PRESENT: Chancellor (Professor Brown) (Chair), Vice Chancellor (Professor Biggs), Dr Boccalatte, Mr Cleeland, Ms Eagle (Deputy Chancellor), Mr Diedrick, Professor Leicht, Ms Maltby, Professor Morgan, Ms Pagani, Mrs Pearce, Ms Scott, Mr Spearman, and Ms Wong.

ATTENDANCE: Mr Troupe (Secretary), Ms Boevink (Deputy Secretary); Ms Forster, Mr Kavanagh, Professor Nakata AM, Professor Parsell, Professor Seddon and Professor Upton (Advisers); Ms Cannon (for items 5.1 and 9) and Mr Waters (for item 8).

APOLOGIES: Dr Raynor and Cr Toppin AM

START TIME: 10.02 a.m.

The Chancellor welcomed Council in the Dhurga Yuin dialect and gave an Acknowledgement of Country.

The Chancellor also welcomed new Governor-in-Council Appointed Members Dr Kaylee Boccalatte, Ms Natalie Maltby, Ms Casie Scott and Mr Michael Spearman; and the newly elected members Mr Lyle Cleeland (Professional and Technical Staff), Mr Gabriel Diedrick (Undergraduate Student) and Mrs Robyn Pearce (Postgraduate Student).

The Chancellor congratulated Ms Carolyn Eagle on being elected Deputy Chancellor and advised Council of the forthcoming celebration of ten years of the Indigenous Education and Research Centre at JCU, being held on Friday 15 May 2026, to which Council members had been invited.

DECLARATION OF CONFLICTS OF INTERESTS: There were no conflicts of interests declared.

1. MINUTES: the following minutes were adopted as a true and correct record:

1.1 Ordinary Minutes of Meeting (1/26), held on 19 March 2026, as confirmed by the Chair.

1.2 Confidential Minutes of Meeting (1/26), held on 19 March 2026, as confirmed by the Chair.

N-SECT

1.3 Confidential Minutes of Meeting (1/26) Addendum, held on 23 March 2026, as confirmed by the Chair.

1.4 Confidential Minutes of Special Meeting (2/26), held on 15 April 2026, as confirmed by the Chair.

2. BUSINESS ARISING FROM THE MINUTES: There was no business arising from the minutes.

3. MATTERS NOT YET FINALISED: There were no matters not yet finalised.

4. STRATEGIC MATTERS

4.1 CONFIDENTIAL ITEM – REFER SEPARATE PAGES

4.2 COUNCIL COMMITTEES – MEMBERSHIP ALLOCATIONS

Council noted that the State Government had made changes to the *James Cook University Act 1997 (Qld)* on 25 March 2026 and the composition of University Council had changed as a result. With a number of Council members having changed, a re-allocation of Committee memberships was necessary. The principle underpinning the proposed allocations, was that Council members would, in the main, only sit on one Committee, except for the Official Members (Chancellor, Vice Chancellor and Chairperson, Academic Board), the Deputy Chancellor and the proposed Chair of the Audit, Risk and Compliance Committee. The proposed allocations still met various governance requirements and enabled Council and its Committees to continue to meet the University's governance obligations. In terms of succession planning, the current Deputy Chairs of the Audit, Risk and Compliance and Finance and Infrastructure Committees were proposed to become the Chairs. As a result, both Committees would need to elect a Deputy Chair at the next available meeting. The Work Health and Safety Committee would also need to elect a Deputy Chair, as its current Deputy Chair had been allocated to the Chancellor's Committee.

Council was requested to ratify the appointment of Chairs of Committees of Council, the proposed allocations of Council members to Council Committees, approve the appointment of Dr Nicholas Tate as a Co-opted Additional member of the Audit, Risk and Compliance Committee and to delegate authority to the University Secretary to make consequential amendments to any affected Committee Charters, to reflect the changes in membership.

<u>RESOLVED:</u>

1. that the appointment of Chairs of Committees of Council, to take effect on 8 May 2026, be ratified;
2. that the appointment of Council Members to the Committees of Council, to take effect on 8 May 2026, be ratified;
3. that Dr Nicholas Tate be appointed as a Co-opted Additional Member of the Audit, Risk and Compliance Committee, for a four-year term commencing 8 May 2026, be approved; A-UNISEC
4. that the Audit, Risk and Compliance, Finance and Infrastructure and Work Health and Safety Committees will need to elect a Deputy Chair at the next available meeting, be noted; and
5. that the University Secretary be delegated authority to make consequential amendments to any affected Committee Charters to reflect the changes in membership, be approved.

4.3 MATTERS RAISED BY MEMBERS: There were no matters raised by members. Members were advised of the process for raising matters.

5. WORK HEALTH AND SAFETY (WHS)

5.1 CONFIDENTIAL ITEM – REFER SEPARATE PAGES

6. CONFIDENTIAL AND COMMERCIAL-IN-CONFIDENCE ITEM – REFER SEPARATE PAGES

7. CONFIDENTIAL ITEM – REFER SEPARATE PAGES

8. CONFIDENTIAL ITEM – REFER SEPARATE PAGES

9. VICE CHANCELLOR'S REPORT

For the benefit of new members and as a refresher for continuing members, the Vice Chancellor gave a presentation on the University's revised strategy and planning framework, which was a shift from traditional, static strategic planning to a more focused, dynamic and accountable model. It was noted that, historically, the University had strong values and broad ambitions, but insufficient focus in planning and execution. Previous plans contained an excessive number of priorities, actions and performance measures, which hindered clarity, accountability and effective delivery.

Council's role was to approve the corporate strategy, set the University's risk appetite, and monitor progress through regular reports and access to live performance dashboards. Management was responsible for translating strategic intent into operational delivery. It was noted that the University's three principal business streams – JCU Australia, JCU Brisbane and JCU Singapore – each established business objectives aligned to the overall institutional strategy, recognising that not all parts of the University contributed equally to every corporate measure.

Council was informed that JCU had adopted a more concise strategic framework, supported by a smaller number of high-level performance measures. Reducing the number of key measures had enabled greater organisational focus on those indicators that most materially affected institutional health, including student load, financial sustainability, student satisfaction and research income. Progress was assessed not only against annual targets, but also through trend data indicating whether performance was improving over time.

The revised planning framework had a continuous and adaptive capability, was responsive to changing market conditions and external developments, including the rapid emergence of artificial intelligence and changes to visa settings. The University now used a structured annual planning cycle, comprising workshops focused on institutional performance, market intelligence, infrastructure and digital priorities, and the alignment of College and Directorate actions to strategic objectives. Rather than multiple competing Divisional strategies, all areas of the University were expected to contribute to a single institutional strategy through a limited number of measurable actions, to materially enhanced competitiveness.

All strategy and planning materials, including workshop outputs, performance information and action plans, were available to Council members and staff through *SharePoint*. In addition, Council members had access to dashboards in *COGNOS,* displaying current data against corporate and business performance measures, sourced from validated internal and external datasets. Annual acquittal reports were also provided to Council, using a traffic light methodology and trend analysis to support oversight.

In response to a question, it was noted that student satisfaction data was considered by the Academic Board rather than Council, however, the Chairperson of the Board could include this in his report to Council.

The Vice Chancellor presented the remainder of the report and highlighted the following:

- JCU had submitted a bid to the *Structural Adjustment Fund* to support initiatives to increase participation by under-served learners in the region, including through technology-enabled pathways and accelerated qualifications. The bid aimed to increase the pool of learners, and the outcome was expected in July;
- the Vice Chancellor also continued to advocate for regional parity funding in the face of the Needs-Based Funding and Managed Growth Funding System transition year. A paper had been submitted to relevant agencies and the government, offering a tightly targeted adjustment, to ensure funding consistently followed place-based disadvantage and structural delivery costs, rather than state borders. Feedback had been received that the proposal was sound and that options to adjust funding for 2027 would be explored;
- Mission-based Compact documentation had been received from the *Australian Tertiary Education Commission*. JCU's submission needed to articulate its priorities, including how it sought to be assessed having regard to its setting and operating context, noting that the timeframe for submission was short; and
- the Commonwealth Government had opened Stream B of the competitive grant round for additional medical Commonwealth Supported Places. Stream B was geared towards 'new programs' that would attract and train doctors for primary care and General Practice Roles. JCU had submitted a proposal to establish an end-to-end medicine program in Mackay, having been unsuccessful with its Stream A bid, which was meant to be focussed on existing providers to strengthen regional or rural medicine. JCU was

the number one provider of regional and rural General Practitioners (GPs) and also provided more rural GPs who stayed in regional and rural areas, however, the places were allocated to metropolitan universities. JCU was committed to strengthening its role in training doctors for northern Australia and addressing persistent medical workforce shortages across regional, rural, and remote communities. Also, a recent report had stated that JCU was the most successful university in the country at training GPs and third in the country for absolute numbers.

RESOLVED:

N-EO that the Vice Chancellor's Report, be noted.

10. REPORT FROM THE CHAIRPERSON OF THE ACADEMIC BOARD

Professor Morgan spoke to the item and highlighted the following:

- Professor Morgan had convened a new group of Queensland based Academic Board Chairs (QCAB), which would meet four to five times each year;
- having been in the role for 18 months, Professor Morgan was confident to assure Council, that JCU met all seven domains of the *Higher Education Standards Framework*, however, those standards were under review, and any changes might have implications for the University; and
- with regard to student satisfaction data, response rates varied considerably by campus, discipline and location, with stronger participation reported in Singapore, Brisbane and some areas of science and engineering, whilst overall response rates elsewhere remained uneven. Efforts were underway to improve response rates and student satisfaction. Student satisfaction was only one measure, however, and the broader concern remained course integrity, learning quality, and the impact of artificial intelligence on assessment and student learning. Given the significance of this issue, the *Tertiary Education Quality and Standards Agency's* (TEQSA's) examination of the integrity of online learning was noted, with the outcome expected to be of interest to the sector.

In response to questions/comments the following was noted:

- for student pathways into academic careers and teaching roles, there was no single linear pathway, but students had been supported through honours, masters and doctoral research, peer-assisted study programs, laboratory demonstrating, tutorials, seminars and workshops, all of which contributed to experience relevant to future academic employment. In professionally oriented disciplines, e.g. health sciences, practitioner pathways were also recognised, with industry experts often entering teaching roles and developing research capability over time. TEQSA required that lecturers were qualified to one *Australian Qualifications Framework* level higher than what they were teaching, however, a Doctor of Philosophy (PhD) qualified academic was able to supervise a PhD candidate. How students who aspired to an academic career could be supported through that journey, was an area the Board could consider;
- with respect to ensuring the integrity of assessment with the advent of *Generative Artificial Intelligence* (GenAI) the *Governance, Risk and Integrity for Emerging Technologies* (GRIT) *Working Group* had been established in 2025, to consider JCU's institutional response to GenAI and emerging technologies, with activity progressing across governance, risk, assessment reform, staff and student capability, research guidance, systems and communications. Many processes were underway, including a programmatic approach to assessment, authentic assessment design and assurance of learning. JCU was just as advanced as anyone else, but there was around 18 months to go before GRIT completed its work: and
- a recording of *TEQSA Talks #1*, held on 19 March 2026, which provided a sector update and outline of TEQSA's regulatory strategy going forward, was available online and open to anyone.

RESOLVED:

N-CHRAB that the Report from the Chairperson of the Academic Board, be noted.

11. CHANCELLOR'S REPORT

The Chancellor report was taken as read. There was positive feedback on recent JCU Instagram content.

RESOLVED:

N-UNISEC that the Chancellor's Report, be noted.

12. AMENDMENTS TO THE *JAMES COOK UNIVERSITY ACT 1997 (QLD)* AND COMPOSITION OF UNIVERSITY COUNCIL

RESOLVED:

N-UNISEC that the Amendments to the James Cook University Act 1997 (Qld) and the Composition of University Council, be noted.

13. ANNUAL REPORT ON THE ACTIVITIES OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE FOR 2025, INCLUDING ACQUITTAL OF PERFORMANCE

RESOLVED:

N-UNISEC that the Annual Report to Council on the activities of the Audit, Risk and Compliance Committee for the year ended 31 December 2025, including the acquittal of performance, be noted.

14. CONFIDENTIAL ITEM – REFER SEPARATE PAGES

15. WORK HEALTH AND SAFETY COMMITTEE CHARTER – AMENDMENTS

RESOLVED:

A-UNISEC that the proposed amendments to the Work Health and Safety Committee Charter, be approved.

16. COUNCIL MEMBERSHIP AND OUTCOME OF ELECTIONS 2026

RESOLVED:

N-UNISEC

1. that the Council Membership List, as at 20 April 2026, be noted;
2. that the outcome of the Appointed and Elected member processes, be noted; and
3. that the contributions of the members of the Council who are not continuing and the University staff who assisted in the Council elections, be acknowledged.

17. COUNCIL AND COMMITTEE PARTICIPATION RATES

RESOLVED:

N-UNISEC that the Council and Committee Members and Advisers Participation List for 2026, be noted.

18. MINUTES – COMMITTEES OF COUNCIL

RESOLVED:

N-SECT that the Minutes of the following Committees of Council, be noted:

1. Confidential Minutes of Chancellor's Committee Special Meeting (1/26), held on 10 April 2026;
2. Ordinary Minutes of Academic Board meeting (2/26), held on 13 April 2026;
3. Ordinary Minutes of Audit, Risk and Compliance Committee meeting (2/26), held on 23 April 2026; and
4. Confidential Minutes of Audit, Risk and Compliance Committee meeting (2/26), held on 23 April 2026.

19. GENERAL BUSINESS

A small number of typographical errors were identified with regard to some of the forms provided as part of the recent onboarding of new Council members.

IN-CAMERA SESSION WITH THE VICE CHANCELLOR

An in-camera session was held with the Vice Chancellor between 4.24 and 4.30 p.m.

The meeting closed at 4.30 p.m.

Confirmed:

Chair
15 June 2026