Foreign currency translation**

***Functional and presentation currency***

The functional currency of each of the Group's entities is measured using the currency of the primary economic environment in which that entity operates. The consolidated financial statements are presented in Australian dollars which is the Parent Entity's functional and presentation currency.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income.

Translation differences on non-monetary items, such as equities held at fair value through profit or loss, are reported as part of the fair value gain or loss. Translation differences on non-monetary items, such as equities classified as available-for-sale financial assets, are included in the fair value reserve in equity.

The financial results and position of foreign operations whose functional currency is different from the Group's presentation currency are translated as follows:

- assets and liabilities are translated at exchange rates prevailing at the end of the reporting period;
- income and expenses are translated at average exchange rates for the period; and
- all resulting exchange differences shall be recognised in other comprehensive income.

Exchange differences arising on translation of foreign operations are transferred directly to the Group's foreign currency translation reserve in the statement of financial position. These differences are recognised in the statement of comprehensive income in the period in which the operation is disposed.

**(d) Comparative figures**

Where required, comparative figures have been adjusted to conform with changes in presentation in the current financial year and so may differ from the prior year audited financial statements.

**(e) Rounding amounts**

Amounts shown in these financial statements have been rounded to the nearest thousand dollars (\$1,000).

**(f) New Accounting Standards and Interpretations**

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2021 reporting periods. The Group has assessed the standards and interpretations and determined that they are not relevant or applicable to the Group.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 1: Summary of Significant Accounting Policies (cont'd)**

(g) Significant transaction

**Education Australia Limited and IDP Education Limited**

The University, along with all other Australian universities, owns an equal shareholding in Education Australia Limited (EAL). EAL's primary investment has historically been a 40% interest in IDP Education Limited (IDP), an ASX listed company. During 2021, EAL divested its holding in IDP via the following transaction:

- 1) 25% in-specie distribution to each university shareholder; and
- 2) 15% market sell-down, with cash and franking credits distributed to each university shareholder.

The above transaction was completed in the form of a fully franked dividend.

*Key estimates and judgements*

The University has historically accounted for changes in the fair value of the EAL investment through Other Comprehensive Income (OCI) under an irrevocable election made under AASB 9. In assessing the treatment of the divestment of the IDP shareholding in EAL, the University has considered the substance of the above transaction. AASB 9 requires dividends paid on investments through OCI to be recognised through the profit or loss unless they clearly represent a recovery of part of the cost of the investment. Due to the nature of the EAL investment, the University has a policy to recognise the fair value as the cost of the investment. This represents the limited ability to realise returns from this investment historically. As such, the transaction has been recognised through equity.

A financial asset for the direct investment in IDP has been recognised along with the derecognition of the divested holding in EAL. The value of the equivalent holding in EAL equated to the value of the now directly held investment in IDP so there was no impact in the Statement of Comprehensive Income.

The University continues to hold a small shareholding in EAL of \$1.053m. As the value of the shareholding was substantially divested in 2021, the University transferred \$81.783m out of other financial assets at fair value through OCI reserve to retained earnings.

This transaction is disclosed in the accounts as follows:

Parent Entity	Note	Total \$'000	Listed Investments \$'000	Unlisted Investments \$'000	Other Reserves \$'000
<b>Opening balance at 1 January 2021</b>	12 (c)	<b>50,092</b>	-	<b>50,092</b>	<b>50,082</b>
Revaluation of EAL at date of dividend	12 (c)	32,744	-	32,744	-
Reserve – other financial assets at fair value through OCI	12 (d)	-	-	-	32,744
<b>Recognised value of dividend</b>					
Investment in IDP shares at fair value	12 (c)	-	51,511	(51,511)	-
Cash	12 (c)	(5,260)	-	(5,260)	-
Franking credit receivable	12 (c)	(25,012)	-	(25,012)	-
Transfer of fair value reserve through OCI to retained earnings	12 (d)	-	-	-	(81,783)
<b>Revaluation of shareholdings as 31 December 2021</b>	12 (c)	<b>10,035</b>	<b>10,035</b>	-	-
Reserve – other financial assets at fair value through OCI	12 (c)	-	-	-	10,035
<b>Closing balance as at 31 December 2021</b>	12 (c)	<b>62,599</b>	<b>61,546</b>	<b>1,053</b>	<b>11,078</b>

**Note 2: Revenue and Income**

**Note 2.1: Australian Government Financial Assistance including Australian Government Loan Programs (HELP)**

**Accounting Policy**

**Commonwealth Grants Scheme and Other Grants**

The Commonwealth Grants Scheme (CGS) represents funding from the Australian Government to help subsidise students' tuition costs. Under AASB 15, the Group has a specific obligation to provide education services to an enrolled student in respect of the specific course during a defined time period. As such, CGS revenue is recognised over the time the course is being provided.

**Indigenous Student Success**

The Indigenous Student Success Program represents grant funding which the Group receives to assist the Group to meet the needs of Aboriginal and Torres Strait Islander students. The grant amount is split into two funding components, Pool A and Pool B.

Under Pool A there is a contractual obligation to deliver cash to the student and, under AASB 9, a financial liability is created and then extinguished as the Group meets its obligation to the student.

Under Pool B there are no sufficiently specific performance obligations and as such falls under AASB 1058 where the revenue is recognised immediately when the Group has the contractual right to receive the grant.

**Disability Support Program**

The Disability Support Program is grant funding to meet the costs of providing support to students with a disability with high cost needs. The grant represents a reimbursement of costs incurred by the Group, as such, no sufficiently specific performance obligations are identified. Therefore, under AASB 1058 the revenue is recognised immediately when the Group has the contractual right to receive the grant.

**Access and Participation Program**

The Access and Participation Program is funding which supports the Group in its efforts to increase participation of people who are from low socio-economic backgrounds to attend university. There is an enforceable contract by the provisions in the *Higher Education Support Act 2003* (Cth); and sufficiently specific performance obligations in the promise of tailored activities to encourage low socio-economic background students into undergraduate courses. The revenue is subject to AASB 15 and is recognised over time as the tailored activities are delivered to students and key stakeholders.

**National Priorities Pool**

The National Priorities Pool provides funding to higher education providers to conduct research projects and trial initiatives to inform equity policy projects. This income is subject to AASB 1058 and is recognised at the time the Group has the contractual right to receive the grants.

**Tertiary Access Payments Scheme**

The Tertiary Access Payments Scheme is a non-indexed, means-tested payment to school-leavers from regional or remote areas who need to relocate for tertiary education. There is a contractual obligation to deliver cash to the student and, under AASB 9, a financial liability is created and then extinguished as the Group meets its obligation to the student. The University receives a fee to administer the payments to eligible students and the revenue falls within AASB 15 and is recognised over time as the student consumes the services.

**Higher Education Loan Programs**

HECS-HELP is a loan scheme that assists eligible students enrolled in Commonwealth Supported Places to pay their student contribution amounts. Whilst FEE-HELP is also a loan scheme that assists eligible fee-paying students pay all or part of their tuition fees. Under both schemes the revenue falls within AASB 15 and is recognised over time as the Group provides the services to the student.

SA-HELP is a loan scheme that assists eligible students to pay for all or part of their student services and amenities fee. The revenue falls within AASB 15 and is recognised over time as the student consumes the services.

**Education Research**

Education Research comprises of two programs, the Research Training Program which provides a block grant to the Group to support both domestic and overseas students undertaking higher degrees by research and the Research Support Program which provides a block grant to the Group to support the systemic costs of research not supported directly through competitive and other grants. Under both programs, sufficiently specific performance obligations have not been identified and therefore both programs fall outside the scope of AASB 15. Hence, the income is subject to AASB 1058 and is recognised at the time the Group has the contractual right to receive the grants.

**Australian Research Council**

Funding in this category is from the Commonwealth of Australia as represented by the Australian Research Council (ARC). The Group currently receives funding under three programs – Discovery Program, Linkage Program and Linkage Program (Centres of Excellence). Funding received from ARC has been assessed as meeting the sufficiently specific and enforceable criteria. As there is no link between payment and performance, management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred. Revenue is recognised as expenditure is incurred in accordance with AASB 15.

In addition, some ARC agreements require collaboration with other organisations. This means that other organisations may be named as Participating Organisations within the ARC agreements. Funding received for the Participating Organisation is held as an AASB 9 financial liability and is extinguished as the Group transfers the cash to the Participating Organisation.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.1: Australian Government Financial Assistance including Australian Government Loan Programs (HELP) (cont'd)**

**Other Australian Grants**

Funding received from other government sources generally relates to research and differ significantly in the individual terms and conditions. The Group considers each contract on a case by case basis as to whether it is within the scope of AASB 15. If the Group considers the contract to be enforceable and to have sufficiently specific performance obligations, it recognises the revenue over time as the research is performed.

Funding received from other government sources to enable the Group to acquire or construct a recognisable non-financial asset to be controlled by the Group falls within AASB 1058. Under these circumstances, the funding requires the Group to construct a recognisable non-financial asset to identified specifications; does not require the Group to transfer the non-financial asset to another party; and occurs under an enforceable contract. On initial receipt of the grant a liability is recognised which represents the Group's obligation to construct the non-financial asset. The liability is initially measured at the carrying amount of the financial asset received from the granting body. As the Group satisfies its obligations under the grant by constructing the non-financial asset, the liability is extinguished and income is recognised in the Statement of Comprehensive Income.

	Notes	Parent Entity and Consolidated	
		2021 \$'000	2020 \$'000
<b>(a) Commonwealth Grants Scheme and Other Grants</b>	26		
Commonwealth Grants Scheme <sup>#1</sup>		157,747	149,646
Indigenous Student Success		3,219	3,087
Disability Support Program		55	27
Access and Participation Program		3,629	3,184
National Priorities Pool		3,250	-
Tertiary Access Payments Program		338	-
<b>Total Commonwealth Grants Scheme and Other Grants</b>		<b>168,238</b>	<b>155,944</b>
<b>(b) Higher Education Loan Programs</b>	26		
HECS-HELP		58,720	63,972
FEE-HELP		17,458	14,637
SA-HELP		1,626	1,704
<b>Total Higher Education Loan Programs</b>		<b>77,804</b>	<b>80,313</b>
<b>(c) Education Research</b>	26		
Research Training Program		13,829	14,144
Research Support Program		20,533	11,437
<b>Total Education Research Grants</b>		<b>34,362</b>	<b>25,581</b>
<b>(d) Australian Research Council</b>	26		
<i>(i) Discovery</i>			
Projects		805	916
Fellowships		1,004	742
Indigenous Researchers Development		58	55
Early Career Researcher Award		927	463
<b>Total Discovery</b>		<b>2,794</b>	<b>2,176</b>
<i>(ii) Linkages</i>			
Projects		163	214
Industrial Transformation Research Hubs		115	196
<b>Total Linkages</b>		<b>278</b>	<b>410</b>
<i>(iii) Networks and Centres</i>			
Centres		2,975	4,173
Special Research Initiatives		944	2,367
<b>Total Networks and Centres</b>		<b>3,919</b>	<b>6,540</b>
<b>Total Australian Research Council</b>		<b>6,991</b>	<b>9,126</b>

<sup>#1</sup> Includes the basic CGS grant amount, CGS - Regional Loading, CGS - Enabling Loading, CGS - Medical Student Loading.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.1: Australian Government Financial Assistance including Australian Government Loan Programs (HELP) (cont'd)**

	Parent Entity and Consolidated	
	2021 \$'000	2020 \$'000
<b>(e) Other Australian Government grants</b>		
<i>Non-capital</i>		
Australian Centre for International Agricultural Research	240	204
Australian Institute of Marine Science	566	455
Commonwealth Scientific and Industrial Research Organisation	643	414
Cooperative Research Centre for Developing Northern Australia	309	374
Department of Agriculture	1,505	481
Department of Education - Study Overseas Short-term Mobility Program	97	45
Department of Foreign Affairs and Trade	1,545	553
Department of Health - Generalist Medical Training	22,164	19,517
Department of Health - Rural Health Multi Disciplinary Training Program	13,156	12,311
Department of Industry	248	356
Department of the Environment	128	109
Director of Parks	455	282
Great Barrier Reef Marine Park Authority	1,253	1,460
National Health and Medical Research Council	4,076	3,363
Torres Strait Regional Authority	267	359
Other	904	1,032
<b>Total Non-capital</b>	<b>47,556</b>	<b>41,315</b>
<i>Capital</i>		
Department of Infrastructure, Regional Development and Cities - Cairns Innovation Centre	64	4,577
Department of Health - Cairns Tropical Enterprise Centre	10,339	-
<b>Total Capital</b>	<b>10,403</b>	<b>4,577</b>
<b>Total other Australian Government Financial Assistance</b>	<b>57,959</b>	<b>45,892</b>
<b>Total Australian Government Financial Assistance</b>	<b>345,354</b>	<b>316,856</b>
<b>Reconciliation</b>		
Australian Government grants [2(a) + 2(c) + 2(d)]	209,591	190,651
HECS-HELP - Australian Government payments [2(b)]	58,720	63,972
SA-Help [2(b)]	1,626	1,704
Other Australian Government loan programs [FEE-HELP] [2(b)]	17,458	14,637
Other Australian Government financial assistance [2(e)]	57,959	45,892
<b>Total Australian Government financial assistance reported in the statement of comprehensive income</b>	<b>345,354</b>	<b>316,856</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.2: State and Local Government Financial Assistance**

**State and Local Government Financial Assistance**

Funding received from State and Local Government contracts generally relate to research and differ significantly in the individual terms and conditions. The Group considers each contract on a case by case basis as to whether it is within the scope of AASB 15. If the Group considers the agreement to be enforceable and to have sufficiently specific performance obligations, it recognises the revenue over time as the research is performed.

Funding received to enable the Group to acquire or construct a recognisable non-financial asset to be controlled by the Group falls within AASB 1058. Under these circumstances, the funding requires the Group to construct a recognisable non-financial asset to identified specifications; does not require the Group to transfer the non-financial asset to another party; and occurs under an enforceable contract. On initial receipt of the grant a liability is recognised which represents the Group's obligation to construct the non-financial asset. The liability is initially measured at the carrying amount of the financial asset received from the granting body. As the Group satisfies its obligations under the grant by constructing the non-financial asset, the liability is extinguished and income is recognised in the Statement of Comprehensive Income.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<i>Non-capital</i>				
Department of Environment and Science	875	630	875	630
Department of Health - Dental clinic operations	3,550	3,550	3,550	3,550
Department of Health	1,475	1,136	1,475	1,136
Department of Housing and Public Works	1,451	1,596	1,451	1,596
Department of Natural Resources and Mines	278	142	278	142
Department of Agriculture and Fisheries	115	74	115	74
Other	674	550	674	550
Total Non-capital	8,418	7,678	8,418	7,678
<i>Capital</i>				
Queensland Treasury - Cairns Innovation Centre	64	4,577	64	4,577
Total Capital	64	4,577	64	4,577
<b>Total State and Local Government Financial Assistance</b>	<b>8,482</b>	<b>12,255</b>	<b>8,482</b>	<b>12,255</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.3: Fees and Charges**

**Accounting Policy**

**Course Fees and Charges**

Course fees and charges revenue relate to undergraduate programs, graduate and professional degree programs and continuing education and executive programs.

Under AASB 15, the Group has a specific obligation to provide education services to an enrolled student in respect of the specific course. As such, the revenue is recognised over the time the course is being provided.

When the courses or trainings have been paid in advance by students or the Group has received the government funding in advance the Group recognises a contract liability until the services are delivered.

There is no significant financing component, as the period from when the student pays and the service is provided is less than 12 months and the consideration is not variable.

**Other Fees and Charges**

Non-course fees and charges revenue relates to student accommodation, testing services, rental income, veterinary fees, medical fees, child care fees, dental fees, student services and amenities fees, and other fees and charges.

Revenue relating to student services and amenities and student accommodation is recognised over time as and when the service is provided over the relevant academic year. Revenue which relates to all other fees and charges is recognised at the point in time when the service or sale is delivered

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Course fees and charges</b>				
Fee paying onshore overseas students	46,089	73,884	46,089	73,884
Fee paying offshore overseas students	64,297	62,201	-	-
Fee paying domestic postgraduate students	5,625	5,287	5,625	5,287
Other domestic course fees and charges	188	107	188	107
	<b>116,199</b>	<b>141,479</b>	<b>51,902</b>	<b>79,278</b>
<b>Other fees and charges</b>				
Library fines and fees	(30)	(59)	(30)	(59)
Parking fines and fees	192	158	192	158
Professional, testing and technical services	4,613	4,501	5,465	5,062
Rental income	3,538	3,442	1,087	984
Conference fee income	109	37	109	37
Student accommodation	8,600	6,548	8,600	6,548
Student amenities fee	1,486	1,642	1,486	1,642
Lecture, marking and examination fees	-	39	925	810
Fees incidental to studies	1,544	1,371	326	253
Child care fees and charges	2,517	2,123	-	-
Medical fees and charges	2,198	2,321	-	-
Veterinary fees and charges	2,796	2,567	-	-
Dental fees and charges	877	884	-	-
Other	808	1,388	613	659
	<b>29,248</b>	<b>26,962</b>	<b>18,773</b>	<b>16,094</b>
	<b>145,447</b>	<b>168,441</b>	<b>70,675</b>	<b>95,372</b>

**Note 2.4: Consultancy and Contracts**

**Accounting Policy**

**Consultancy and Contracts**

For research agreements, the Group considers each contract on a case by case basis as to whether it is within the scope of AASB 15. If the Group considers the agreement to be enforceable and to have sufficiently specific performance obligations, it recognises the revenue over time as the research is performed.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Contract research	16,500	18,483	16,500	18,483
Research consultancy	175	256	175	256
Other consultancy	2,481	2,481	2,481	2,481
	<b>19,156</b>	<b>21,220</b>	<b>19,156</b>	<b>21,220</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.5: Other Revenue and Income**

**Accounting Policy**

**Other Revenue and Income**

Revenue received from donations and bequests usually relates to research, and or teaching, and if the donor wishes, could be for a specific field or area. There will be no sufficiently specific performance obligations and under AASB 1058 the revenue is recognised immediately when the Group has the contractual right to receive the donation or bequest.

For commission income, scholarships, prizes and sponsorship income the Group assesses each on a case by case basis as to whether it is within the scope of AASB 15. If the Group considers the agreement to be enforceable and to have sufficiently specific performance obligations, it recognises the revenue at a point in time when the transaction is complete.

Funding received to enable the Group to acquire or construct a recognisable non-financial asset to be controlled by the Group falls within AASB 1058. Under these circumstances, the funding requires the Group to construct a recognisable non-financial asset to identified specifications; does not require the Group to transfer the non-financial asset to another party; and occurs under an enforceable agreement. On initial receipt of the grant a liability is recognised which represents the Group's obligation to construct the non-financial asset. The liability is initially measured at the carrying amount of the financial asset received from the granting body. As the Group satisfies its obligations under the grant by constructing the non-financial asset, the liability is extinguished and income is recognised in the Statement of Comprehensive Income.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Other revenue</b>				
Commission income	33	74	33	74
Donations and bequests	3,688	2,653	3,688	2,653
Non-government grants - other	67	95	-	-
Non-government grants - capital	673	379	507	379
Scholarships and prizes	44	61	44	61
Sponsorship income	87	30	87	30
	<b>4,592</b>	<b>3,292</b>	<b>4,359</b>	<b>3,197</b>
<b>Other income</b>				
Net foreign exchange gain (loss)	(4,330)	(3,967)	25	(264)
Net gain (loss) on disposal of property, plant and equipment	111	370	109	450
COVID-19 Subsidies	2,334	7,245	-	-
Other income	17,427	5,437	16,774	4,622
	<b>15,542</b>	<b>9,085</b>	<b>16,908</b>	<b>4,808</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.6: Unsatisfied Performance Obligations**

Remaining performance obligations represent services the Group has promised to provide to customers under contracts for research services which are satisfied as the goods or services are provided over the contract term. In determining the transaction price allocated to the remaining performance obligations in the Group's contracts with customers the Group uses the input method. The input method recognises revenue on the basis of the Group's efforts or inputs to the satisfaction of a performance obligation. The Group has determined that resources consumed is the best measure to determine the Group's efforts or inputs to the satisfaction of a performance obligation.

For customer contracts with terms of one year or less, or where revenue is recognised using the 'right to invoice' method of recognising revenue, as permitted under AASB 15, disclosures are not required in relation to the transaction price allocated to these unsatisfied performance obligations. Further, the amounts disclosed below do not include variable consideration which has been constrained.

These unsatisfied performance obligations are expected to be satisfied within the following periods:

	Within 1 year \$'000	From 1 to 5 years \$'000	After 5 years \$'000	Total \$'000
<b>Consolidated</b>				
Australian Government unspent financial assistance	10,054	-	-	10,054
Research grants	32,726	17,163	-	49,889
Student income	26,891	-	-	26,891
Other unearned revenue	1,326	-	-	1,326
	<b>70,997</b>	<b>17,163</b>	<b>-</b>	<b>88,160</b>
<b>Parent</b>				
Australian Government unspent financial assistance	10,054	-	-	10,054
Research grants	32,726	17,163	-	49,889
Student income	12,756	-	-	12,756
Other unearned revenue	1,217	-	-	1,217
	<b>56,753</b>	<b>17,163</b>	<b>-</b>	<b>73,916</b>

**Note 2.7: Assets and Liabilities Related to Contracts with Customers**

**Accounting Policy**

**Contract assets**

While a receivable is the Group's right to consideration that is unconditional, a contract asset is the Group's right to consideration in exchange for goods or services that the Group has transferred to the customer when that right is conditioned on satisfying the terms and performance obligations of the contract.

**Contract liabilities**

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the consideration is received. Contract liabilities are recognised as revenue when the Group performs under the contract.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 2.7: Assets and Liabilities Related to Contracts with Customers (cont'd)**

**Assets and liabilities related to contracts with customers**

The Group has recognised the following assets and liabilities related to contracts with customers:

Notes	Consolidated 2021		Parent Entity 2021	
	Closing balance \$'000	Opening balance \$'000	Closing balance \$'000	Opening balance \$'000
<b>Receivables</b>				
Receivables - current	<b>53,402</b>	23,520	<b>54,706</b>	26,311
Receivables - non-current	-	-	<b>22,103</b>	22,103
	<b>53,402</b>	23,520	<b>76,809</b>	48,414
<b>Contract assets</b>				
Contract assets - current	<b>2,434</b>	2,958	<b>8,066</b>	2,954
	<b>2,434</b>	2,958	<b>8,066</b>	2,954
<b>Contract liabilities</b>				
Australian Government unspent financial assistance	<b>10,054</b>	6,844	<b>10,054</b>	6,844
Other contract liabilities - current	<b>78,106</b>	68,528	<b>63,862</b>	55,623
	<b>88,160</b>	75,372	<b>73,916</b>	62,467

Revenue recognised in the reporting period that was included in the contract liability balance at the beginning of the period was \$47.708m (Parent: \$34.803m).

**Contract assets**

The contract assets are associated with the Group's research contracts.

The impairment associated with the contract assets is disclosed in Note 11: Receivables and Contract Assets.

**Contract liabilities**

The contract liabilities are associated to the Group's research contracts and student income.

**Note 3: Investment Income**

**Accounting Policy**

**Interest**

For all financial instruments measured at amortised cost interest income is recorded using the effective interest rate. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

**Dividends**

Dividend revenue is recognised when the right to receive a dividend has been established. Dividends received from associates and joint venture entities are accounted for in accordance with the equity method of accounting. Revenue is recognised when the Group's right to receive the payment is established; it is probable that the economic benefits associated with the dividend will flow to the Group; and the amount of the dividend can be reliably measured.

**Distributions**

Distributions are recognised on an entitlement basis on the date the distribution is declared.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Investment income</b>				
Interest	<b>858</b>	2,199	<b>1,860</b>	3,187
Dividends	<b>5,007</b>	5,574	<b>5,007</b>	5,574
Trust distributions	<b>21</b>	1	<b>21</b>	1
	<b>5,886</b>	7,774	<b>6,888</b>	8,762
<b>Other investment income</b>				
Net gain/(loss) on financial assets at fair value through the profit and loss	<b>6,793</b>	590	<b>6,793</b>	590
	<b>6,793</b>	590	<b>6,793</b>	590
<b>Net investment income and losses</b>	<b>12,679</b>	8,364	<b>13,681</b>	9,352

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 4: Employee Related Expenses**

**Accounting Policy**

**Employee Related Expenses**

Contributions to superannuation funds are recognised as an expense as they become payable.

Past service costs are recognised in profit and loss immediately.

The University incurs payroll tax at the rate determined by the Queensland Government and other states and territories for payments made to and benefits received by the employees.

The University pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing staff but is not counted in an employee's total remuneration package. It is not an employee benefit and is recognised separately as employee related expenses.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Academic</b>				
Salaries	124,690	125,445	98,362	99,008
Contribution to superannuation	16,677	16,198	16,677	16,198
Payroll tax	5,023	4,074	5,023	4,074
Workers compensation	21	163	21	163
Long service leave	1,508	3,253	1,508	3,253
Annual leave	8,086	7,890	8,086	7,890
	<b>156,005</b>	<b>157,023</b>	<b>129,677</b>	<b>130,586</b>
<b>Professional and technical</b>				
Salaries	103,271	94,051	96,240	86,322
Contribution to superannuation	16,719	17,202	16,719	16,859
Payroll tax	4,635	3,458	4,635	3,458
Workers compensation	20	152	20	152
Long service leave	3,050	2,106	3,050	2,106
Annual leave	8,112	10,400	8,112	10,400
	<b>135,807</b>	<b>127,369</b>	<b>128,776</b>	<b>119,297</b>
	<b>291,812</b>	<b>284,392</b>	<b>258,453</b>	<b>249,883</b>

**Note 5: Repairs and Maintenance**

**Accounting Policy**

**Repairs and Maintenance**

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the carrying amount of those parts that are replaced is derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, as incurred.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Buildings	12,099	10,968	9,849	9,044
Grounds	661	602	645	577
Equipment	12,234	10,691	11,692	10,243
	<b>24,994</b>	<b>22,261</b>	<b>22,186</b>	<b>19,864</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 6: Finance Costs**

**Accounting Policy**

**Financing costs**

Financing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or sale are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the Statement of Comprehensive Income in the period in which they are incurred.

For interest expense on lease liabilities, refer to Note 15.1 which details the policy for lease accounting where the University is a lessee.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Interest expense on loans	3,409	3,880	3,409	3,880
Interest expense on lease liabilities	477	528	477	528
Other interest expenses	3	1	3	-
Finance costs	2,116	910	-	-
	<b>6,005</b>	<b>5,319</b>	<b>3,889</b>	<b>4,408</b>

**Note 7: Other Expenses**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Advertising, marketing and promotional expenses	9,131	8,480	4,199	3,866
Bank fees and charges	255	330	221	286
Books and publications	5,429	5,729	5,429	5,729
Commissions paid	17,599	25,439	17,599	25,439
Communications	2,237	2,416	2,062	2,271
Consumables	4,796	4,477	3,637	3,382
Course fees paid	7,802	8,812	7,802	8,812
Cost of goods sold	3,666	3,467	-	-
Fees and charges	1,886	1,873	1,815	1,822
Insurance	6,672	5,881	6,410	5,855
Licence fees	861	825	728	740
Motor vehicle related expenses	621	529	604	519
Non-capitalised equipment	6,685	5,437	6,616	5,375
Occupancy and utilities	16,732	15,568	15,973	14,791
Other staff related expenses	4,697	3,640	4,697	5,749
Practice and teaching subsidies	6,325	6,046	6,325	6,046
Printing and stationery	1,843	1,445	1,771	1,398
Professional fees	18,403	13,888	17,896	13,181
Rental, hire and other leasing fees	1,845	1,681	1,483	1,372
Minimum lease payments on operating leases	1,889	1,363	1,759	1,245
Grants, scholarships and prizes	15,850	15,848	19,630	20,237
Staff development and recruitment	2,374	1,546	1,938	1,309
Student supervision fees	5,103	5,513	7,541	5,756
Subscriptions and memberships	4,121	3,877	4,098	3,852
Travel expenses	4,071	3,394	4,006	3,331
Other	13,022	10,046	4,460	3,707
	<b>163,915</b>	<b>157,550</b>	<b>148,699</b>	<b>146,070</b>

\* Insurance recoveries received during the year in respect to the losses of public property: \$15.294m (2020: \$3.793m).

**Note 8: Remuneration of Auditors**

During the year the following fees were paid for services provided by the auditors of the Parent Entity, its related practices and non-related audit firms:

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Fees paid to Queensland Audit Office:</b>				
Audit and review of financial statements	234	218	234	218
<b>Fees paid to non-Queensland Audit Office audit firms:</b>				
Audit or review of financial statements of any entity in the Consolidated Entity	4	4	4	4
	<b>238</b>	<b>222</b>	<b>238</b>	<b>222</b>

For the year ended 31 December 2021, Queensland Audit Office provided the Group with a quote of \$250,375 for the audit.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 9: Key Management Personnel Disclosures**

**(a) Names of responsible persons and executive officers**

The following persons were responsible persons and executive officers of the University during the financial year:

*Responsible Officers*

Details of the University's Council membership are located within the Annual Report.

*Executive Officers*

**2021**

Prof. Sandra Harding  
Prof. Stephen Naylor  
Prof. Chris Cocklin  
Prof. Nicholas Nakata (appointed 15/11/2021)  
Prof. Richard Murray  
Prof. Marcus Lane  
Prof. Maree Dinan-Thompson  
Mrs Patricia Brand

**2020**

Prof. Sandra Harding  
Prof. Stephen Naylor  
Prof. Chris Cocklin  
Prof. Ian Wronski (resigned 13/11/2020)  
Prof. Richard Murray (acting 02/11/2020 – 31/12/2020)  
Prof. Marcus Lane (acting)  
Prof. Laura-Ann Bull (resigned 07/05/2020)  
Prof. Maree Dinan-Thompson (acting 27/04/2020 – 31/12/2020)  
Mrs Patricia Brand

**(b) Remuneration of Council members and Executive Officers**

The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

*Remuneration of Council members*

Council members received remuneration for duties performed in their role as a Council member. No Council member is entitled to any Retirement Benefit arising from their role as a Council member.

During the year there were thirteen Council members (2020: five) who received remuneration as employees of the Parent Entity.

During the year there were two Council members (2020: eleven) who did not receive remuneration as employees of the Parent Entity.

Remuneration of Council members	Consolidated		Parent Entity	
	2021 Number	2020 Number	2021 Number	2020 Number
Nil to \$14,999	2	11	2	11
\$15,000 to \$29,999	4	-	4	-
\$30,000 to \$44,999	3	-	3	-
\$60,000 to \$74,999	1	1	1	1
\$105,000 to \$119,999	1	-	1	-
\$165,000 to \$179,999	-	1	-	1
\$210,000 to \$224,999	1	-	1	-
\$285,000 to \$299,999	1	1	1	1
\$315,000 to \$329,999	-	1	-	1
\$330,000 to \$344,999	1	-	1	-
\$885,000 to \$899,999	1	-	1	-
\$945,000 to \$959,999	-	1	-	1

Remuneration of executive officers	Consolidated		Parent Entity	
	2021 Number	2020 Number	2021 Number	2020 Number
\$45,000 to \$59,999	-	1	-	1
\$75,000 to \$89,999	1	-	1	-
\$285,000 to \$299,999	1	1	1	1
\$300,000 to \$314,999	-	1	-	1
\$330,000 to \$344,999	-	1	-	1
\$405,000 to \$419,999	-	1	-	1
\$420,000 to \$434,999	1	1	1	1
\$435,000 to \$449,999	2	-	2	-
\$465,000 to \$479,999	1	-	1	-
\$480,000 to \$494,999	-	1	-	1
\$525,000 to \$539,999	1	-	1	-
\$570,000 to \$584,999	-	1	-	1
\$885,000 to \$899,999	1	-	1	-
\$945,000 to \$959,999	-	1	-	1

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 9: Key Management Personnel Disclosures (cont'd)**

(c) Key management personnel compensation

	Council Members		University Executive	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Short-term employee benefits	1,786	1,518	3,031	3,091
Post-employment benefits	266	259	500	466
Other long-term benefits	27	42	76	66
Termination benefits	-	-	-	215
<b>Total key management personnel compensation</b>	<b>2,079</b>	<b>1,819</b>	<b>3,607</b>	<b>3,838</b>

The University seeks advice and considers relevant benchmarking data when considering changes to remuneration of key management personnel.

Remuneration for the University's key management personnel, other than the Vice Chancellor, reflect a banded structure approved by the Human Resources Committee of Council with the particular level of remuneration at contract commencement determined by the Vice Chancellor. Remuneration for the Vice Chancellor is determined by the Chancellor's Committee. Remuneration and other terms of employment for key management personnel are outlined in their individual employment contracts. Pay increases are determined by the Human Resources Committee for all key management personnel except the Vice Chancellor and by the Chancellor's Committee for the Vice Chancellor.

Remuneration packages for key management personnel comprise the following components:

- Base - consisting of base salary, allowances and leave entitlements paid;
- Non-monetary benefits - provision of vehicle and fringe benefits tax applicable; and
- Long service leave accrued and employer superannuation contributions.

Performance bonuses may be payable annually depending upon satisfaction of predetermined criteria tied to individual targets and organisational performance. Performance payments are capped at 10% for Deputy Vice Chancellors and 15% for the Provost and Vice Chancellor. The bonuses for key management personnel other than the Provost and the Vice Chancellor are determined by the Vice Chancellor. The Provost's bonus is determined by the Human Resources Committee. The Vice Chancellor's bonus is determined by the Chancellor's Committee.

(d) Loans to key management personnel

No loans were made to directors of the University or other key management personnel of the Group, including their personally related parties.

(e) Other transactions with key management personnel

There were no other transactions with key management personnel, including their related parties, during the financial year.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 10: Cash and Cash Equivalents**

**Accounting Policy**

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions and other short-term, highly liquid investments with an original maturity of 90 days or less.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash at bank and on hand	57,669	59,440	17,867	24,101
Term deposits (maturity less than 90 days or at call)	131,680	109,030	114,324	97,148
	<b>189,349</b>	<b>168,470</b>	<b>132,191</b>	<b>121,249</b>

The above figures are included as cash and cash equivalents in the Statement of Cash Flows.

**(a) Cash at bank and on hand**

Cash at bank deposits yield interest at floating rates of between 0.00% and 0.01% (2020: 0.00% and 0.01%)

**(b) Cash held in trust**

Cash held in trust deposits yield interest at floating rates of between 0.00% and 0.01% (2020: 0.00% and 0.01%)

**(c) Term deposits**

Short term deposits yield interest at floating rates of between 0.10% and 2.00% (2020: 0.50% and 2.85%). These deposits have a maturity date of less than 90 days or at call.

**Note 11: Receivables and Contract Assets**

**Accounting Policy**

**Classification and measurement**

Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade receivables are generally due for settlement within 30 days of the date of invoice. The carrying value less allowance for expected credit losses is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

**Expected credit losses**

For trade receivables the Group applies a simplified approach in calculating expected credit losses. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Debtors	15,171	16,155	17,037	17,924
Sundry loans and advances	4,820	5,890	3,278	4,405
Loans receivable from related parties	-	-	292	1,695
	<b>19,991</b>	<b>22,045</b>	<b>20,607</b>	<b>24,024</b>
Allowance for expected credit losses	(4,762)	(4,796)	(4,004)	(4,004)
	<b>15,229</b>	<b>17,249</b>	<b>16,603</b>	<b>20,020</b>
Accrued revenue	30,965	2,317	30,957	2,301
GST receivable	7,208	3,954	7,146	3,990
	<b>53,402</b>	<b>23,520</b>	<b>54,706</b>	<b>26,311</b>
<b>Non-current</b>				
Loans receivable from related parties	-	-	22,103	22,103
	<b>-</b>	<b>-</b>	<b>22,103</b>	<b>22,103</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 11: Receivables and Contract Assets (cont'd)**

**Contract assets**

As at 31 December 2021, the Group has contract assets of \$2.434m (2020: \$2.958m) which is net of an allowance for expected credit losses of \$Nil (2020: \$Nil).

The significant changes in the balances of contract asset are disclosed in Note 2.7: Assets and Liabilities Related to Contracts with Customers while information about the credit exposures are disclosed in Note 22: Financial Risk Management.

**(a) Impaired receivables**

The allowance for expected credit losses of \$4.762m (2020: \$4.796m) is based on historical experience regarding the collectability of aged debts and also includes specific debtors.

As at 31 December 2021, trade and other receivables of \$14.872m (2020: \$6.711m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. Ageing analysis is not considered material for disclosure.

**Note 12: Other Financial Assets and Liabilities**

**Accounting Policy**

**Classification**

The Group classifies its financial assets in the following measurement categories:

- Those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through the Statement of Comprehensive Income), and
- Those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in the Statement of Comprehensive Income or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVTOCI).

The Group reclassifies debt investments only when its business model for managing those assets changes.

**Recognition and De-recognition**

Regular purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

**Measurement**

At initial recognition, in the case of a financial asset not at fair value through the Statement of Comprehensive Income (FVTPL), the Group measures a financial asset at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the Statement of Comprehensive Income.

**Debt Instruments**

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on de-recognition is recognised directly in profit or loss and presented in other gains / (losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the Statement of Comprehensive Income.
- **FVTOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVTOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains / (losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains / (losses) and impairment expenses are presented as separate line item in the Statement of Comprehensive Income.
- **FVTPL:** Assets that do not meet the criteria for amortised cost or FVTOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL is recognised in profit or loss and presented net within other gains / (losses) in the period in which it arises.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 12: Other Financial Assets and Liabilities (cont'd)**

**Accounting Policy (cont'd)**

**Equity Instruments**

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the de-recognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVTPL are recognised in other gains / (losses) in the Statement of Comprehensive Income as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVTOCI are not reported separately from other changes in fair value.

**Expected credit losses**

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVTOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Other Financial Assets</b>				
<b>Current</b>				
Other financial asset at amortised cost	12(a) <b>46,834</b>	51,306	<b>46,834</b>	51,306
	<b>46,834</b>	51,306	<b>46,834</b>	51,306
<b>Non-current</b>				
Financial assets at fair value through the profit and loss	12(b) <b>84,255</b>	65,162	<b>84,255</b>	65,162
Financial assets at fair value through other comprehensive income	12(c) <b>69,013</b>	56,510	<b>71,704</b>	59,201
	<b>153,268</b>	121,672	<b>155,959</b>	124,363
<b>(a) Other financial asset at amortised cost</b>				
<b>Current - at market value</b>				
Term deposits (maturity greater than 90 days)	<b>46,834</b>	51,306	<b>46,834</b>	51,306
	<b>46,834</b>	51,306	<b>46,834</b>	51,306
<b>(b) Financial asset at fair value through the profit and loss</b>				
<b>Non-current - at market value</b>				
Listed securities - managed funds	<b>84,255</b>	65,162	<b>84,255</b>	65,162
	<b>84,255</b>	65,162	<b>84,255</b>	65,162
<b>(c) Financial assets at fair value through other comprehensive income comprise</b>				
<b>Non-current - at market value</b>				
Unlisted and listed securities - shares	<b>69,013</b>	56,510	<b>71,704</b>	59,201
	<b>69,013</b>	56,510	<b>71,704</b>	59,201

Financial assets at fair value through other comprehensive income comprise investments in units in managed funds and in the ordinary share capital of various entities. There are no fixed returns or fixed maturity dates attached to these investments.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 12: Other Financial Assets and Liabilities (cont'd)**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>(d) Other Reserves - fair value movements in other financial assets (amounts recognised directly in equity)</b>				
Balance at the beginning of the year	54,849	48,685	55,794	49,630
Transfers / reclassifications	(81,783)	(4,169)	(81,783)	(4,169)
Gain/ (loss) on equity instruments at fair value through other comprehensive income	42,740	10,333	42,740	10,333
Balance at the end of the year	15,806	54,849	16,751	55,794

**Note 13: Property, Plant and Equipment**

**Accounting Policy**

Each class of property, plant and equipment is carried at cost or fair value, less where applicable, any accumulated depreciation and impairment losses.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the Statement of Comprehensive Income.

On 6 December 2019, Queensland public universities were granted an exemption from complying with Queensland Treasury's Asset Policy – 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018). The exemption applies for three reporting years, 31 December 2019, 31 December 2020 and 31 December 2021. Despite the exemption, the University has voluntarily elected to comply with the policy.

**Land, buildings and infrastructure assets**

Land, buildings and infrastructure assets are valued at fair value in accordance with the Queensland Treasury's Asset Policy – 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018), less accumulated depreciation for building and infrastructure assets. Buildings under construction are recorded at cost. The asset recognition threshold for land is \$1 and \$10,000 for building and infrastructure assets.

**Plant and equipment**

Plant and equipment with a value of equal to or greater than \$5,000 is recorded at cost less accumulated depreciation and accumulated impairment losses. Plant and equipment donated to the University is recorded at management's valuation in the year of donation. Additions with a value of less than \$5,000 are expensed in the year of purchase.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Statement of Comprehensive Income during the financial period in which they are incurred.

**Leasehold improvement assets**

Leasehold improvement assets with a value equal to or greater than \$10,000 are recorded at cost.

**Library collections**

In accordance with the 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018) collections are classified as a common use, reference or heritage (rare book) collection. Each collection type is subject to specific accounting treatments.

**Common use**

A common use collection generally has a limited life with the greatest usage within the first year and a rapid decline in use in subsequent years. With the declining use and obsolescence, common use items are expensed on acquisition.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 13: Property, Plant and Equipment (cont'd)**

*Reference*

A reference collection generally has a longer useful life and would be replaced if lost or damaged. A recognition threshold of \$1 million applies to the collection. At balance date the University's reference collection had a carrying value of less than \$1 million. As a result, the University's reference collection has been expensed.

*Rare books*

Rare books are valued at fair value in accordance with Queensland Treasury's Asset Policy – 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018). The asset recognition threshold is \$5,000.

*Museums and art*

Museums and art are valued at fair value in accordance with Queensland Treasury's Asset Policy – 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018). Additions to the collections purchased since the last valuation date are recorded at cost. The asset recognition threshold is \$5,000.

*Revaluations*

Land, buildings, infrastructure and cultural assets (including museums and art, and rare books) are revalued with sufficient regularity but at least every five years in accordance with Queensland Treasury's Asset Policy – 'Non-Current Asset Policies for the Queensland Public Sector' (May 2018), by an external independent valuer and are included in the financial statements at the revalued amounts. Interim revaluations of assets valued at fair value are performed using relevant indices or other reliable measures.

Any accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Revaluation increments are credited directly to the asset revaluation surplus, except where the increment reverses a decrement previously recognised in the Statement of Comprehensive Income. In such cases the increments are recognised as revenue in the Statement of Comprehensive Income. Revaluation decrements are recognised as an expense in the Statement of Comprehensive Income except where the decrement reverses a revaluation increment held in the asset revaluation surplus.

*Depreciation of property, plant and equipment*

Property, plant and equipment, other than land, library (rare books), museum and art collections, are depreciated on a straight line basis over their expected useful lives. Leasehold improvement assets are depreciated over the unexpired period of the lease.

The depreciation rates used are:

	2021	2020
Buildings	1.03% to 19.40%	1.03% to 19.40%
Infrastructure	0.89% to 20.00%	0.89% to 20.00%
Leasehold improvement assets	3.57% to 50.00%	4.00% to 50.00%
Plant and equipment	2.50% to 50.00%	2.50% to 33.33%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of the reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

*Impairment of Assets*

At the end of each reporting period, the Group reviews the carrying values of its tangible and intangible assets (with a finite useful life) to assess whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is transferred to the asset revaluation surplus. The excess of the asset's carrying value over the asset revaluation surplus for that class of asset is expensed to the Statement of Comprehensive Income.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 13: Property, Plant and Equipment (cont'd)**

Consolidated	Land \$'000	Buildings \$'000	WIP \$'000	Plant and Equipment \$'000	Library Collections \$'000	Museums and Art \$'000	Leasehold Improvements \$'000	Infrastructure \$'000	Right of Use Assets \$'000	Total \$'000
<b>As at 1 January 2020</b>										
Cost	-	-	40,354	149,064	-	-	28,372	-	-	217,790
Fair value	38,212	1,189,594	-	-	1,532	1,789	-	200,003	41,853	1,472,983
Accumulated depreciation and impairment	-	(441,091)	-	(112,148)	-	-	(12,694)	(71,098)	(7,005)	(644,036)
<b>Net book amount</b>	<b>38,212</b>	<b>748,503</b>	<b>40,354</b>	<b>36,916</b>	<b>1,532</b>	<b>1,789</b>	<b>15,678</b>	<b>128,905</b>	<b>34,848</b>	<b>1,046,737</b>
<b>Year ended 31 December 2020</b>										
Opening net book amount	38,212	748,503	40,354	36,916	1,532	1,789	15,678	128,905	34,848	1,046,737
Additions / transfers (including from WIP)	-	48,846	(9,735)	4,995	26	6	2,630	309	1,527	48,604
Lease modifications	-	-	-	-	-	-	-	-	37,096	37,096
Revaluation / impairment	-	(1,222)	-	-	-	6	-	(7,635)	-	(8,851)
Depreciation expense	-	(22,534)	-	(8,206)	-	-	(5,879)	(5,594)	(7,387)	(49,600)
Disposals	(119)	-	-	(120)	-	-	-	-	(80)	(319)
Reclassified as right-of-use asset	-	-	-	25	-	-	(25)	-	-	-
Effect of foreign currency translation	-	(487)	-	(81)	-	-	(696)	-	(3,344)	(4,608)
<b>Closing net book amount</b>	<b>38,093</b>	<b>773,106</b>	<b>30,619</b>	<b>33,529</b>	<b>1,558</b>	<b>1,801</b>	<b>11,708</b>	<b>115,985</b>	<b>62,660</b>	<b>1,069,059</b>
<b>As at 31 December 2020</b>										
Cost	-	-	30,619	153,883	-	-	20,737	-	-	205,239
Fair value	38,093	1,255,092	-	-	1,558	1,801	-	195,411	77,052	1,569,007
Accumulated depreciation and impairment	-	(481,986)	-	(120,354)	-	-	(9,029)	(79,426)	(14,392)	(705,187)
<b>Net book amount</b>	<b>38,093</b>	<b>773,106</b>	<b>30,619</b>	<b>33,529</b>	<b>1,558</b>	<b>1,801</b>	<b>11,708</b>	<b>115,985</b>	<b>62,660</b>	<b>1,069,059</b>
<b>Year ended 31 December 2021</b>										
Opening net book amount	38,093	773,106	30,619	33,529	1,558	1,801	11,708	115,985	62,660	1,069,059
Acquisition of subsidiary	-	-	-	20	-	-	-	-	42	62
Additions / transfers (including from WIP)	13,614	10,398	52,087	5,490	-	36	154	1,470	1,099	84,348
Lease modifications	-	-	-	-	-	-	-	-	177	177
Revaluation / impairment	25	4,578	-	-	-	6	-	2,122	-	6,731
Depreciation expense	-	(23,481)	-	(7,427)	-	-	(2,728)	(5,048)	(6,892)	(45,576)
Disposals	-	-	-	(79)	-	-	(517)	-	(229)	(825)
Effect of foreign currency translation	-	249	-	37	-	-	644	-	1,534	2,464
<b>Closing net book amount</b>	<b>51,732</b>	<b>764,850</b>	<b>82,706</b>	<b>31,570</b>	<b>1,558</b>	<b>1,843</b>	<b>9,261</b>	<b>114,529</b>	<b>58,391</b>	<b>1,116,440</b>
<b>As at 31 December 2021</b>										
Cost	-	-	82,706	104,140	-	-	19,950	-	-	206,796
Fair value	51,732	1,267,011	-	-	1,558	1,843	-	198,988	70,036	1,591,168
Accumulated depreciation and impairment	-	(502,161)	-	(72,570)	-	-	(10,689)	(84,459)	(11,645)	(681,524)
<b>Net book amount</b>	<b>51,732</b>	<b>764,850</b>	<b>82,706</b>	<b>31,570</b>	<b>1,558</b>	<b>1,843</b>	<b>9,261</b>	<b>114,529</b>	<b>58,391</b>	<b>1,116,440</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 13: Property, Plant and Equipment (cont'd)**

Parent Entity	Land \$'000	Buildings \$'000	WIP \$'000	Plant and Equipment \$'000	Library Collections \$'000	Museums and Art \$'000	Leasehold Improvements \$'000	Infrastructure \$'000	Right of Use Assets \$'000	Total \$'000
<b>As at 1 January 2020</b>										
Cost	-	-	39,620	91,684	-	-	12,659	5,053	-	149,016
Fair value	38,213	1,141,735	-	-	1,532	1,791	-	187,818	23,394	1,394,483
Accumulated depreciation and impairment	-	(437,516)	-	(59,738)	-	-	(6,750)	(65,614)	(7,813)	(577,431)
<b>Net book amount</b>	<b>38,213</b>	<b>704,219</b>	<b>39,620</b>	<b>31,946</b>	<b>1,532</b>	<b>1,791</b>	<b>5,909</b>	<b>127,257</b>	<b>15,581</b>	<b>966,068</b>
<b>Year ended 31 December 2020</b>										
Opening net book amount	38,213	704,219	39,620	31,946	1,532	1,791	5,909	127,257	15,581	966,068
Additions / transfers (including from WIP)	-	41,080	(10,063)	4,751	26	4	2,349	311	-	38,458
Lease modifications	-	-	-	-	-	-	-	-	927	927
Revaluation / impairment	-	(2,048)	-	-	-	6	-	(7,635)	-	(9,677)
Depreciation expense	-	(21,498)	-	(7,472)	-	-	(2,224)	(5,519)	(2,150)	(38,863)
Disposals	(120)	-	-	(120)	-	-	-	-	-	(240)
<b>Closing net book amount</b>	<b>38,093</b>	<b>721,753</b>	<b>29,557</b>	<b>29,105</b>	<b>1,558</b>	<b>1,801</b>	<b>6,034</b>	<b>114,414</b>	<b>14,358</b>	<b>956,673</b>
<b>As at 31 December 2020</b>										
Cost	-	-	29,557	95,721	-	-	14,612	-	-	139,890
Fair value	38,093	1,199,002	-	-	1,558	1,801	-	193,430	24,581	1,458,465
Accumulated depreciation and impairment	-	(477,249)	-	(66,616)	-	-	(8,578)	(79,016)	(10,223)	(641,682)
<b>Net book amount</b>	<b>38,093</b>	<b>721,753</b>	<b>29,557</b>	<b>29,105</b>	<b>1,558</b>	<b>1,801</b>	<b>6,034</b>	<b>114,414</b>	<b>14,358</b>	<b>956,673</b>
<b>Year ended 31 December 2021</b>										
Opening net book amount	38,093	721,753	29,557	29,105	1,558	1,801	6,034	114,414	14,358	956,673
Additions / transfers (including from WIP)	13,614	9,452	51,834	5,104	-	36	(23)	1,466	1,054	82,537
Lease modifications	-	-	-	-	-	-	-	-	43	43
Revaluation / impairment	25	5,698	-	-	-	6	-	2,122	-	7,851
Depreciation expense	-	(22,404)	-	(7,004)	-	-	(1,597)	(4,972)	(2,261)	(38,238)
Disposals	-	-	-	(76)	-	-	-	-	(229)	(305)
<b>Closing net book amount</b>	<b>51,732</b>	<b>714,499</b>	<b>81,391</b>	<b>27,129</b>	<b>1,558</b>	<b>1,843</b>	<b>4,414</b>	<b>113,030</b>	<b>12,965</b>	<b>1,008,561</b>
<b>As at 31 December 2021</b>										
Cost	-	-	81,391	99,245	-	-	14,589	-	-	195,225
Fair value	51,732	1,209,727	-	-	1,558	1,843	-	197,004	24,357	1,486,221
Accumulated depreciation and impairment	-	(495,228)	-	(72,116)	-	-	(10,175)	(83,974)	(11,392)	(672,885)
<b>Net book amount</b>	<b>51,732</b>	<b>714,499</b>	<b>81,391</b>	<b>27,129</b>	<b>1,558</b>	<b>1,843</b>	<b>4,414</b>	<b>113,030</b>	<b>12,965</b>	<b>1,008,561</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 13: Property, Plant and Equipment (cont'd)**

(a) Revaluation of non-current assets

In accordance with the University's policy on revaluation of assets as stated above, the details of the asset revaluations are as follows:

Asset Class	Full Revaluation Date	Full Valuation Basis	Interim Revaluation Date	Interim Valuation Basis
Land	09.06.2017	Independent	30.06.2021	Independent
Buildings	09.06.2017	Independent	30.06.2021	Independent
Infrastructure	09.06.2017	Independent	30.06.2021	Independent
Museum and Art	22.06.2018	Independent	31.12.2021	Independent
Library Collections (Rare Books)	22.06.2018	Independent	31.12.2021	Independent

An independent valuation of land assets was performed by Australian Pacific Valuers Pty Ltd (APV) on 9 June 2017. The fair value was assessed primarily by the direct comparison method. A subsequent desktop valuation has been performed by APV on 30 June 2021 with an opinion stating that there has been no material change in value between the valuation date and the University's financial statement reporting date of 31 December 2021.

On 9 June 2017 independent valuations of buildings and infrastructure assets were performed by APV using fair value principles. For buildings which have a specialised nature and have limited comparable sales on a 'going concern' basis, the current replacement cost method has been used to determine fair value. The remaining buildings are primarily residential properties and have been valued using the direct comparison method. A subsequent desktop valuation has been performed by APV on 30 June 2021 with an opinion stating that there has been no material change in value between the valuation date and the University's financial statement reporting date of 31 December 2021.

An independent full revaluation of the art collection was conducted by Ross Searle, Ross Searle and Associates, Brisbane (approved valuer of the Commonwealth Government's Cultural Gifts Program) on 22 June 2018. The valuation has been based on auction records, market information on artists and other sale information available. A subsequent desktop valuation has been performed by Ross Searle on 31 December 2021.

An independent valuation of the museum collection was undertaken by Ross Searle, Ross Searle and Associates, Brisbane (approved valuer of the Commonwealth Government's Cultural Gifts Program) on 22 June 2018. The valuation has been based, so far as is possible, on current values for similar objects, such valuations are based on valuer's professional knowledge and research. A subsequent desktop valuation has been performed by Ross Searle on 31 December 2021.

The library collections asset comprises of three rare book collections held at the University's library. An independent valuation of the rare book collection was undertaken by Simon Taaffe, Sydney (approved valuer of the Commonwealth Government's Cultural Gifts Program) on 22 June 2018. The fair value has been assessed based on auction records, booksellers' catalogues and online databases of market information. A subsequent desktop valuation has been performed by Simon Taaffe on 31 December 2021.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at the beginning of the year	457,223	466,073	446,265	455,942
Revaluation adjustments:				
Land	25	-	25	-
Buildings	4,578	(1,221)	5,698	(2,048)
Museums and Art	6	6	6	6
Infrastructure	2,122	(7,635)	2,122	(7,635)
Total increment to asset revaluation surplus	6,731	(8,850)	7,851	(9,677)
Balance at the end of the year	463,954	457,223	454,116	446,265

### **Note 13.1: Right-of-Use Assets**

#### **Accounting Policy**

##### **Assessment of whether a contract is, or contains, a lease**

At inception of a contract, the Group assesses whether a contract is, or contains a lease. A contract is, or contains a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

The Group assesses whether:

- a. The contract involves the use of an identified asset – the asset may be explicitly or implicitly specified in the contract. A capacity portion of larger assets is considered an identified asset if the portion is physically distinct or if the portion represents substantially all the capacity of the asset. The asset is not considered an identified asset, if the supplier has the substantive right to substitute the asset throughout the period of use.
- b. The Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- c. The Group has the right to direct the use of the asset throughout the period of use – the Group is considered to have the right to direct the use of the asset only if either:
  - i. The Group has the right to direct how and for what purpose the identified asset is used throughout the period of use; or
  - ii. The relevant decisions about how and for what purposes the asset is used is predetermined and the Group has the right to operate the asset, or the Group designed the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use.

##### **Accounting for leases – Group as lessee**

In contracts where the Group is a lessee, the Group recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied.

##### **Right-of-use asset**

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

A right-of-use asset associated with land and buildings is subsequently measured at fair value. All other property, plant and equipment are measured as described in the accounting policy for property, plant and equipment in Note 13.

##### **Concessionary (peppercorn) leases**

Leased assets arising from significantly below market leases are measured at fair value at the inception of the lease whereas the lease liability is recognised at present value of peppercorn lease payment amounts. The difference between the right-of-use asset and lease liability is recorded as income in the Statement of Comprehensive Income under AASB 1058.

AASB 2018-8: Amendments to Australian Accounting Standards Right-of-Use Assets of Not-for-Profit Entities provides an option for Not-for-Profit entities to not apply the fair value initial measurement requirements to below-market leases. The Group has exercised this option and as a result the Group's below-market leases have not been measured at fair value and have not been recognised as a right-of-use asset.

##### **Dependencies on concessionary leases**

The concessional leases listed below, because of their nature, play a significant role to the Group to further its objectives.

- Charters Towers, rural property (Fletcherview);
- Mackay Base Hospital, Level 1 (Mackay Education Research Centre);
- Orpheus Island, research station; and
- Townsville, Clinic Practice Building.

##### **Nature and term on the lease**

- Fletcherview is a thirty year special lease with the Department on Natural Resources and Water which expires in 2037. Its use is restricted to a field research station facility.
- Mackay Base Hospital, Level 1, is a forty year peppercorn lease which expires in 2051. Its use is restricted as a dedicated educational precinct for use by the University.
- Orpheus Island research station is a twenty year '*Interest in Protected Areas Authority*' which expires in 2029. Its use is restricted as a marine and terrestrial research and educational facility.
- The University has a twenty year peppercorn lease on the first and second floors (part thereof) of the Clinic Practice Building which expires in 2033. Its use is restricted to a dental clinic, teaching spaces, multidisciplinary health clinics and allied health clinics.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 13.1: Right-of-Use Assets (cont'd)**

Buildings	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
At 1 January 2021	61,590	34,172	14,358	15,581
Additions of right-of-use assets	1,099	828	1,054	-
Disposals of right-of-use assets	(229)	-	(229)	-
Depreciation charge	(6,747)	(7,172)	(2,261)	(2,150)
Lease modifications	224	37,096	43	927
Effect of foreign currency translation	1,528	(3,334)	-	-
<b>At 31 December 2021</b>	<b>57,465</b>	<b>61,590</b>	<b>12,965</b>	<b>14,358</b>

**Plant and Equipment**

Plant and Equipment	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
At 1 January 2021	1,070	676	-	-
Acquisition of subsidiary	42	-	-	-
Additions of right-of-use assets	-	699	-	-
Disposals of right-of-use assets	-	(80)	-	-
Depreciation charge	(147)	(215)	-	-
Lease modifications	(47)	-	-	-
Effect of foreign currency translation	8	(10)	-	-
<b>At 31 December 2021</b>	<b>926</b>	<b>1,070</b>	<b>-</b>	<b>-</b>

**Note 14: Trade and Other Payables**

**Accounting Policy**

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year, which are unpaid at the end of the reporting period. The amounts are unsecured and are usually paid within 30 days of recognition. The carrying value is a reasonable approximation of their fair values due to the short-term nature of trade and other payables.

Current	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Trade creditors	10,743	7,413	6,476	3,348
OS-HELP liability to Australian Government	3,648	3,656	3,648	3,656
Salary and related payables	4,464	6,586	4,184	6,168
Accrued expenses and other creditors	27,979	25,333	22,709	19,629
	<b>46,834</b>	<b>42,988</b>	<b>37,017</b>	<b>32,801</b>

**Note 15: Borrowings**

**Accounting Policy**

**Borrowings**

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the borrowings using the effective interest method.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

**Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or sale are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the Statement of Comprehensive Income in the period in which they are incurred.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 15: Borrowings (cont'd)**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Unsecured				
Interest bearing	<b>8,119</b>	8,554	<b>8,119</b>	8,554
Non-interest bearing	<b>553</b>	553	<b>553</b>	553
Lease liabilities	<b>5,700</b>	5,687	<b>1,948</b>	2,136
	<b>14,372</b>	14,794	<b>10,620</b>	11,243
<b>Non-current</b>				
Unsecured				
Interest bearing	<b>116,847</b>	72,817	<b>116,847</b>	72,817
Non-interest bearing	<b>2,195</b>	2,748	<b>2,195</b>	2,748
Lease liabilities	<b>56,637</b>	59,663	<b>14,119</b>	15,164
	<b>175,679</b>	135,228	<b>133,161</b>	90,729

The consolidated interest-bearing liabilities represent outstanding loans of \$72.817m with the Queensland Treasury Corporation (QTC) and \$52.149m with the Northern Australia Infrastructure Facility (NAIF) (Parent Entity). The payout value at 31 December 2021 of the QTC loans outstanding is \$81.356m (2020: \$95.855m), the NAIF loans is \$52.149m (2020: \$Nil), and the non-interest loan under the Catalyst Infrastructure Program is \$2.749m (2020: \$3.302m).

Non-current assets pledged as security for these liabilities: \$Nil (2020: \$Nil)

The University entered into two facility agreements with the Queensland Government in which the Queensland Government agreed to provide financial accommodation to the University to finance two capital building projects. The Queensland Government entered into a master facility agreement with the Commonwealth of Australia and NAIF under which NAIF agreed to provide the Queensland Government the financial accommodation necessary for the University's two capital building projects.

NAIF has financed the construction of the Technology Innovation Complex (TIC) and construction of new student accommodation. The TIC facility is for \$96m over twenty-five years, draw-downs commenced in 2021. The student accommodation facility is for \$46m over twenty-five years, draw-downs commenced in 2021. Both projects are being built in Townsville on the Bebegu Yumba Campus, Douglas.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Borrowings are payable:</b>				
- not later than one year	<b>14,372</b>	14,794	<b>10,620</b>	11,243
- later than one year and not later than five years	<b>66,733</b>	78,163	<b>51,071</b>	33,664
- later than five years	<b>108,946</b>	57,065	<b>82,090</b>	57,065
	<b>190,051</b>	150,022	<b>143,781</b>	101,972

The Group's long-term borrowings arising from financing activities had net cashflows of \$40.855m (2020: (\$13.930m)) as disclosed in the Statement of Cash Flows and net non-cash changes of \$80.884m (2020: \$32.512m).

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 15.1: JCU as Lessee**

**Accounting Policy**

**Lease liabilities – JCU as Lessee**

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI);
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the Statement of Comprehensive Income. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate with a corresponding adjustment to the right-of-use asset. The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Right-of-use assets are presented within property, plant and equipment in Note 13.1 and lease liabilities are presented as borrowings in Note 15.

**Short-term leases and leases of low-value assets**

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is below the asset recognition threshold of its class or less. The Group recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

Amounts recognised in the Statement of Comprehensive Income	Consolidated		Parent Entity	
	2021 \$'000	2020	2021 \$'000	2020
Interest on lease liabilities	2,617	1,430	477	528
Expenses relating to short-term leases	1,753	1,242	1,753	1,242
	<b>4,370</b>	<b>2,672</b>	<b>2,230</b>	<b>1,770</b>

Maturity analysis - undiscounted contractual cash flows	Consolidated		Parent Entity	
	2021 \$'000	2020	2021 \$'000	2020
Less than one year	8,391	8,212	2,627	2,572
One to five years	60,771	64,504	8,283	8,445
More than five years	7,652	8,882	7,652	8,882
<b>Total undiscounted contractual cash flows</b>	<b>76,814</b>	<b>81,598</b>	<b>18,562</b>	<b>19,899</b>
Lease liabilities recognised in the Statement of Financial Position	62,337	65,350	16,067	17,300
Current	5,700	5,687	1,948	2,136
Non-current	56,637	59,663	14,119	15,164

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 16: Employee Benefit Liability**

**Accounting Policy**

**Short-term employee benefits**

Liabilities for short-term employee benefits including wages and salaries, annual leave, long service leave, non-monetary benefits and bonuses due to be settled within 12 months after the end of the period are measured at the amount expected to be paid when the liability is settled and recognised in employee benefits liability. Sick leave is non-vesting, an expense is recognised when the leave is taken and measured at the rates paid.

**Other long-term employee benefits**

The liability for annual leave and long service leave not expected to be settled within twelve months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated cash outflows.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it would be classified as a non-current liability.

**Retirement benefit obligations**

Employees of the University are entitled to benefits on retirement, disability or death from the University's superannuation plan. The University has a defined benefit division and a defined contribution division within its plan. The defined benefit division provides a lump sum benefit or pension based on years of service and final average salary.

The UniSuper Defined Benefit Division (DBD), the predominant plan within the University, is a defined benefit plan under superannuation law however, as a result of amendments to Clause 34 of the UniSuper Trust Deed, it is deemed a defined contribution plan under Accounting Standard AASB 119: *Employee Benefits*. The DBD receives fixed contributions from the University and the University's legal or constructive obligation is limited to these contributions.

Contributions made by the University to employee superannuation funds are charged as expenses when incurred.

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Annual leave	19,397	21,098	19,145	20,846
Long service leave	26,237	25,163	25,915	24,879
	<b>45,634</b>	46,261	<b>45,060</b>	45,725
<b>Non-current</b>				
Long service leave	4,169	4,689	4,096	4,608
	<b>4,169</b>	4,689	<b>4,096</b>	4,608
	<b>49,803</b>	50,950	<b>49,156</b>	50,333

**Liability for employee benefits**

Current annual leave for the Consolidated and Parent Entity expected to be settled wholly after more than 12 months is \$2.556m (2020: \$2.762m). Current long service leave for the Consolidated and Parent Entity expected to be settled wholly after more than 12 months is \$24.036m (2020: \$23.200m).

In calculating the present value of future cash flows in respect of employee benefits relating to long service leave, the probability of long service being taken is based on historical data.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 17: Other Liabilities**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Funds held in trust	<b>5,925</b>	5,934	<b>699</b>	708
	<b>5,925</b>	5,934	<b>699</b>	708
<b>Non-current</b>				
Make good provision - leased premises	<b>1,810</b>	1,750	-	-
	<b>1,810</b>	1,750	-	-

**Note 18: Commitments for Expenditure**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Capital expenditure commitments</b>				
Contracted but not provided for and payable:				
- not later than one year	<b>64,649</b>	42,632	<b>60,563</b>	42,632
- later than one year and not later than five years	<b>388</b>	1,498	<b>388</b>	1,498
	<b>65,037</b>	44,130	<b>60,951</b>	44,130
<b>Operating lease commitments</b>				
Future operating lease rentals of property, plant and equipment not provided for and payable:				
- not later than one year	<b>653</b>	962	<b>450</b>	739
- later than one year and not later than five years	<b>4,030</b>	2,642	<b>3,016</b>	1,525
- later than five years	-	1,942	-	1,942
	<b>4,683</b>	5,546	<b>3,466</b>	4,206
<b>Other contractual commitments</b>				
Future contractual commitments not provided for and payable:				
- not later than one year	<b>8,376</b>	19,492	<b>8,349</b>	19,492
- later than one year and not later than five years	<b>4,645</b>	9,867	<b>4,645</b>	9,867
	<b>13,021</b>	29,359	<b>12,994</b>	29,359
<b>Total commitments for expenditure</b>	<b>82,741</b>	79,035	<b>77,411</b>	77,695

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 19: Contingencies**

**Contingent asset**

During 2019, the University experienced two events which caused considerable damage and financial loss. Water damage as a consequence of an unexpected weather event and a fire to a building. The University lodged a progress claim with its insurers for property damage and consequential loss which progress payments have been received. The water damage claim has been finalised. The University is still in negotiations with the insurers regarding the replacement of the building.

As at 31 December 2021 there are no other known contingencies which are likely to materially affect the University's financial position.

**Note 20: Investment in Controlled Entities and Jointly Controlled Operations and Assets**

	Note	Reporting date	Country of incorporation	Class of shares	Holding * 2021 %	Holding * 2020 %
JCU Enterprises Pty Ltd	(a)	31 Dec	Australia	Ordinary	100	100
James Cook Holdings Pte Ltd		31 Dec	Singapore	Ordinary	100	100
James Cook University Pte Ltd		31 Dec	Singapore	Ordinary	100	100
Tropical Futures Institute Ltd		31 Dec	Singapore	-	-	-
James Cook Academy Pte Ltd		31 Dec	Singapore	Ordinary	100	-
Eagle Infotech Consultants Pte Ltd		31 Dec	Singapore	Ordinary	100	-
JCU Early Learning Centres Pty Ltd	(b)	31 Dec	Australia	Ordinary	100	100
JCU Health Pty Ltd	(c)	31 Dec	Australia	Ordinary	100	100
JCU Univet Pty Ltd	(d)	31 Dec	Australia	Ordinary	100	100
North Queensland Commercialisation Company Pty Ltd	(e)	31 Dec	Australia	Ordinary	100	100
JCU Asset Trust		31 Dec	-	-	-	-
JCU CPB Pty Ltd	(f)	31 Dec	Australia	Ordinary	100	100
CPB Trust		31 Dec	-	-	-	-
Tropical Queensland Centre for Oral Health Pty Ltd	(g)	31 Dec	Australia	Ordinary	100	100
JCU College Pty Ltd	(h)	31-Dec	Australia	Ordinary	100	100
Discover Sport Ltd	(i)	31-Dec	Australia	-	-	-

**Purpose & Principal Activity**

(a) JCU Enterprises Pty Ltd's purpose and principal activity is a holding company and holds all the shares in James Cook Holdings Pte Ltd which in turn holds the investment in James Cook University Pte Ltd and controlled entities.

(b) JCU Early Learning Centres Pty Ltd's purpose and principal activity is the provision of childcare services.

(c) JCU Health Pty Ltd's purpose and principal activity is the provision of medical and allied health services and provides clinical education for students of the University.

(d) JCU Univet Pty Ltd's purpose and principal activity is the provision of veterinary services and provides clinical education for students of the University.

(e) North Queensland Commercialisation Company Pty Ltd's purpose and principal activity is trustee for the JCU Asset Trust. The JCU Asset Trust's principal activity is the management and commercialisation of intellectual property.

(f) JCU CPB Pty Ltd's purpose and principal activity is trustee of the CPB Trust. The CPB Trust's principal activity is the ownership and operation of Clinical Practice Building.

(g) Tropical Queensland Centre for Oral Health Pty Ltd's purpose and principal activity is the provision of oral health services and provides clinical education for students of the University.

(h) JCU College Pty Ltd's purpose and principal activity is the provision of the University's English for Academic Purposes Course.

(i) Discover Sport Ltd's purpose and principal activity is to help, foster and encourage games and sport, to provide sporting opportunities for students, staff and alumni of the University; members of JCU affiliated sports clubs; and members of the community in which JCU students study.

\*Holding represents the shareholdings and voting rights in each entity.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 20: Investment in Controlled Entities and Jointly Controlled Operations and Assets (cont'd)**

**Directly Controlled Entities - 31 December 2021**

	Total Assets \$'000	Total Liabilities \$'000	Total Revenue \$'000	Operating Result \$'000
JCU Enterprises Pty Ltd	118,850	79,263	64,014	7,138
JCU Early Learning Centres Pty Ltd	1,949	283	2,595	55
JCU Health Pty Ltd	2,005	226	2,761	(156)
JCU Univet Pty Ltd	811	1,132	4,261	(443)
North Queensland Commercialisation Company Pty Ltd	-	-	-	-
JCU CPB Pty Ltd	-	-	-	-
Tropical Queensland Centre for Oral Health Pty Ltd	1,994	634	5,653	(726)
JCU College Pty Ltd	125	124	4	(186)
Discover Sport Ltd	-	-	-	-

**Directly Controlled Entities - 31 December 2020**

	Total Assets \$'000	Total Liabilities \$'000	Total Revenue \$'000	Operating Result \$'000
JCU Enterprises Pty Ltd	107,844	76,612	65,037	8,008
JCU Early Learning Centres Pty Ltd	1,936	324	2,795	333
JCU Health Pty Ltd	2,230	295	3,076	304
JCU Univet Pty Ltd	1,351	1,228	5,311	396
North Queensland Commercialisation Company Pty Ltd	-	-	-	-
JCU CPB Pty Ltd	-	-	-	-
Tropical Queensland Centre for Oral Health Pty Ltd	2,935	848	6,338	405
JCU College Pty Ltd	197	9	969	(37)
Discover Sport Ltd	-	-	-	-

**Indirectly Controlled Entities**

	Note	Holding * 2021 %	Holding * 2020 %
James Cook Holdings Pte Ltd	(i)	100	100
James Cook University Pte Ltd		100	100
Tropical Futures Institute Ltd	(ii)	-	-
James Cook Academy Pte Ltd	(iii)	100	-
Eagle Infotech Consultants Pte Ltd	(iv)	100	-
JCU Asset Trust		-	-
CPB Trust		-	-

(i) James Cook Holdings Pte Ltd is a wholly owned subsidiary of JCU Enterprises Pty Ltd and owns all the shares of James Cook University Pte Ltd. Both James Cook Holdings Pte Ltd and James Cook University Pte Ltd are companies which have been incorporated in Singapore.

(ii) Tropical Futures Institute Ltd is a company limited by guarantee which was incorporated in Singapore on 11 April 2019 and is controlled by James Cook University Pte Ltd.

(iii) James Cook Academy Pte Ltd was incorporated in Singapore on 18 October 2021, is a wholly owned subsidiary of James Cook University Pte Ltd and holds all the shares of Eagle Infotech Consultants Pte Ltd.

(iv) Eagle Infotech Consultants Pte Ltd was acquired by James Cook Academy Pte Ltd on 30 November 2021. The company's principal activity is conducting computer-training courses.

\* Holding represents the shareholdings and voting rights in each entity.

**Jointly Controlled Operations and Assets**

**(a) AIMS@JCU**

On 17 June 2004, James Cook University entered into an unincorporated joint venture agreement (AIMS@JCU) with the Australian Institute of Marine Science (AIMS). The principal activity of the joint venture is to facilitate collaboration between the University and AIMS.

**(b) Tropical Landscapes Joint Venture (TLJV)**

On 20 January 2006, James Cook University entered into an unincorporated joint venture agreement (TLJV) with the Commonwealth Scientific and Industrial Research Organisation (CSIRO). The principal activity of the joint venture is to encourage relevant collaborative research and consultancy work in the field of sustainable management of tropical landscapes.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 20: Investment in Controlled Entities and Jointly Controlled Operations and Assets (cont'd)**

**Acquisition of a subsidiary**

On 30 November 2021, the Group acquired 100% of the issued share capital of Eagle Infotech Consultants Pte Ltd ("Eagle Infotech") for \$2,827,431. The acquisition is in line with the Group's growth plans to enter the Continuing Professional Development space in Singapore, via the acquisition of Eagle Infotech, which is a Registered Training Provider accredited by SkillsFuture Singapore and which provides Workforce Singapore and non-Workforce Singapore short courses and training programs.

a) Acquisition-date consideration transferred

	<b>Group</b>
	<b>\$</b>
Cash paid	<u>2,827,431</u>

b) Fair values of identifiable assets and liabilities of subsidiary at acquisition date

	<b>\$</b>
Property, plant and equipment	62,742
Intangible asset	403,871
Trade and other receivables	482,160
Cash and cash equivalents	534,029
Trade and other payables	(194,271)
Lease liabilities	(44,936)
Deferred tax liabilities	(68,658)
Tax payable	<u>(35,268)</u>
Total identifiable net assets acquired	1,139,669
Goodwill	<u>1,687,762</u>
Total consideration transferred	<u><b>2,827,431</b></u>

c) Effect on cash flows of the Group

	<b>\$</b>
Cash paid	2,827,431
Less: Cash and cash equivalents in subsidiary acquired	(534,029)
Total consideration transferred	<u><b>2,293,402</b></u>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 21: Related Party Transactions**

**(a) Parent entity**

The ultimate parent entity is James Cook University.

**(b) Subsidiaries**

Interest in subsidiaries is set out in Note 20.

**(c) Key management personnel**

Disclosures relating to Council members and executive officers are set out in Note 9.

**(d) Transactions with related parties**

The following transactions occurred with related parties:

	Parent Entity	
	2021	2020
	\$'000	\$'000
<b>Revenue</b>		
Interest received from subsidiaries	1,050	1,106
Royalties received from subsidiaries	6,679	6,016
Fees and charges received from subsidiaries	1,780	1,488
Rental received from subsidiaries	355	379
<b>Expenses</b>		
Grants, contributions to subsidiary	3,520	4,201
Fees paid to subsidiaries for seconded staff	2,165	2,462

**(e) Outstanding balances arising from transactions with related parties**

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	Parent Entity	
	2021	2020
	\$'000	\$'000
Current receivables - subsidiaries	2,103	5,493
Current payables - subsidiaries	1	-

An allowance for expected credit losses of \$Nil has been recognised in respect of bad or doubtful debts due from related parties in the current year (2020: \$Nil).

**(f) Loans to / from related parties**

	Parent Entity	
	2021	2020
	\$'000	\$'000
<b>Loans to subsidiaries</b>		
Balance at the beginning of the year	23,945	23,274
Loan advanced	-	1,000
Loan repayments received	(1,402)	(329)
Interest charged	1,050	1,106
Interest received	(1,050)	(1,106)
<b>Balance at the end of the year</b>	<b>22,543</b>	<b>23,945</b>

Loans to other related parties - \$Nil (2020: \$Nil)

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 22: Financial Risk Management**

The Group's financial instruments consist mainly of deposits with banks, short term deposits, managed funds, interest bearing securities and liabilities, accounts receivable and payable and non-interest-bearing liabilities.

The Group's activities expose it to a variety of financial risks; credit risk, liquidity risk and market risk (including foreign exchange risk and interest rate risk).

**(a) Credit risk**

The Group has no significant concentrations of credit risk. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the carrying amount of those assets as indicated in the financial statements.

The Group does not have any material credit risk exposure to any single receivable or group of receivables.

The carrying amount of financial assets, as contained in Note 23, represents the Groups' maximum exposure to credit risk.

Cash transactions are limited to Australian Prudential Regulatory Authority (APRA) regulated financial institutions. The Group has policies that limit the amount of credit exposure to any one financial institution, according to the institutions' ratings. Significant use is made of the Federal Government Deposit Guarantee.

**(b) Liquidity risk**

The Group manages liquidity risk by the application of stringent budget principles, monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

The following tables summarise the maturity of the Group's financial assets and financial liabilities:

31 December 2021	Average Interest %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non- interest \$'000	Total \$'000
<b>Financial Assets</b>							
Cash	0.80%	57,669	131,680	-	-	-	189,349
Receivables	-	-	-	-	-	53,402	53,402
<b>Other financial assets</b>							
Other financial asset at amortised cost	0.80%	-	46,834	-	-	-	46,834
Financial assets at fair value through the profit and loss	-	-	-	-	-	84,255	84,255
Financial assets at fair value through other comprehensive income	-	-	-	-	-	69,013	69,013
		57,669	178,514	-	-	206,670	442,853
<b>Financial Liabilities</b>							
Payables	-	-	-	-	-	46,834	46,834
Borrowings	4.37%	-	20,139	119,760	197,234	-	337,133
		-	20,139	119,760	197,234	46,834	383,967
<b>31 December 2020</b>							
	Average Interest %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non- interest \$'000	Total \$'000
<b>Financial Assets</b>							
Cash	1.48%	59,440	109,030	-	-	-	168,470
Receivables	-	-	-	-	-	23,520	23,520
<b>Other financial assets</b>							
Other financial asset at amortised cost	1.48%	-	51,306	-	-	-	51,306
Financial assets at fair value through the profit and loss	-	-	-	-	-	65,162	65,162
Financial assets at fair value through other comprehensive income	-	-	-	-	-	56,510	56,510
		59,440	160,336	-	-	145,192	364,968
<b>Financial Liabilities</b>							
Payables	-	-	-	-	-	42,988	42,988
Borrowings	4.43%	-	20,175	100,444	65,150	-	185,769
		-	20,175	100,444	65,150	42,988	228,757

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 22: Financial Risk Management (cont'd)**

(c) Market risk

**(i) Foreign exchange risk**

The Group's main foreign exchange risk arises from currency exposures to the Singapore dollar, as a result of related party transactions between the Parent Entity and a subsidiary. The foreign currency gains and losses associated with these transactions are contained within the Group.

As at 31 December 2021, the translation adjustment of the foreign subsidiary's net assets to the Parent Entity's functional currency amounted to \$1.211m (2020: (\$2.293m)). The Group does not hedge foreign currency denominated shareholders' equity as the foreign exchange movements are immaterial.

Foreign exchange exposures relating to receipts from other organisations and purchases from foreign suppliers are predominantly immaterial and are usually transacted at the exchange rates prevailing at the date of the transaction. To minimise risk for any relatively material payments, the University has entered into a hedging agreement with Queensland Treasury Corporation. For significant purchases the University maintains foreign currency accounts to mitigate exchange fluctuation risk.

*Derivatives and hedging activities*

The University received approval to undertake limited derivative transactions as cited in the *Statutory Bodies Financial Arrangements (Universities) Amendment Regulation 2017 SL No 13*. Transactions are limited to hedge against exposure to foreign currency rate movements in relation to the payment of annual library subscriptions and purchases of high value assets.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into, and are subsequently remeasured to their fair value. Changes in the fair value of derivative instruments that do not qualify for hedge accounting are recognised immediately in the Statement of Comprehensive Income. The Group designates certain derivatives as hedges of highly probable forecast transactions.

*(i) Cash flow hedge*

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the Statement of Comprehensive Income within other income or other expense.

Amounts that have been recognised in other comprehensive income are reclassified from equity to profit or loss as a reclassification adjustment in the periods when the hedged item affects profit or loss (for instance when the forecast sale that is hedged takes place). The gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in the Statement of Comprehensive Income within 'borrowing costs'.

When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss that has been recognised in other comprehensive income from the period when the hedge was effective shall remain separately in equity until the forecast transaction occurs. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was recognised in other comprehensive income shall be reclassified to profit or loss as a reclassification adjustment. The replacement or rollover of a hedging instrument into another hedging instrument is not considered an expiration or termination if such replacement is documented as part of the hedging strategy. Additionally, it is not considered a termination or expiration if, as a consequence of law or constitution, parties to the hedging instrument agree to replace their original counterparty to become the new counterparty to each of the parties.

*(ii) Derivatives that do not qualify for hedge accounting*

Certain derivative instruments do not qualify for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in the Statement of Comprehensive Income and are included in other income or other expenses. The Group did not enter into any derivative contracts during 2021.

**(ii) Interest rate risk**

The Group's interest rate risk arises from interest-bearing assets and long-term borrowings.

*Interest-bearing assets*

An Investment Sub-Committee meets on a regular basis to evaluate investment management strategies in the context of the most recent economic conditions and forecasts and to ensure compliance with the Parent Entity's investment policies.

For other entities within the Group, their respective Boards monitor interest rate risk.

*Long-term borrowings*

Interest rate risk is managed with a mixture of fixed and floating rate debt. Floating rate debt is primarily used as it allows the flexibility of excess liquidity to be used to reduce interest-bearing debt. The Parent Entity has fixed rate interest-bearing borrowings obtained from Queensland Treasury Corporation, which provides cost-effective financing, independent external advice and management of debt pools.

**(iii) Interest rate sensitivity analysis**

Interest rate sensitivity analysis evaluates the outcome on operating result or equity if interest rates would change by +/- 1 per cent from the year end rates applicable to the University's financial assets and liabilities. With all other variables held constant, the University would have a surplus and equity increase / (decrease) of \$1.771m (2020: \$1.648m).

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 23: Fair Value Measurements**

**Accounting Policy**

**Fair value of assets and liabilities**

The Group measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis depending on the requirements of the applicable Accounting Standard.

Fair value is the price the Group would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset or minimises the payments made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurements also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another participant that would use the asset in its highest and best use.

The fair value of liabilities and the Group's own equity instruments (excluding those related to share-based payment arrangements) may be valued, where there is no observable market price in relation to the transfer of such financial instrument, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective note to the financial statements.

**(a) Fair value measurements**

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the Statement of Financial Position date. The quoted market price used for financial assets held by the Group is the current bid price.

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due.

The carrying amounts and aggregate net fair values of financial assets and liabilities at reporting date are:

	Carrying Amount		Fair Value	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Financial Assets</b>				
Cash	189,349	168,470	189,349	168,470
Receivables	53,402	23,520	53,402	23,520
Other financial assets				
Other financial asset at amortised cost	46,834	51,306	46,834	51,306
Financial assets at fair value through the profit and loss	84,255	65,162	84,255	65,162
Financial assets at fair value through other comprehensive income	69,013	56,510	69,013	56,510
	<b>442,853</b>	<b>364,968</b>	<b>442,853</b>	<b>364,968</b>
<b>Financial Liabilities</b>				
Payables	46,834	42,988	46,834	42,988
	<b>46,834</b>	<b>42,988</b>	<b>46,834</b>	<b>42,988</b>

**Note 23: Fair Value Measurements (cont'd)**

The Group measures and recognises the following assets and liabilities at fair value on a recurring basis after initial recognition:

- Other financial assets at amortised cost
- Financial assets at fair value through the profit and loss
- Financial assets at fair value through other comprehensive income
- Land, buildings and infrastructure
- Library collections
- Museums and art

The Group does not subsequently measure any assets or liabilities at fair value on a non-recurring basis.

**(b) Fair value hierarchy**

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categories fair value measurements into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

**Level 1** - measurement based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

**Level 2** - measurement based on inputs other than quoted prices within level 1 that are observable for the asset or liability either directly or indirectly.

**Level 3** - measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair values are observable, the asset or liability is included in level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in level 3 (refer to table on the following page).

**Valuation techniques**

The Group selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and reliable data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Group are consistent with one or more of the following approaches:

- *Market approach*: valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.
- *Income approach*: valuation techniques that convert estimated future cash flows or income and expenses into a single present value.
- *Cost approach*: valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Group gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using best information available about such assumptions are considered unobservable.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 23: Fair Value Measurements (cont'd)**

(b) Fair value hierarchy (cont'd)

The following tables provide the fair values of the Group's assets and liabilities measured and recognised on a recurring basis after initial recognition and their categorisation within the fair value hierarchy.

	Note	31 December 2021			
		2021 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Recurring fair value measurements</b>					
<i>Financial assets</i>					
Other financial asset at amortised cost	12	46,834	46,834	-	-
Financial assets at fair value through the profit and loss	12	84,255	84,255	-	-
Financial assets at fair value through other comprehensive income					
Unlisted and listed shares	12	69,013	61,546	-	7,467
<b>Total financial assets recognised at fair value</b>		<b>200,102</b>	<b>192,635</b>	<b>-</b>	<b>7,467</b>
<i>Non-financial assets</i>					
Land	13	51,732	-	18,457	33,275
Buildings	13	764,850	-	12,558	752,292
Infrastructure	13	114,529	-	-	114,529
Library collections	13	1,558	-	-	1,558
Museums and art	13	1,843	-	-	1,843
<b>Total non-financial assets recognised at fair value</b>		<b>934,512</b>	<b>-</b>	<b>31,015</b>	<b>903,497</b>
	Note	31 December 2020			
		2020 \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Recurring fair value measurements</b>					
<i>Financial assets</i>					
Other financial asset at amortised cost	12	51,306	51,306	-	-
Financial assets at fair value through the profit and loss	12	65,162	65,162	-	-
Financial assets at fair value through other comprehensive income					
Unlisted shares	12	56,510	-	-	56,510
<b>Total financial assets recognised at fair value</b>		<b>172,978</b>	<b>116,468</b>	<b>-</b>	<b>56,510</b>
<i>Non-financial assets</i>					
Land	13	38,093	-	4,818	33,275
Buildings	13	773,106	-	3,414	769,692
Infrastructure	13	115,985	-	-	115,985
Library collections	13	1,558	-	-	1,558
Museums and art	13	1,801	-	-	1,801
<b>Total non-financial assets recognised at fair value</b>		<b>930,543</b>	<b>-</b>	<b>8,232</b>	<b>922,311</b>

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

There were no transfers between Level 1 and Level 2 for assets measured at fair value on a recurring basis during the reporting period (2020: no transfers). For transfers in and out of level 3 measurements see (d) below.

**Note 23: Fair Value Measurements (cont'd)**

(c) Valuation techniques and unobservable inputs used to measure Level 3 fair values

**Unlisted shares in companies**

The Group has acquired a small quantity of unlisted shares in companies that are either directly involved in the sector or involved in research which the Group is a participant. The fair value of the shares has been measured using the cost approach.

**Land, buildings and infrastructure assets**

Land, buildings and infrastructure (classified as property, plant and equipment) are valued independently at least every five years. At the end of the reporting period, the Group updates its assessment of the fair value of each asset class, taking into account the most recent independent valuations.

Land is valued using the direct comparison method in which the property being appraised is compared to sales of similar properties in order to arrive at a value. Adjustments are made to account for relevant differences between each comparable sale and the subject (e.g. property size). The most significant input into this valuation approach is price per square metre.

Land types that are commonly traded in the property market have been considered to have level 2 inputs. Due to the characteristics of the University's land assets on both the Townsville and Cairns campuses, level 3 valuation inputs have been assigned.

The University has buildings that are primarily residential properties. These have been categorised as level 2 and have been valued using the direct comparison approach. This is based on sales of similar residential properties having regard to the standard of improvements, building size, accommodation provided, and number of dwelling units and market conditions at the time of sale.

The remaining buildings held by the University are purpose built and as such market evidence is limited. Consequently, buildings have been valued within the level 3 hierarchy and measured using the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres or similar capacity could be supported from market evidence (level 2) other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

Infrastructure assets are valued using level 3 inputs using the cost approach. This requires estimating the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates (metres, square metres, tonnes etc.) could be supported from market evidence (level 2) other inputs (such as estimates of residual value, useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets have been classified as having been valued using level 3 valuation inputs.

**Library collections**

The library collections asset comprises of three rare book collections. The fair value has been assessed by establishing the current replacement value which is based on auction records, booksellers' catalogues and online databases of market information. The fair value is then based on a percentage of the replacement value. While some inputs are supported by market evidence other inputs require professional judgement and impacts on the final determination of fair value. On this basis, the collection has been valued using level 3 valuation inputs.

**Museums and art**

The art collection is valued using auction records, market information on artists and other available sale information. The museum collection's valuation has been based, so far as is possible, on current values for similar objects.

To the extent that both collections require extensive professional judgement which impacts on the final determination of fair value, the collections have been assigned level 3 valuation inputs.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 23: Fair Value Measurements (cont'd)**

(d) Reconciliation of recurring Level 3 fair value measurements

	Unlisted Shares \$'000	Land \$'000	Buildings \$'000	Infrastructure \$'000	Library Collections \$'000	Museums and Art \$'000	Total \$'000
<b>Level 3 Fair Value Measurements 2021</b>							
Opening balance	56,510	33,275	769,692	115,985	1,558	1,801	978,821
Additions/transfers (including from WIP)	35	-	1,666	1,470	-	36	3,207
Disposals	-	-	-	-	-	-	-
Depreciation	-	-	(23,622)	(5,048)	-	-	(28,670)
Recognised in other comprehensive income	(49,078)	-	4,556	2,122	-	6	(42,394)
<b>Closing balance</b>	<b>7,467</b>	<b>33,275</b>	<b>752,292</b>	<b>114,529</b>	<b>1,558</b>	<b>1,843</b>	<b>910,964</b>

	Unlisted Shares \$'000	Land \$'000	Buildings \$'000	Infrastructure \$'000	Library Collections \$'000	Museums and Art \$'000	Total \$'000
<b>Level 3 Fair Value Measurements 2020</b>							
Opening balance	46,142	33,394	745,087	128,905	1,532	1,789	956,849
Additions/transfers (including from WIP)	35	-	48,846	309	26	6	49,222
Disposals	-	(119)	-	-	-	-	(119)
Depreciation	-	-	(22,532)	(5,594)	-	-	(28,126)
Recognised in other comprehensive income	10,333	-	(1,709)	(7,635)	-	6	995
<b>Closing balance</b>	<b>56,510</b>	<b>33,275</b>	<b>769,692</b>	<b>115,985</b>	<b>1,558</b>	<b>1,801</b>	<b>978,821</b>

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 23: Fair Value Measurements (cont'd)**

Usage of alternative values (higher or lower) that are reasonable in the circumstances as at revaluation date would not result in material changes in the reported fair value. Whilst there is some minor correlation between costs to bring to standard and condition rating, either measure in isolation does not materially affect the other. There were no significant inter-relationships between unobservable inputs that materially affects fair value.

**Valuation processes**

The valuation process is managed by a team in the University's Financial and Business Services Office which engages external valuers to perform the valuations of assets required for reporting purposes. The Financial and Business Services team reports to the DVC, Services and Resources. Discussions on valuation processes are held every 12 months.

The University engages external, independent and qualified valuers, and professional engineers to determine the fair value of the University's land, buildings, infrastructure and other non-financial assets on a regular basis. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. If any variation is considered material a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation using appropriate indices.

Details regarding the University's comprehensive and interim valuations are disclosed at Note 13(a).

The main level 3 inputs used are derived and evaluated as follows:

- Cost for land restricted in use (non-saleable) - estimated cost to replace the existing land if the University had to acquire it on the open market in competition with other market participants. Due to the restricted nature and unique characteristics of this land there was insufficient market evidence of directly comparable sales. Reference was made to sales of land with a limited level of comparability at distant locations and adjusted by the valuer using professional judgement to take account of the differing characteristics. These were evaluated by reasonableness against the price per area for other restricted in use land held by the University.
- Asset condition - The nature of buildings, road and water network infrastructure is that there is a very large number of components which comprise the assets and as a result it is not physically possible to inspect every asset for the purposes of completing a valuation. As a consequence, reliance is placed on the accuracy of data held in the asset management system and its associated internal controls. This includes planned inspections and updates to the system following maintenance activities and renewal treatments. Likewise, especially for water networks infrastructure, a large portion of the portfolio is located underground and may only be inspected on an irregular basis.
- Relationship between asset consumption rating scale and the level of consumed service potential - Under the cost approach the estimated cost to replace the asset is calculated and then adjusted to take account of any accumulated depreciation. In order to achieve this, the valuer determines an asset consumption rating scale for each asset type based on the inter-relationship between a range of factors. These factors and their relationship to the fair value require professional engineering judgement and include asset condition, legal and commercial obsolescence and the determination of key depreciation related assumptions such as residual values, useful life and pattern of consumption of the future economic benefit.

**Note 24: Events Occurring After the Balance Sheet Date**

There were no events occurring after balance sheet date of a material nature.

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 25: Reconciliation of Net Cash Inflow from Operating Activities to Operating Result**

	Consolidated		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Net result for the period</b>	<b>23,879</b>	22,781	<b>18,609</b>	13,953
<b>Non-cash items</b>				
Depreciation and amortisation	<b>46,198</b>	50,359	<b>38,827</b>	39,589
Work in progress adjustment	<b>6,646</b>	72	<b>6,644</b>	72
Net (gain) / loss on sale of property, plant and equipment	<b>(111)</b>	(370)	<b>(109)</b>	(450)
Unrealised foreign currency (gain) / loss	<b>(109)</b>	332	<b>(109)</b>	332
Gain/(loss) of financial asset through profit and loss	<b>(6,793)</b>	(590)	<b>(6,793)</b>	(590)
<b>Changes in assets and liabilities associated with operating activities</b>				
Decrease / (Increase) in receivables	<b>(10,598)</b>	8,001	<b>(10,174)</b>	9,005
Decrease / (Increase) in inventories	<b>25</b>	(110)	<b>(8)</b>	-
Decrease / (Increase) in other assets	<b>(2,094)</b>	2,714	<b>(1,144)</b>	1,083
Increase / (Decrease) in creditors	<b>(10,724)</b>	4,924	<b>(13,085)</b>	3,535
Increase / (Decrease) in tax liability	<b>(499)</b>	51	-	-
Increase / (Decrease) in other liabilities	<b>26,461</b>	(9,954)	<b>24,990</b>	(10,686)
Increase / (Decrease) in employee benefits liability	<b>(1,185)</b>	1,440	<b>(1,177)</b>	1,419
<b>Net cash inflow from operating activities</b>	<b>71,106</b>	79,650	<b>56,471</b>	57,262

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 26: Acquittal of Australian Government Financial Assistance**

Education - CGS and Other Education Grants	Commonwealth Grants Scheme		Indigenous Student Success		Disability Support Program		Access and Participation Program		National Priorities Pool		Promo of Exc in Learning and Teaching		Tertiary Access Payments Program		Strategic University Reform Fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period	157,555	149,730	3,222	3,087	55	27	3,629	3,184	3,250	-	-	-	4,488	-	1,000	-	173,199	156,028
Net accrual adjustment	192	(84)	(3)	-	-	-	-	-	-	-	-	-	(4,150)	-	(1,000)	-	(4,961)	(84)
Revenue for the period	157,747	149,646	3,219	3,087	55	27	3,629	3,184	3,250	-	-	-	338	-	-	-	168,238	155,944
Surplus / (deficit) from the previous year	-	-	215	-	-	-	179	-	-	-	1	27	-	-	-	-	395	27
Total revenue including accrued revenue	157,747	149,646	3,434	3,087	55	27	3,808	3,184	3,250	-	1	27	338	-	-	-	168,633	155,971
Less expenses including accrued expenses	(157,747)	(149,646)	(3,115)	(2,872)	(55)	(27)	(3,808)	(3,005)	(3,250)	-	(1)	(26)	(338)	-	-	-	(168,314)	(155,576)
Surplus / (deficit) for reporting period	-	-	319	215	-	-	-	179	-	-	-	1	-	-	-	-	319	395

Higher Education Loan Programs (excl OS-HELP)	HECS-HELP Australian Gov't Payments Only								FEE- HELP		SA-HELP		Total			
	2021		2020		2021		2020		2021		2020		2021		2020	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Cash payable / (receivable) at beginning of year	4,819	(610)	1,131	1,723	186	3	6,136	1,116								
Financial assistance received in cash during the reporting period	58,094	69,401	16,770	14,045	1,731	1,887	76,595	85,333								
Cash available for period	62,913	68,791	17,901	15,768	1,917	1,890	82,731	86,449								
Revenue earned	(58,720)	(63,972)	(17,458)	(14,637)	(1,626)	(1,704)	(77,804)	(80,313)								
Surplus / (deficit) for reporting period	4,193	4,819	443	1,131	291	186	4,927	6,136								

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 26: Acquittal of Australian Government Financial Assistance (cont'd)**

Department of Education and Training Research	Research Training Program		Research Support Program		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period	13,829	14,144	20,533	11,437	34,362	25,581
Net accrual adjustment	-	-	-	-	-	-
Revenue for the period	13,829	14,144	20,533	11,437	34,362	25,581
Surplus / (deficit) from the previous year	-	-	-	-	-	-
Total revenue including accrued revenue	13,829	14,144	20,533	11,437	34,362	25,581
Less expenses including accrued expenses	(13,829)	(14,144)	(20,533)	(11,437)	(34,362)	(25,581)
Surplus / (deficit) for reporting period	-	-	-	-	-	-

Total Higher Education Provider Research Training Program Expenditure	Total Domestic Students \$'000	Total Overseas Students \$'000
Research Training Program Fee Offsets	7,505	1,362
Research Training Program Stipends	4,941	-
Research Training Program Allowances	-	21
Total for all types of support	12,446	1,383

Australian Research Council Grants (a) Discovery	Projects		Future Fellowships		Indigenous Researchers Development		Laureate Fellowship		Early Career Researcher Award		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in cash during the reporting period	1,205	1,273	186	328	134	145	673	635	1,405	576	3,603	2,957
Transfers / return of grant	-	(107)	(5)	-	-	(2)	-	-	-	-	(5)	(109)
Net accrual adjustment	(400)	(250)	101	43	(76)	(88)	49	(264)	(478)	(113)	(804)	(672)
Revenue for the period	805	916	282	371	58	55	722	371	927	463	2,794	2,176
Surplus / (deficit) from the previous year	795	831	213	257	53	(35)	623	360	325	212	2,009	1,625
Total revenue including accrued revenue	1,600	1,747	495	628	111	20	1,345	731	1,252	675	4,803	3,801
Less expenses including accrued expenses	(623)	(952)	(386)	(415)	(2)	33	(771)	(108)	(449)	(350)	(2,231)	(1,792)
Surplus / (deficit) for reporting period	977	795	109	213	109	53	574	623	803	325	2,572	2,009

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 26: Acquittal of Australian Government Financial Assistance (cont'd)**

Australian Research Council Grants (b) Linkages	Projects		Industrial Transformation Research Hubs		Total	
	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period	584	253	1,018	-	1,602	253
Transfers / return of grant	-	(4)	-	-	-	(4)
Net accrual adjustment	(421)	(35)	(903)	196	(1,324)	161
Revenue for the period	163	214	115	196	278	410
Surplus / (deficit) from the previous year	213	177	-	194	213	371
Total revenue including accrued revenue	376	391	115	390	491	781
Less expenses including accrued expenses	260	(178)	789	(390)	1,049	(568)
Surplus / (deficit) for reporting period	636	213	904	-	1,540	213

Australian Research Council Grants (c) Networks and Centres	Centres		Special Research Initiatives		Total	
	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period	-	4,559	-	22	-	4,581
Transfers / return of grant	-	-	(1,383)	-	(1,383)	-
Net accrual adjustment	2,975	(386)	2,327	2,345	5,302	1,959
Revenue for the period	2,975	4,173	944	2,367	3,919	6,540
Surplus / (deficit) from the previous year	2,706	3,116	2,329	4,672	5,035	7,788
Total revenue including accrued revenue	5,681	7,289	3,273	7,039	8,954	14,328
Less expenses including accrued expenses	(5,716)	(4,583)	(3,219)	(4,710)	(8,935)	(9,293)
Surplus / (deficit) for reporting period	(35)	2,706	54	2,329	19	5,035

**JAMES COOK UNIVERSITY**  
**Notes to the financial statements**  
for the year ended 31 December 2021

**Note 26: Acquittal of Australian Government Financial Assistance (cont'd)**

OS-Help

	2021 \$'000	2020 \$'000
Cash received during the reporting period	-	3,196
Cash spent during the reporting period	(8)	(581)
Net cash received	<u>(8)</u>	<u>2,615</u>
Cash surplus / (deficit) from the previous period	<u>3,655</u>	<u>1,040</u>
Cash surplus / (deficit) for the reporting period	<u><u>3,647</u></u>	<u><u>3,655</u></u>

Student Services and Amenities Fee

	2021 \$'000	2020 \$'000
Unspent / (overspent) revenue from previous period	1,004	891
SA-HELP revenue earned	1,626	1,705
Student Services Fees direct from students	1,486	1,641
Total revenue expendable in period	<u>4,116</u>	<u>4,237</u>
Student Services expenses in period	<u>2,861</u>	<u>3,233</u>
Unspent / (overspent) Student Services revenue	<u><u>1,255</u></u>	<u><u>1,004</u></u>

**Note 27: Disaggregated Information**

	Revenue		Results		Assets	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Geographical - Consolidated Entity</b>						
Australia	495,177	481,854	16,739	14,773	1,466,805	1,348,080
Singapore	64,015	65,037	7,140	8,008	118,851	107,843
	<u>559,192</u>	<u>546,891</u>	<u>23,879</u>	<u>22,781</u>	<u>1,585,656</u>	<u>1,455,923</u>

The University reports revenue, results and assets by geographical regions in accordance with the Financial Statement Guidelines for Australian Higher Education Providers for the 2021 reporting period issued by the Department of Education and Training.

## **Certification of financial statements (management certificate)**

The following page contains the management certificate

# JAMES COOK UNIVERSITY

## Management Certificate

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We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009* (Qld), the *Financial and Performance Management Standard 2019* (Qld) and other prescribed requirements and we certify that -

- (a) the financial statements and consolidated financial statements are in agreement with the accounts and records of James Cook University and its controlled entities;
- (b) in our opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
  - (ii) the financial statements have been drawn up to present a true and fair view of the transactions of James Cook University and controlled entities for the period 1 January 2021 to 31 December 2021, and the financial position as at 31 December 2021 in accordance with prescribed accounting standards and conform with the Financial Statement Guidelines for Australian Higher Education Providers for the 2021 reporting period issued by the Australian Government Department of Education, Skills and Employment.
  - (iii) at the time of this Certificate there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
  - (iv) the amount of Australian Government financial assistance expended during the year was for the purpose(s) for which it was intended;
  - (v) James Cook University has complied with applicable legislation, contracts, agreements and programme guidelines in making that expenditure;
  - (vi) James Cook University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* (Cth) and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act;
  - (vii) The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (Cth).

W.T.R. Tweddell  
Chancellor

Date 21 February, 2022

S. R. Biggs  
Vice Chancellor

Date 21 February, 2022

P.C. Brand  
Deputy Vice Chancellor  
Services and Resources

Date 21 February, 2022

## **Independent Auditor's Report**

The following pages contain the Independent Auditor's Report

## INDEPENDENT AUDITOR'S REPORT

To the Council of James Cook University

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of James Cook University (the parent) and its controlled entities (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 31 December 2021, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 31 December 2021, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificate given by the Chancellor, Vice Chancellor and Deputy Vice Chancellor, Services and Resources.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

## Valuation of specialised buildings (\$752 million as at 31 December 2021)

Refer to Notes 13 and 23 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>Specialised buildings were material to James Cook University at balance date and were measured at fair value using the current replacement cost method. The University performs comprehensive revaluation of all of its buildings every five years, or whenever a material variation is expected to have occurred, with desktop valuations conducted in the intervening period. A comprehensive valuation was conducted in 2017 and desktop valuation undertaken for 2018, 2019, 2020 and 2021.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> <li>• gross replacement cost, less</li> <li>• accumulated depreciation</li> </ul> <p>The University derived the gross replacement cost of its buildings at balance date through using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>• identifying the components of buildings with separately identifiable replacement costs</li> <li>• developing a unit rate for each of these components, including: <ul style="list-style-type: none"> <li>- estimating the current cost for a modern substitute (including locality factors and on-costs), expressed as a rate per unit (e.g. \$/square metre)</li> <li>- identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference.</li> </ul> </li> </ul> <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>Our audit procedures included, but were not limited to:</p> <p>In a previous year when a comprehensive valuation was conducted:</p> <ul style="list-style-type: none"> <li>• assessing the competence, capability and objectivity of the valuation specialist</li> <li>• assessing the adequacy of management's review of the valuation process</li> <li>• obtaining an understanding of the methodology used and assessing the design, integrity and appropriateness using common industry practices</li> <li>• on a sample basis, evaluating the relevance, completeness, and accuracy of source data used to derive unit rates for the: <ul style="list-style-type: none"> <li>- modern substitute</li> <li>- adjustment for excess quality or obsolescence.</li> </ul> </li> </ul> <p>In the current year when indexation was applied:</p> <ul style="list-style-type: none"> <li>• evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets</li> <li>• assessing the ongoing reasonableness of the asset useful lives by: <ul style="list-style-type: none"> <li>- reviewing management's annual assessment of useful lives</li> <li>- assessing the appropriateness of useful lives where assets were disposed of prior to the end of their useful lives</li> <li>- reviewing assets with an inconsistent relationship between condition and remaining life</li> </ul> </li> <li>• performing reasonableness tests to confirm depreciation is calculated in accordance with the university's accounting policies and industry standards.</li> </ul>

### Responsibilities of the entity for the financial report

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Council, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on other legal and regulatory requirements**

#### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 31 December 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

#### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



25 February 2022

Michelle Reardon  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

## **Financial information for the year ended**

The following pages contain the underlying operating results

**UNDERLYING OPERATING RESULTS**

The annual financial statements represent the audited general purpose financial statements of James Cook University and its controlled entities. They have been prepared on an accrual basis and comply with the Australian Accounting Standards.

Additionally the statements have been prepared in accordance with the following statutory requirements:

- Higher Education Support Act 2003 (Cth) (Financial Statement Guidelines)
- Financial Accountability Act 2009 (Qld)

James Cook University is a not-for-profit entity and these statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards (IFRS) requirements. The Summary of Significant Accounting Policies in Note 1 of the financial statements reflects these standards and requirements.

Under these standards included as income are grants and other funding committed to specific capital and research projects that are not available for general operations. This statement has been constructed to reflect the Accounting Standards that apply to for-profit organisations, but those standards have not been strictly applied in all aspects. The statement discloses adjustments to the operating result to determine a clearer view of the underlying operating result. The adjustments are made on the following basis:

**(a) Capital Grant Income and Expense**

Capital grant income is such that much of the associated expenditure is not recorded in the statement of comprehensive income, but rather as assets in the statement of financial position. The following is a summary of the income and expenses (excluding capitalised expenditure) associated with capital grant projects undertaken, which have been included in the Statement of Comprehensive Income.

	Parent Entity			
	2021 \$'000 Income	2021 \$'000 Expenditure	2020 \$'000 Income	2020 \$'000 Expenditure
<b>Australian Government Capital Grants</b>				
Australian Research Council	-	-	-	9
Dept. of Infrastructure, Regional Development & Cities	64	-	4,577	312
Dept. of Health and Ageing	10,403	201	98	107
	<u>10,467</u>	<u>201</u>	<u>4,675</u>	<u>428</u>
<b>Other Australian and State Government Capital Grants</b>				
Queensland Treasury	64	-	4,577	312
Dept. of Science, Information Technology and Innovation	-	-	-	7
	<u>64</u>	<u>-</u>	<u>4,577</u>	<u>319</u>
<b>Other</b>				
Optus - contribution for JCU Ideas Lab	-	-	253	-
Catholic Education Services - contribution for Newman College	-	-	126	126
	<u>-</u>	<u>-</u>	<u>379</u>	<u>126</u>
	<u>10,531</u>	<u>201</u>	<u>9,631</u>	<u>873</u>
Capital grant income less expenses (net)		<u>10,330</u>		<u>8,758</u>

FINANCIAL INFORMATION  
FOR THE YEAR ENDED 31 DECEMBER 2021

UNDERLYING OPERATING RESULTS (cont'd)

**(b) Non Recurring Employee Expenditure**

Non-recurring employment expenditure has been incurred which is outside the University's normal operations.

	Parent Entity \$'000	
	2021	2020
Non-recurring employee expenditure	552	1,428

**(c) Abnormal items - Unexpected Weather Event and University Halls of Residence Building Fire**

During 2019, the University experienced two events which were abnormal to the ordinary operations of the University and in nature. As a result the University will incur considerable expenditure which it would otherwise not incur but for the events. In addition, the University will receive insurance proceeds which is income outside its normal operations. Income which is not available for normal operations. The University also anticipates that both these matters may take time to settle which will result in expenditure not matching the income when received. The results for 2021 reveal that the insurance proceeds now exceed the expenditure.

	Parent Entity			
	2021 \$'000	2021 \$'000	2020 \$'000	2020 \$'000
	Income	Expenditure	Income	Expenditure
Unexpected Weather Event - Townsville Floods	6,754	26	678	823
University Halls of Residence Building Fire	8,540	563	3,089	1,042
	<u>15,294</u>	<u>589</u>	<u>3,767</u>	<u>1,865</u>
Insurance proceeds income less expenses (net)		<u>14,705</u>		<u>1,902</u>

**(d) Unrealised investment gains / (losses)**

The University's managed funds investment have been reclassified as debt instruments at fair value through profit and loss. Previously, the managed funds investment were classified as equity instruments designated at fair value through Other Comprehensive Income. This meant any unrealised gains and losses went through Other Reserves in the Statement of Changes in Equity. This treatment aligned with the University's practice of holding onto its investments with a long term view regarding gains. Following the reclassification all unrealised gains and losses now go through the profit and loss. The result for 2021 as been adjusted to remove any short term unrealised gains or losses from financial assets at fair value through the profit and loss.

	Parent Entity \$'000	
	2021	2020
	6,793	590

**Operating result adjusted for capital grant income  
and associated expenses and other income and expenses**

	Parent Entity \$'000	
	2021	2020
Net operating result as per Statement of Comprehensive Income	18,609	13,953
(a) Less: capital grant income less expenses (net)	10,330	8,758
(b) Add: non-recurring employee expenditure	552	1,428
(c) Less: Insurance proceeds income less expenses (net)	(14,705)	(1,902)
(d) Less: unrealised investment gains / (losses)	6,793	590
<b>Adjusted net underlying operating result</b>	<u>(12,667)</u>	<u>4,131</u>

## Glossary

<p><b>AARNet</b> Australia's Academic and Research Network</p> <p><b>AASB</b> Australian Accounting Standards Board</p> <p><b>AC</b> Companion of the Order of Australia</p> <p><b>ACIAR</b> Australian Centre for International Agricultural Research</p> <p><b>ACMER</b> Australian Centre for Minerals Extension and Research</p> <p><b>ACNC</b> Australian Charities for Not-For-Profit Commission</p> <p><b>ACOR</b> Australian Council of Recycling</p> <p><b>AEC</b> Animal Ethics Committee</p> <p><b>AIMS</b> Australian Institute of Marine Science</p> <p><b>AITHM</b> Australian Institute of Tropical Health and Medicine</p> <p><b>AJIE</b> Australian Journal of Indigenous Education</p> <p><b>ALTC</b> Australian Learning and Teaching Council</p> <p><b>AM</b> Member of the Order of Australia</p> <p><b>ANU</b> Australian National University</p> <p><b>AO</b> Order of Australia</p> <p><b>APAIE</b> Asia Pacific Association for International Education</p> <p><b>ARC</b> Australian Research Council</p> <p><b>ARWU</b> Academic Ranking of World Universities</p> <p><b>ASX</b> Australian Stock Exchange</p> <p><b>ATFI</b> Australian Tropical Forest Institute</p> <p><b>ATH</b> Australian Tropical Herbarium</p> <p><b>ATSE</b> Academy of Technological Sciences and Engineering</p> <p><b>ATSIIP</b> Australian Tropical Sciences and Innovation Precinct</p> <p><b>ATSIS</b> Aboriginal and Torres Strait Islander Studies Unit</p> <p><b>AUQA</b> Australian Universities Quality Agency</p> <p><b>AusAID</b> Australian Agency for International Development</p> <p><b>CBD</b> Central Business District</p> <p><b>CDC</b> Centre for Disease Control</p> <p><b>CEC</b> Community Education Counsellor</p> <p><b>CEO</b> Chief Executive Officer</p> <p><b>CEQ</b> Course experience questionnaire</p> <p><b>CGS</b> Commonwealth Grant Scheme</p> <p><b>CIPL</b> Centre for Innovation in Professional Learning</p> <p><b>CoE</b> Centre of Excellence</p> <p><b>CPB</b> Clinical Practice Building</p> <p><b>CPD</b> Continuing Professional Development</p> <p><b>CPE</b> Continuing Professional Education</p> <p><b>CPR</b> Course Performance Report</p> <p><b>CQU</b> Central Queensland University</p> <p><b>CRC</b> Cooperative Research Centre</p> <p><b>CRN</b> Collaborative Research Networks</p> <p><b>CSIRO</b> Commonwealth Scientific and Industrial Research Organisation</p> <p><b>CTS</b> Cyclone Testing Station</p> <p><b>DASL</b> Division of Academic and Student Life</p> <p><b>DEEDI</b> Department of Employment, Economic Development and Innovation</p> <p><b>DISER</b> Department of Industry, Science, Energy and Resources</p> <p><b>DLGP</b> Department of Local Government and Planning</p> <p><b>DRI</b> Division of Research and Innovation</p> <p><b>DRO</b> Daintree Rainforest Observatory</p> <p><b>DSR</b> Division of Services and Resources</p> <p><b>DTES</b> Division of Tropical Environments &amp; Societies</p> <p><b>DTHM</b> Division of Tropical Health &amp; Medicine</p> <p><b>DVC</b> Deputy Vice Chancellor</p> <p><b>ECR</b> Early Career Researcher</p>	<p><b>EDRMS</b> Electronic Document and Records Management System</p> <p><b>EFTSL</b> Equivalent full-time student load</p> <p><b>ERA</b> Excellence in Research Australia</p> <p><b>ERC</b> Ethics Review Committee</p> <p><b>ERM</b> Enterprise risk management</p> <p><b>ERMS</b> Electronic risk management system</p> <p><b>ESG</b> Environmental, Social and Governance</p> <p><b>ESOL</b> English for speakers of other languages</p> <p><b>FAQ</b> Frequently asked questions</p> <p><b>FBT</b> Fringe Benefits Tax</p> <p><b>FDA</b> Food and Drug Administration</p> <p><b>For</b> Fields of Research</p> <p><b>FTE</b> Full-time equivalent</p> <p><b>GIS</b> Geospatial information system</p> <p><b>GFA</b> Gross floor area</p> <p><b>GPA</b> Grade Point Average</p> <p><b>GST</b> Goods and services tax</p> <p><b>GXL</b> Greencross Limited</p> <p><b>HDR</b> Higher degree by research</p> <p><b>hGH</b> Human growth hormone</p> <p><b>HECS-HELP</b> A loan available to eligible students enrolled in Federal Government supported places</p> <p><b>HEP</b> Higher education provider</p> <p><b>HEPPP</b> Higher Education Participation and Partnerships Program</p> <p><b>HERDC</b> Higher Education Research Data Collection</p> <p><b>HERS</b> Higher education research and scholarship</p> <p><b>HR</b> Human resources</p> <p><b>HREC</b> Human Research Ethics Committee</p> <p><b>iCEVAL</b> Institutional course evaluations</p> <p><b>ICT</b> Information Communication Technology</p> <p><b>IERC</b> Indigenous Education and Research Centre</p> <p><b>IFRS</b> International financial reporting standards</p> <p><b>IHCAP</b> Indigenous Health Careers Access Program</p> <p><b>IML</b> Institute of Modern Languages</p> <p><b>IoT</b> Internet of Things</p> <p><b>IP</b> Intellectual property</p> <p><b>IRU</b> Innovative Research Universities</p> <p><b>IT</b> Information technology</p> <p><b>JCU</b> James Cook University</p> <p><b>JCUS</b> James Cook University Singapore</p> <p><b>JRG</b> Job-ready Graduates</p> <p><b>JRGP</b> Job-ready Graduates Package</p> <p><b>KPI</b> Key performance indicator</p> <p><b>kL</b> Kilolitre</p> <p><b>kWh</b> Kilowatt hours</p> <p><b>MIT</b> Massachusetts Institute of Technology</p> <p><b>MoU</b> Memorandum of understanding</p> <p><b>MP</b> Member of Parliament</p> <p><b>MRI</b> Magnetic resonance imaging</p> <p><b>MTSRF</b> Marine and Tropical Sciences Research Facility</p> <p><b>MTB</b> Marine and Tropical Biology</p> <p><b>NAIDOC</b> National Aboriginal and Islander Day of Celebration</p> <p><b>NERP</b> National Environmental Research Program</p> <p><b>NGO</b> Non-government agency</p> <p><b>NHMRC</b> National Health and Medical Research Council</p>
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<p><b>NQAA</b> National Quality Assurance Authority</p> <p><b>NIRAP</b> National and International Research Alliances Program</p> <p><b>NZ</b> New Zealand</p> <p><b>OAM</b> Medal of the Order of Australia</p> <p><b>OER</b> Open educational resource</p> <p><b>ORIP</b> Operational Recordkeeping Implementation Plan</p> <p><b>OS HELP</b> Student loan scheme</p> <p><b>PG</b> Postgraduate</p> <p><b>PBL</b> Problem-based learning</p> <p><b>PET</b> Positron emission tomography</p> <p><b>PNG</b> Papua New Guinea</p> <p><b>PVC</b> Pro Vice Chancellor</p> <p><b>QAAFI</b> Queensland Alliance for Agriculture and Food Innovation</p> <p><b>QAO</b> Queensland Audit Office</p> <p><b>QILT</b> Quality Indicators for Learning and Teaching</p> <p><b>QSA</b> Queensland State Archives</p> <p><b>QTAAS</b> Queensland Tropical Agriculture and Aquatic Sciences</p> <p><b>QTAC</b> Queensland Tertiary Admissions Centre</p> <p><b>QTHA</b> Queensland Tropical Health Alliance</p> <p><b>QUT</b> Queensland University of Technology</p> <p><b>RATEP</b> Remote Area Teacher Education Program</p> <p><b>R&amp;D</b> Research and development</p> <p><b>RHD</b> Research higher degree</p> <p><b>RHE</b> Russo Higher Education</p> <p><b>RIBG</b> Research infrastructure block grant</p> <p><b>RTO</b> Registered training organisation</p> <p><b>RTS</b> Research training scheme grant</p> <p><b>SAMP</b> Strategic Asset Management Plan</p> <p><b>SDG</b> Sustainable Development Goals</p> <p><b>SES</b> Socioeconomic status</p> <p><b>SFS</b> Student feedback survey</p> <p><b>SSAF</b> Student Services and Amenities Fee</p> <p><b>SSRFF</b> Smart State Research Facilities Fund</p> <p><b>SRIP</b> Strategic Recordkeeping Implementation Plan</p> <p><b>TAFE</b> Technical and Further Education</p> <p><b>TERN</b> Terrestrial Ecosystem Research Network</p> <p><b>TEQSA</b> Tertiary Education Quality Standards Authority</p> <p><b>TESOL</b> Teaching English to speakers of other languages</p> <p><b>TEVALS</b> Teaching evaluations</p> <p><b>TF</b> Teaching focused</p> <p><b>TRI</b> Translational Research Institute Queensland</p> <p><b>TRIM</b> Tower Records Information Management</p> <p><b>TSXPO</b> annual tertiary studies exhibition</p> <p><b>UA</b> Universities Australia</p> <p><b>UE</b> University Executive</p> <p><b>UG</b> Undergraduate</p> <p><b>UIIT</b> Universities Innovation and Investment Trust</p> <p><b>UIL</b> Union Institute of Language</p> <p><b>UK</b> United Kingdom</p> <p><b>ULMP</b> University Level Performance Measure</p> <p><b>UN</b> United Nations</p> <p><b>UNESCO</b> United Nations Educational, Scientific and Cultural Organisation</p>	<p><b>UNICEF</b> United Nations Children’s Fund</p> <p><b>UNSW</b> University of New South Wales</p> <p><b>UQ</b> University of Queensland</p> <p><b>USA</b> United States of America</p> <p><b>USC</b> University of the Sunshine Coast</p> <p><b>USFDA</b> United States Food and Drug Administration</p> <p><b>USQ</b> University of Southern Queensland</p> <p><b>UWA</b> University of Western Australia</p> <p><b>VC</b> Vice Chancellor</p> <p><b>VCAC</b> Vice Chancellor’s Advisory Committee</p> <p><b>VET</b> Vocational Education and Training</p> <p><b>VM</b> Virtual machine</p> <p><b>VoIP</b> Voice over Internet Protocol</p> <p><b>WIL</b> Work integrated learning</p> <p><b>WIP</b> work in progress</p> <p><b>WHO</b> World Health Organisation</p> <p><b>WHSQ</b> Workplace Health &amp; Safety Queensland</p>
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