

University Plan 2018-2022

JCU Global rank:
Top **2%**

JCU is ranked in the top 2% of universities in the pre-eminent global rankings system, the Academic Ranking of World Universities.
ARWU 2016



For the past six years, JCU has received five stars for job success
Good Universities Guide

Top **50** | Under **50**

The Times Higher Education (THE) World University Rankings places JCU in the top 50 universities around the world under 50 years old.
Times Higher Education (THE) World University Rankings 50 Under 50 2016



Excellence in Research for Australia (ERA) rates JCU as 'world class or better' in 35 areas of research.
Excellence in Research for Australia (ERA) 2015



JCU ranked above world standard for Neuroscience, Public Health, Immunology and Veterinary Sciences.
Excellence in Research for Australia (ERA) 2015



JCU No. 1 in the world for Marine & Freshwater Biology and No. 2 for Biodiversity Conservation.
2017 CWUR

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James Cook University (JCU) is committed to building strong and mutually beneficial partnerships that work towards closing the employment, health and education gap for Australian Aboriginal and Torres Strait Islander peoples.

Our students come from many backgrounds, promoting a rich cultural and experiential diversity on campus.

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 James Cook University and Australian society. We also pay respect to ancestors and Elders past, present and future.



Kassandra Savage (JCU Alumna), 'Coming Together and Respecting Difference', acrylic on canvas, 2014, 90cm x 90cm.



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Introduction from University Executive

Our purpose is to create a brighter future for life in the Tropics and we achieve this by delivering education, conducting research and engaging with those living in the world's Tropics. Our graduates perpetuate this purpose through their own endeavours; many as professionals working in northern Australia. Our ground-breaking research has contributed to major advancements in areas such as building standards to withstand extreme weather conditions, sustainable agriculture, environmental management, tourism, and advances in public health, all improving the livability of tropical regions.

The context in which we operate is transforming, impacted by increased competition for students and resources, changing expectations of universities, advances in digital technology, and globalisation. This Plan sets out how we intend to anticipate and respond to the contemporary challenges we face, while continuing to deliver on the promise we made to our local communities nearly 50 years ago to provide education and research relevant to the needs of northern Australia and the wider Tropics.

We have committed to an ambitious agenda in this Plan to guide our actions over the 2018-2022 period. We look forward to working with our staff and students to deliver on these objectives and stewarding the University as we embark on the next 50 years of our journey.

Professor Sandra Harding

Vice Chancellor and President

Professor Chris Cocklin

Senior Deputy Vice Chancellor

Professor Ian Wronski

Deputy Vice Chancellor (Tropical Health and Medicine)

Professor Iain Gordon

Deputy Vice Chancellor (Tropical Environments and Societies)

Professor Robyn McGuiggan

Deputy Vice Chancellor (Global Strategy and Engagement)

Professor Dale Anderson

Deputy Vice Chancellor, Singapore

Ms Tricia Brand

Deputy Vice Chancellor, Services and Resources

Professor Stephen Naylor

Chair, Academic Board



Our Strategic Intent

Students are at the heart of our University

We inspire our students 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.

We commit to providing an inclusive and respectful learning environment for our students. We recognise that their physical, mental and cultural wellbeing while at University is central to achieving their personal and educational goals.

Comprehensive but focussed

We are a comprehensive University. Our teaching and research focus on four themes:

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

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

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.

Diversity and reconciliation

We embrace the diversity of the communities we serve in Australia and Singapore and work with them to create opportunities and enduring benefits for our region and beyond. We acknowledge the First Nation peoples of the world, their rich cultures and their knowledge of the natural environment, and 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 Aboriginal and Torres Strait Islander peoples and the wider community.

Sustainability

We are 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.

We are a University signatory to the United Nations Sustainable Development Goals and have agreed to play our role in understanding and responding to challenges facing the world and contributing to a sustainable future.

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



Our Values and Beliefs

Our actions are underpinned by our values and beliefs:

VALUES

- Excellence
- Sustainability
- Authenticity
- Mutual Respect
- Integrity
- Discovery

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 uphold our commitments.

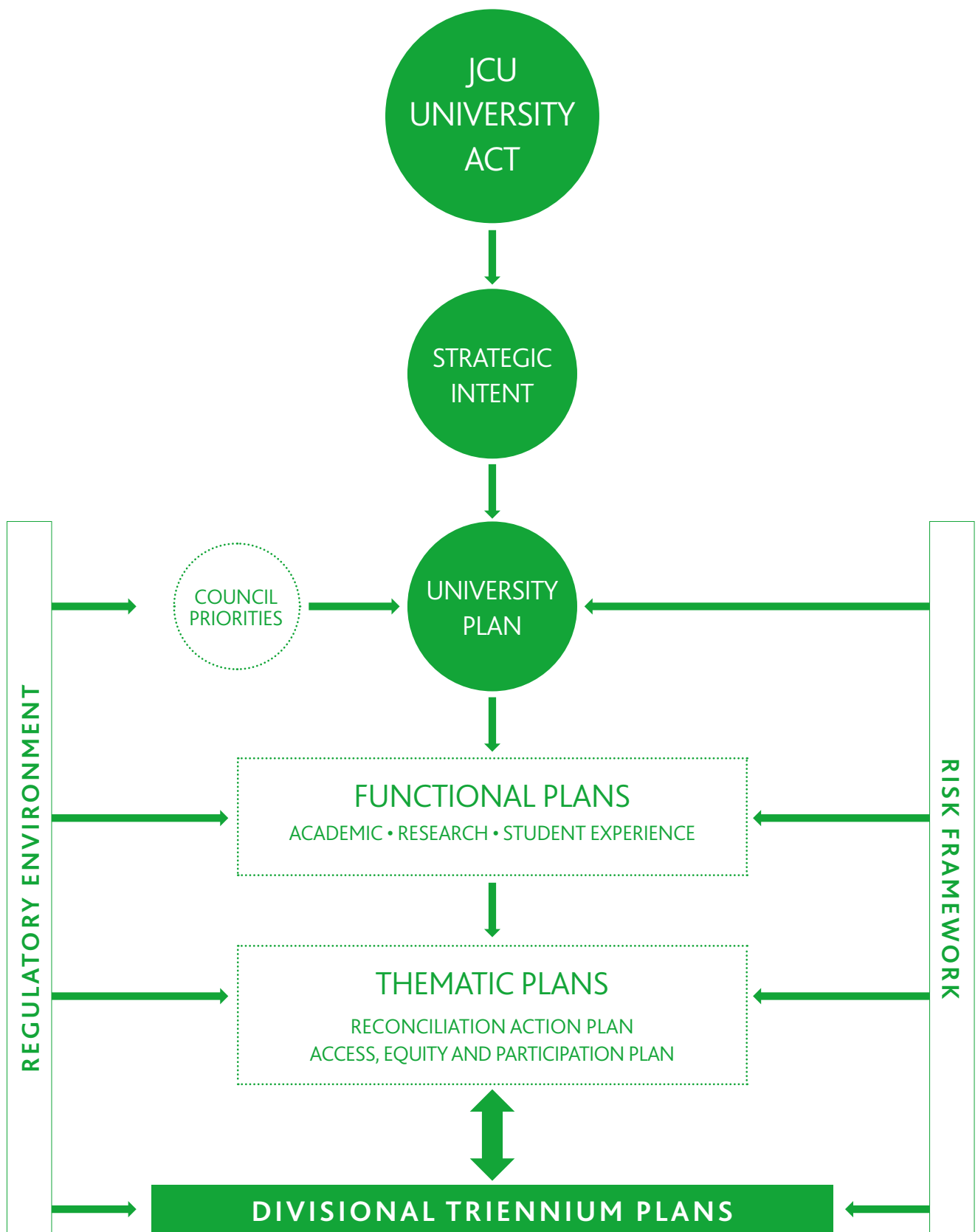


'An international University as reflected in our people, our places, and our research, we take quiet pride in being recognised as a leading tertiary institution in Australia, our Asia-Pacific region and among the universities of the world.'

One university | Two countries | Three tropical campuses - Cairns, Singapore, Townsville



Planning Framework





Our Academic Aspirations

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.

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

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.

To achieve our academic aspirations we must...

Focus on the needs of our *students*

Build a 'OneJCU' *culture*

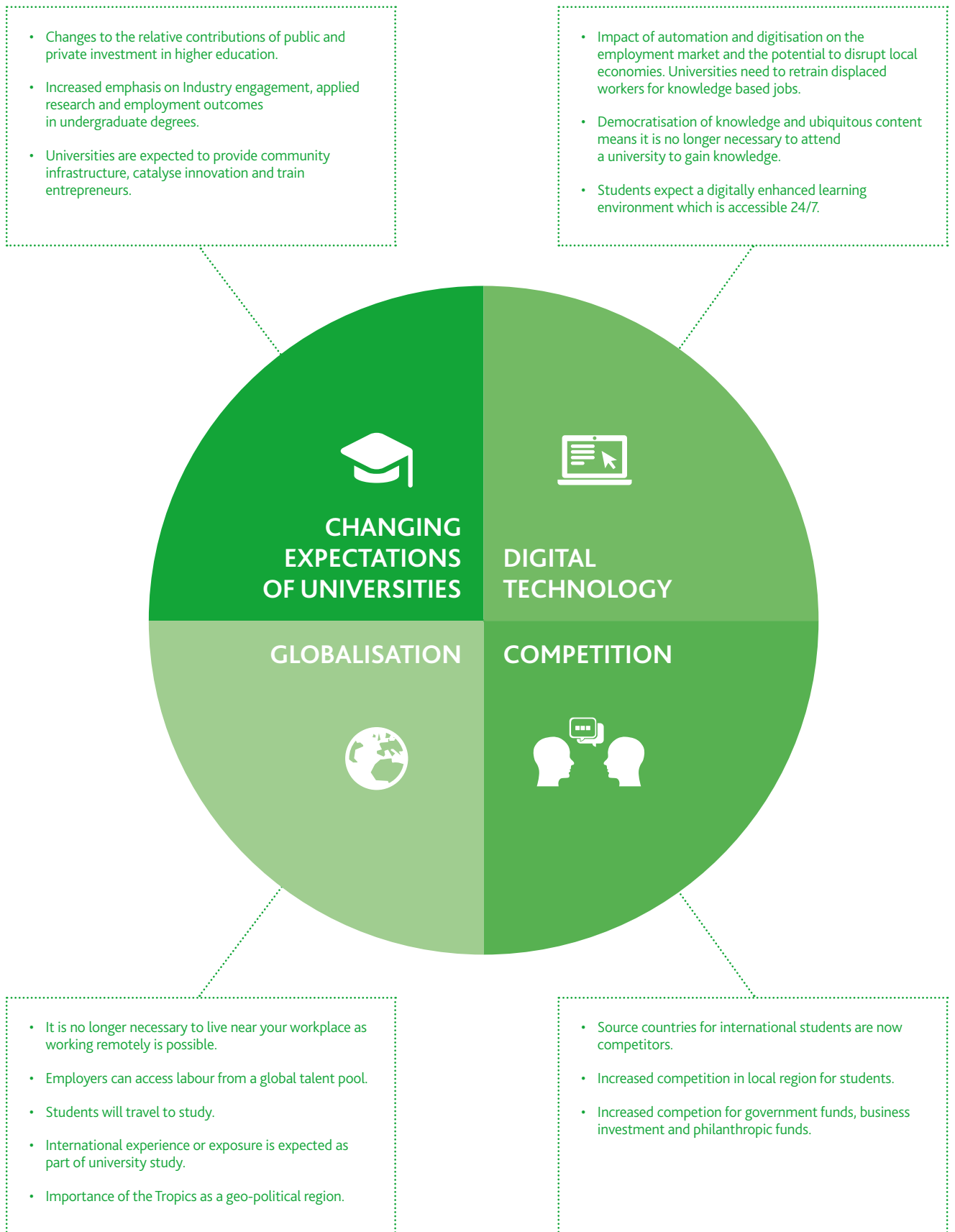
Be *digitally enabled*

Realise the potential of our *people*

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

Achieve a *global outlook* whilst maintaining *local relevance*

Our Challenges





Our Response to the Challenges

We will respond to these challenges by:

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.

Our Measures of Success

We will measure our success by:

Increased domestic and international student demand
Increased commencing and total student load
Improved student experience and student retention
Improved participation of under-privileged students and Australian Aboriginal and Torres Strait Islander Students
Increased opportunities for our students to gain international experience, particularly in the Tropics
Increased research income from targeted sources
Improved or maintained world research-based rankings
Improved satisfaction and opportunities for our workforce
A high performing and diverse workforce which feels safe and valued
Attractive, functional and sustainable tropical campuses



Our Academic Aspirations

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 UN Sustainable Development Goals.

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Refine and renew programs to meet market demand for education and training</p> <p>Provide clear pathways for students to access and succeed at JCU</p> <p>Reach a larger group of people by providing engaging, interactive and flexible learning</p> <p>Provide students with the practical skills to succeed</p>	<p>Refine our portfolio of sub-degree and undergraduate courses, with a specific focus on continuous renewal to meet the current and future needs of the region.</p> <p>Adopt a co-ordinated but nimble approach to support the delivery of modular and bespoke program offerings.</p> <p>Refine domestic and international pathway programs to provide accessible, inclusive and integrated entry to JCU.</p> <p>Modernise and streamline our credit transfer and recognition of prior learning processes.</p> <p>Expand the range of programs we offer in an online format and adopt a student-centred and accessible learning management system.</p> <p>Confirm the arrangements for learning delivery in an Australian metropolitan area.</p>	<p>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.</p> <p>Further develop our whole-of-institution early intervention strategies, afforded through learning analytics software and dedicated staff.</p> <p>Consider the role and structural placement of JCU College.</p> <p>Establish minimum standards and expectations for online learning.</p> <p>Encourage and incentivise academic disciplines to expand the range of courses available at the Singapore campus.</p>	<p>Develop opportunities for students to engage with innovation and entrepreneurship through, for example, start-up workshops and our new innovation centres.</p> <p>Promote ePortfolio and Career Development Learning to students as a key part of their academic career.</p>



Outcomes

A product portfolio and academic profile that reflects JCU's strategic positioning and the projected future needs of our region.

A supportive environment that enables students to access, participate and succeed in their studies.

Programs are delivered in formats, places and times that meet the needs of students.

Graduates with the knowledge, skills and attributes to succeed in a competitive global workforce.



JCU SHOWCASE

Diploma of Higher Education

The Diploma of Higher Education is an open access pathway program which uses a case management framework to ensure students are personally and academically prepared to succeed at University.

This unique program, designed for those who may not meet the entry requirements or have the confidence to commence a degree, includes a compulsory induction to university study, readiness assessment and pre-enrolment interviews, early feedback on learning, dedicated support officers and targeted subjects to develop academic skills. Around two thirds of Diploma graduates progress to Bachelor degrees where they typically achieve pass rates of between 80 to 90 per cent.



JCU SHOWCASE

JCU Online

JCU Online is a new way of delivering online education with six intakes per year and students enrolling in 7-week study periods. The first two courses being offered through JCU Online is the Master of Nursing and Master of Data Science, commencing in October 2017 with the anticipation that more programs will be offered in this format over the coming years. The model involves more intense student learning and support and will allow students to complete six subjects per year while still studying part time.





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

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Build on academic and research excellence to raise awareness of issues facing tropical and underserved populations.</p> <p>Contribute to tropical communities through Work Integrated Learning programs (WIL).</p> <p>Sustain research excellence and intensify its impact by making it relevant to tropical communities, industries and policy makers.</p> <p>Develop graduates whose learning is enriched by research.</p>	<p>Encourage collaboration between colleges and the Indigenous Education and Research Centre to provide students with the opportunity to acquire a deeper understanding of Indigenous peoples across the Tropics including their knowledges, worldviews and contemporary challenges.</p> <p>Strengthen the coordination of opportunities for students to engage with industry and participate in Work Integrated Learning (WIL), workplace based projects and service learning through curriculum.</p> <p>Create a WIL website that provides information and resources for students, staff and host employers and showcases opportunities for WIL projects to contribute to local communities.</p> <p>Expertly and robustly manage staff succession and recruitment to ensure the ongoing development of areas of demonstrated research strength.</p>	<p>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.</p> <p>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.</p> <p>Continuously monitor and develop the portfolio and capability of research centres and institutes, including the establishment of a research institute in Singapore.</p> <p>Enrich the student learning experience through engagement with high-profile researchers.</p>	<p>Maintain and extend opportunities for experiential learning through, for example, field-based learning, placements, and involvement in research activities.</p> <p>Seek external investment in areas of emerging strength in either teaching or research.</p>



Outcomes

Authentic learning experiences which provide an employment focus while enabling students to make a contribution to under-served communities and the UN Sustainable Development Goals are a distinctive feature JCU programs.

Graduates have an understanding of the challenges and opportunities impacting on the Tropics and how they can contribute to making a difference.

JCU is world renowned for its outstanding scholarship and research on areas of importance to the Tropics and plays a critical role in bringing the world's attention to the Tropics as an important geo-political region.



JCU SHOWCASE

State of the Tropics Project

In just two decades the population of the Tropics is expected to exceed that of the rest of the world. This is being matched by rapid economic growth in the tropical zone and together they will reframe global dynamics. The State of the Tropics project is the result of a partnership of institutions, led by JCU, working across the tropical world aimed at compiling and communicating knowledge about the tropical world and our place in it. This is our place, and we share a responsibility to work with and for the people of the Tropics.



JCU SHOWCASE

Giving back to communities in the Tropics through service learning

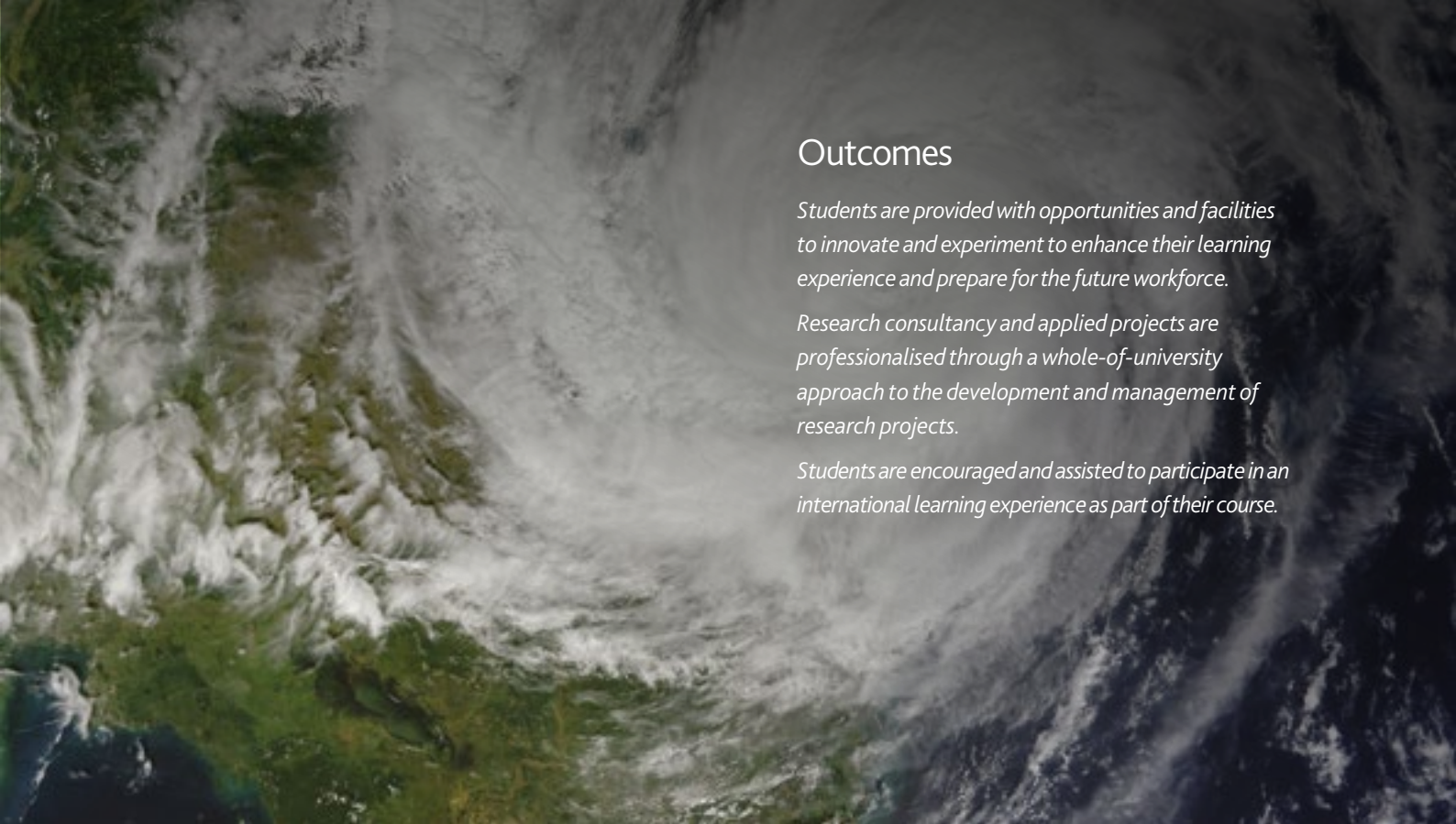
JCU student Sophie Bennett spent 11 days on clinical placement in Cambodia treating about 60 patients, including children from impoverished areas as part of her dentistry degree. "It made me more aware of how lucky we are here. Until you see the inequalities in health care firsthand, you don't realise how good we've got it," she said. Working alongside another JCU student, several Cambodian dentistry students and supervising dentists, Sophie was able to assist the clinic in its main goal of helping patients who were suffering and in pain.



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

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Establish Innovation Centres at the Townsville and Cairns Campuses.</p> <p>Demonstrate the relevance of research to industries operating in the Tropics.</p> <p>Promote Global Citizenship among students and staff.</p>	<p>Facilitate community-level engagement in innovation and entrepreneurship through events like start-up weekends.</p> <p>Invest in new business development and commercialisation capabilities to provide a pan-University view and remit and provide leadership and guidance to academic disciplines.</p> <p>Establish new administrative capability in consultancy research, providing business development, project management, and post-award management services to assist academic disciplines increase their capacity.</p> <p>Provide additional opportunities for our students to travel and study overseas through cross-campus experiences, exchanges, short courses and study abroad programs.</p>	<p>Participate in PhD industry internship programs.</p> <p>Develop and maintain collaborations with industry to aid our students in developing skills that will be crucial in their professional and personal development.</p> <p>Strengthen our participation in industry-oriented grant programs, including specifically the CRC program, the ARC Linkage Program, Academic Health Centres and Advance Queensland.</p> <p>Foster global citizenship in our graduates through the embedding of global perspectives in our teaching and learning in accordance with the JCU Curriculum Framework.</p>	<p>Develop innovation hubs in both Townsville and Cairns.</p> <p>Facilitate co-location of industry within innovation hubs.</p> <p>Develop stronger alliances with State of the Tropics partner universities to facilitate joint programs, reciprocal exchanges and knowledge transfer opportunities for staff and students.</p>



Outcomes

Students are provided with opportunities and facilities to innovate and experiment to enhance their learning experience and prepare for the future workforce.

Research consultancy and applied projects are professionalised through a whole-of-university approach to the development and management of research projects.

Students are encouraged and assisted to participate in an international learning experience as part of their course.



JCU SHOWCASE

Becoming a Global Citizen

An overseas study experience is a key feature of internationalisation activities for social work and human services students at JCU. Students have been assisted by Asia Bound and New Colombo Plan scholarships to undertake 3-week intercultural learning programs in India and Thailand. These short term mobility experiences are embedded within a formal subject offering and supported by a set of preparation materials to ensure that students' are prepared for the experience and consider critical concepts such as culture, racism, imperialism and privilege.



JCU SHOWCASE

Cyclone Testing Station

The Cyclone Testing Station (CTS) established at JCU in 1977 is the pre-eminent independent authority on the performance of buildings in severe weather events. The Station aims to minimise risk, loss and costs which occur as a result of cyclones and severe storms. The Station collaborates with all levels of government, manufactures, insurers, and the building industry to develop improved building codes, standards and materials. The Centre also plays a vital role in community education campaigns to ensure residents in cyclone and storm prone areas are better prepared for severe weather events.





To achieve our academic aspirations, we must...

Focus on the needs of our students

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Understand and engage with our diverse student cohort.</p> <p>Embrace innovative and inspirational approaches to a scaffolded and authentic learning experience.</p> <p>Ensure quality services for students that are integrated, responsive and focused on supporting wellbeing, success and engagement.</p> <p>Provide clear communication and engagement strategies that assist students & stakeholders to connect with each other.</p>	<p>Develop a student experience plan that articulates the characteristics of the JCU student experience across our campuses and delivery modes.</p> <p>Implement a diverse, inclusive range of pedagogies that support our student cohort including the expansion of authentic learning and assessment tools across the curriculum and potential reduction in the use of examinations.</p> <p>Deliver student wellbeing and equity initiatives which promote holistic wellbeing.</p> <p>Deliver streamlined administrative procedures to students and provide responses which are timely, integrated and coordinated.</p> <p>Deliver orientation and welcome events that are informed by the diversity of our cohort and that are accessible, informative, and contribute to building social capital.</p> <p>Provide opportunities for students to give feedback on their JCU experience.</p>	<p>Engage with our comprehensive student data set to inform our service delivery and our interactions with students.</p> <p>Develop proactive and cohesive engagement and service methodologies that complement the student journey.</p> <p>Ensure all student services and resources are inclusive and accessible.</p> <p>Raise awareness of disability and mental health support issues and expand the range of services available for students on campus.</p> <p>Broaden the role of frontline support positions such as First Year Coordinators, within the Academic Performance Frameworks.</p>	<p>Provide students with intuitive tools to manage their own requirements, whilst always maintaining the option for personal interaction.</p> <p>Ensure student representation is reflected in University governance and the student voice is represented in strategic decision making.</p>

Outcomes

An inclusive and accessible student experience which embraces diversity and champions respect.

Authentic, relevant and scaffolded learning and assessment.

Quality services that are integrated, responsive and focused on student needs.

Respectful communication and collaboration between students, staff, and other stakeholders which is both transparent and empowering.



JCU SHOWCASE

Supporting Indigenous students to succeed

Around 40 per cent of Queensland's Aboriginal and Torres Strait Islander people live in our catchment region, yet they represent only 5 per cent of our domestic student body and are less likely to complete their university study than other students.

The Indigenous Education and Research Centre is changing this through a highly supportive model to improve the participation, success and completion rates for Aboriginal and Torres Strait Islander people through improved outreach, pre-entry and admissions programs, earlier and more focused academic and pastoral support intervention; and more work-placement opportunities for students to assist graduate employment pathways. This model will contribute to closing the gap for Indigenous Australians.



JCU SHOWCASE

Students helping Students

Peer Assisted Study Sessions (PASS) is an academic peer learning and mentoring program facilitated by third and fourth year students who are trained and monitored to provide tailored peer support services such as workshops and discussion groups. PASS aims to help first year students master subject content while integrating discipline specific learning skills, and also promotes the development of study skills and learning communities. Students involved in the scheme are more likely to achieve higher grades and remain at university.





Build a 'OneJCU' culture

We are a large and diverse organisation spanning two countries and 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 and 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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Develop a 'can do' approach across the organisation.</p> <p>Build a culture that has institutional priorities at the centre.</p> <p>Imbed the Singapore campus as an integral element of our operations.</p> <p>Establish flexibility and agility as operational priorities.</p>	<p>Actively model the 'OneJCU' culture in day-to-day management practice, reflecting the University's values and beliefs and demonstrating a collaborative and whole-of-university approach to confronting challenges and removing barriers.</p> <p>Develop strong partnerships within and between academic and non-academic units to ensure a positive student experience.</p> <p>Share information between the Australian and Singapore campuses on service delivery and operations.</p> <p>Refine delegations, policies and procedures to improve processing times, reduce administration and adopt a risk-based approach to decision making.</p>	<p>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.</p> <p>Harmonise and integrate service delivery across our campus network to achieve a sense of community across all locations.</p> <p>Deliver professional development workshops to strengthen the service culture utilising the Good Services Framework.</p> <p>Equip and support our staff with digital tools and technologies that support agile and collaborative ways of working.</p>	<p>Continue to inculcate the 'OneJCU' culture to staff through modelling behaviour and refinement of our human resource policies and procedures.</p> <p>Embed a culture of shared responsibility through engaging students in decision making and leadership roles.</p> <p>Review deployment of services across JCU campuses, with a specific focus on services delivered at the Australian and Singapore campuses.</p>



Outcomes

Joined-up processes across campuses achieved through stronger integration of teams and cross unit collaboration.

Whole of university perspectives in both the academic and professional and technical domains with an understanding that both areas play an essential role in ensuring the success of the University.

Singapore is more fully integrated in the operations and strategic direction of the University.

Staff and students are aware and demonstrate University values.



JCU SHOWCASE

Cross campus ICT service delivery

Seamless Information and Communication Technology (ICT) services are central to student and staff satisfaction. Ensuring that our students and staff have access to a comparable ICT environment and services at all of our tropical campuses is challenging but our success in achieving this is an exemplar of cross-campus harmonisation and the power of a "OneJCU" culture.

Our aim is to ensure that University ICT infrastructure, systems and services meets the needs and exceeds the expectations of all users. The Singapore ICT team has set out to achieve synergy through integration with the northern Queensland campuses wherever possible, whilst catering for local bespoke ICT where required. The secret to achieving success has been the co-operation across campuses and the focus on complementing capability across the teams rather than duplicating. The ICT teams in Singapore, Townsville and Cairns share a common ethos and a passion for service and quality outcomes, while understanding sometimes it is necessary to do things slightly different due to particular contexts.

This unifying purpose has been given effect through strong leadership and the demonstration of mutual respect within and across the teams, assisted through opportunities to work collaboratively on joint projects. Through this group experience the three ICT teams have become one large team, which recognises the individual skills of its members as well as the strength of its collective capacity. This has enabled effective service delivery and a quality ICT experience for students and staff located across our tropical campus network.





Digitally Enable the University

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
Digitise platforms to achieve growth.	Continue to invest in digital transformation including IT infrastructure and professional development to support technology enabled teaching.	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.	Utilise next generation digital learning platforms and learning analytics that increasingly personalise the student's learning experience and support personalised interventions and retention.
Digitise our business.	Employ digital and assistive technologies to enhance our student learning experience.	Fully exploit all of the rich sources of data available to us to develop predictive insights that lead to business advantage.	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.
Innovate and Experiment.	Develop our cybersecurity culture and capabilities to provide effective protection and mitigations against current and emerging cybersecurity threats.	Grow existing research tools, platforms and partnerships to continue to enable world leading research.	Embed emerging technologies into our digital experience, including: artificial intelligence (including machine learning) and; augmented, virtual, and mixed reality.
Digitally enable our workforce.	Experiment with contemporary communication mechanisms to enhance our interactions with students.	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.	Engage with industry, community, and public sector partners to accelerate our capacity for innovation.
	Increase our capacity in education design for new digital learning environments, and support and grow the capabilities of our academics in next generation digital learning platforms.	Embed key aspects of digital literacy competencies in the development of our staff, our students and our curricula.	Grow our capability to get value from core systems, including in Singapore.
		Extend and grow eResearch capabilities in target disciplines.	

Outcomes

Students are inspired by their use of emerging technologies that enhance their learning experience.

Staff effectiveness, efficiency and satisfaction is improved through the use of digital platforms that support new ways of working collaboratively across all JCU locations.

Students and staff have the skills and knowledge to take full advantage of current and future technologies, including information, media, and ICT literacy as well as digital scholarship and learning skills and E-research capability.

A high level of fit between our core business systems and business needs, with a total cost of ownership that is appropriate for the business capabilities they support.



JCU SHOWCASE

Mediasite

An example of how rapidly new technology can be embraced and adopted by our students. Student views of recorded lectures numbered over 200,000 this semester alone, during which we recorded more lectures than in the last 5 years. Future enhancements will drive even more uptake and further our ability to focus on high quality learning content and students success.



JCU SHOWCASE

EduRoam

WiFi connectivity is a key driver of student satisfaction and demand has doubled annually for the past five years. We continue to partner and invest in EduRoam which provides free, authenticated connectivity across not only domestic and international university campuses, but locations such as QLD Health hospitals, and hubs such as airports.





Realise the potential of our people

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 fulfill their ambitions and make a difference to tropical societies.

Priorities	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Develop inspired teams and promote the 'OneJCU' culture.</p> <p>Recognise and reward high performing staff who consistently demonstrate JCU values.</p> <p>Develop and nurture a high performing, diverse and inclusive workforce.</p> <p>Implement a 'grow our own' culture through professional development and workforce planning.</p>	<p>Foster an inclusive workplace where we accept and value diversity through the implementation of the Respect Now Always and Broderick Review action plans, achieving Athena SWAN bronze accreditation and fulfilling our ambitions stated in the Indigenous Workforce Strategy and Reconciliation Action Plan.</p> <p>Invest in a comprehensive suite of contemporary management development opportunities to develop inspiring leaders and managers embracing a 'OneJCU' culture.</p> <p>Streamline human resource management administrative processes to reduce workload and enhance the experience of casual staff.</p> <p>Strengthen our performance management practices and model a culture built on performance, trust and accountability.</p>	<p>Embed the 'OneJCU' culture into our recruitment, induction, performance management and promotion processes to make expectations clear and encourage a culture of accountability.</p> <p>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.</p> <p>Proactively encourage high performing students and staff to continue their career at JCU through active talent management and workforce and succession planning.</p> <p>Invest in e-recruitment and talent management technologies to enhance JCU's reputation as an employer and improve the applicant experience.</p> <p>Embrace new career patterns expected by new generation employees.</p>	<p>Promote cross-University collaboration through the facilitation of internal secondments and improved induction and orientation programs.</p> <p>Develop more flexible reward and recognition mechanisms which support an organisational culture of high performance.</p> <p>Embed digital literacy into all ways of working and staff development.</p>



Outcomes

We attract the very best staff locally, nationally and globally who deliver and support a high quality student experience, research outcomes, and industry engagement.

A diverse, inclusive and supportive workforce where staff respect and trust each other.

A workforce which feels engaged and inspired; is consistently high performing; and well led and managed.



JCU SHOWCASE

Developing our Leaders

Our academic leaders perform some of the most essential and demanding work at JCU, yet at times feel underprepared for the challenges that a management role presents. The Academic Leaders Program has been specifically designed to assist those in leadership roles or looking to move into such a position in the medium term. The program is built on JCU Leadership Competency Framework which describes the behaviours we expect our leaders to display and covers topics such as strategic thinking, leading change, focusing on results, communication, leadership and demonstrating core values. We anticipate the program will assist our leaders to develop confidence in their leadership ability and that this will benefit their individual career and the University as a whole.



JCU SHOWCASE

Creating a safe and inclusive university community

In early 2017 we commissioned Elizabeth Broderick AO to assist us to strengthen our policy framework and culture to prevent and respond to incidents of sexual assault and harassment within our university community. We accepted the 32 recommendations contained within the Broderick Report and have developed an action plan to deliver on the proposed changes. It is an ambitious, but achievable program, that will see us consolidate and build the systems and culture to underpin the respectful and safe learning and working environment we all desire. JCU is one of the first Australian universities to undertake an external review and by implementing the recommendations we are taking a strong stand against sexual harassment and assault.





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

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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
<p>Create a vibrant knowledge community inspired by our place in the Tropics.</p> <p>Build environments that inspire innovation and collaboration and where students, staff and the community feel welcome.</p> <p>Develop in a sustainable way.</p>	<p>Deliver Campus Master Plans that address the aspirational briefs of our campus locations.</p> <p>Improve space efficiency through planning, design, coexistence and better use of technology.</p> <p>Discourage car movements on campus.</p> <p>Enhance the promotion of JCU's residential culture and its role in contributing to the inclusiveness and vibrancy of the University.</p>	<p>Create an aspirational brief for key locations outside the main campuses.</p> <p>Deliver the space rationalisation and Townsville Innovation Complex projects.</p> <p>Build an estate plan that enables the University to be responsive to an ever changing environment.</p> <p>Utilise sustainable utility opportunities.</p> <p>Ensure all campus infrastructure and learning experience is fully accessible to students with disabilities.</p>	<p>Create vibrant learning and innovation hubs at JCU locations that bring students, industry and the community together.</p> <p>Facilitate space consolidation on the Cairns campus.</p> <p>Implement autonomous transport options.</p> <p>Create additional and different types of spaces on campus to meet the diverse needs of our student community.</p>

Outcomes

An integrated knowledge community that is economically, environmentally and socially sustainable.

A built environment that is an expression of our academic and research excellence and true to our institutional identity and ambition.

An estate that provides a positive experience for students, staff and local communities.

Flexible and adaptable space and greater use of technology to enhance and optimise the use of the built environment.



JCU SHOWCASE

Living laboratory where rainforest meets the reef

JCU's Daintree Rainforest Observatory (DRO) is a modern eco-monitoring field station nestled between two World Heritage Areas - the Daintree rainforest and the Great Barrier Reef - that creates a unique and inspirational research and learning environment. It offers researchers and students access to a range of ecosystems including lowland rainforest, freshwater stream, mangroves and shoreline. In the forest, the DRO provides easy, unbroken access from soil through understory and canopy to the atmosphere above, allowing researchers and students to focus on these unique environments and the processes that shape them. their leadership ability and that this will benefit their individual career and the University as a whole.



JCU SHOWCASE

Campuses that reflect our environments and ambitions

Our campus settings reflect the diversity of the Tropics, with our Townsville campus located in natural bushland of the dry Tropics, the Cairns Campus on the fringe of tropical rainforest and our Singapore campus situated within a dense urban environment. Our campus master planning seeks to capitalise on these distinctive environments while matching this with our desire to have modern facilities that enable contemporary teaching and learning practices, state of the art research infrastructure and a vibrant hub where people live and work. To this end our campus master planning is based on the following objectives: creating a "sticky" campus that is vibrant and inviting; creating a memorable tropical experience for students, staff and visitors; fostering a knowledge environment which encourages collaboration and innovation; contributing to our local regions by creating a knowledge community; and being economically, environmentally and socially sustainable. By master planning our campus environments we are providing the physical infrastructure necessary to support our academic ambitions and the campus environment that reflects our sense of place in the Tropics.





Achieve a global outlook while maintaining local relevance

Through our three tropical campuses – 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	Actions		
	NOW (2018-19)	SOON (2019-21)	LATER (2021-22)
Internationalise teaching, research and our study body. Serve our local communities. Bring global perspectives to our regions.	<ul style="list-style-type: none"> Present JCU's narrative and stories in a compelling way to strengthen our brand, create engagement and to bring students, researchers and staff to the Tropics. Build sustainable international student recruitment through the development of pipeline, academic pathways and partnerships. Consolidate and strengthen our widening participation agenda through school and community engagement programs. Invest in implementing a Schools Engagement Strategy that adds value to our schools and strengthens our connection to community thereby enabling us to contribute to the prosperity of our region. Support our local communities through strategic partnerships, sponsorships and professional development programs. Stay in touch with our domestic and international alumni and find ways that they can bring global perspectives to our priorities. Bring opportunities to our region by facilitating connections with Singapore. 	<ul style="list-style-type: none"> 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 under-represented 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. 	<ul style="list-style-type: none"> Ensure our partnerships and curriculum work together to build capacity and competency to increase leadership capability throughout the Tropics. Build and strengthening 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 livability in our region.

Outcomes

JCU is an esteemed member of local communities and a partner in developing human, social, cultural and economic capital.

JCU is a valuable partner to local industries, community groups and all levels of government in providing global perspectives and connections to deliver economic growth for our region.

An internationalised approach permeates our core business of learning and teaching, research and engagement.



JCU SHOWCASE

Providing Singapore Insights to local business leaders

JCU is working closely with economic development agencies providing strategic and on-the-ground support to assist north Queensland businesses leverage off the opportunities presented in the Australian Government's Comprehensive Strategic Partnership Agreement with Singapore. Having operated a campus in Singapore for more than a decade, JCU is extremely well placed to assist north Queensland businesses and in September 2017, partnered with Townsville Enterprise to host a delegation of elected representatives, business and community leaders to Singapore where they were able to gain insights into the cultural and business landscape of the city state as well as sector specific opportunities. JCU will continue to assist local businesses and other organisations to develop linkages with Singapore through its networks and infrastructure in the anticipation that this will bring economic, social and cultural benefits to the northern Queensland region.



JCU SHOWCASE

Digital Homestead Project

Northern Australia is the powerhouse of beef cattle production, producing 85 per cent of national beef exports and contributing around \$5 billion to the economy. JCU, in collaboration with CSIRO and the Queensland Government, is working with the industry to develop digital technology and wireless sensor networks to provide farmers with real-time data on cattle behaviour and health, pasture performance grazing capacity and market conditions. This data is presented in an easy to understand format and provides farmers with the tools to make informed decisions and manage their business more effectively. These enhancements to the production chain will assist beef producers access more global markets and bring economic benefits to Northern Australia.



