

Council Handbook

2024



JAMES COOK
UNIVERSITY
AUSTRALIA



Engineering and Innovation Place, Bebegu Yumba campus, Townsville

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Disclaimer

This publication contains information that is current as at February 2024

Production

JCU Secretariat

Introduction

Welcome to new and continuing members of the Council of James Cook University.

One of the world's leading institutions focusing on the Tropics, JCU is surrounded by the spectacular ecosystems of the rainforests of the wet tropics, the dry savannahs, and the Great Barrier Reef. Ranked in the top 2% of the world's tertiary institutions by the respected Academic Ranking of World Universities produced by the Shanghai Jiao Tong University and the Times Higher Education World University Rankings. JCU is dedicated to creating a brighter future for life in the Tropics and beyond, through education and research that makes a difference locally, and globally.

The University conducts nationally significant and internationally recognised research in areas such as marine sciences, biodiversity, tropical ecology and environments, global warming, tourism, and tropical medicine and public health care in under-served populations. JCU is a learning community of undergraduate and postgraduate students, and staff located across two countries at three tropical campuses, numerous study centres and two city campuses. Key facts and figures on JCU are available [here](#) and information on its various locations is available [here](#).

Our students come from many backgrounds, promoting a rich cultural and experiential diversity on each campus. Our undergraduate and postgraduate courses span the Arts, Business, Education, Engineering, Law, Medicine, Nursing, Veterinary and Healthcare Sciences, Science, Information Technology and Social Sciences and Social Work. We aim to give graduates the qualifications and skills they need for the global workforce. We also recognise our special obligation to be relevant to our own region and have forged close linkages into the economy and social fabric of northern Queensland and, indeed, the broader Tropics beyond Australia's shores.

Handbook Purpose

The purpose of this handbook is to provide new and existing members of Council with information about the University, its strategic direction, governance, academic structure, operations and management in order to assist their understanding of those aspects and help them to contribute effectively as members of the governing body of JCU.

This handbook draws together information from various sources to provide an overview, with links to more detailed information. It is intended as a ready reference book for members across the wide range of University activities. In many cases, this handbook will provide sufficient information and context for members when considering agenda papers.

About the University

History of JCU

Born of the traditional model of excellence in teaching and research, James Cook University has become a modern and dynamic university of truly global standing. JCU's graduates hold top-level positions around Australia and the world, and the University's research has earned us a world-class reputation.

JCU is Queensland's second oldest university established in northern Queensland in 1960 as a University College under the stewardship of the University of Queensland. Since then, JCU has become a dynamic, multi-campus university with over 13,000 students (equivalent full-time student load). JCU's main campuses are located in Townsville and Cairns, and we have an international campus in Singapore and a third party operated campus in Brisbane.

After a decade under the stewardship of the University of Queensland, JCU became a university in its own right. The University was established by an Act of the Queensland Parliament, the James Cook University of North Queensland Act 1970, which provided for "the establishment and incorporation of a University at

Townsville, and for purposes connected therewith". It received Royal assent on 20 April 1970. The proclamation was signed by Queen Elizabeth II at a special ceremony in Townsville, which took place 200 years, to the day, after the University's namesake, explorer Captain James Cook, first sighted Australia.

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 Royal assent by the Governor-in-Council on 29 August 1997 and was promulgated on 1 January 1998.

The Queensland Parliament passed the [University Legislation Amendment Act 2017 \(Qld\)](#) ('the ULAA') on 10 October 2017 and it received Royal assent on 13 October 2017.

The ULAA:

- removed the capacity for universities to make statutes and repealed existing statutes;
- required universities to have a policy for the election of staff and student members on university governing bodies;
- removed certain limitations on the delegation of powers and functions by university governing bodies in order to allow sub-delegation of powers delegated to the Vice Chancellor by the governing body;
- provide more flexibility for university governing bodies in relation to decisions about spending bequeathed funds;
- improved the integrity of the membership of university governing bodies;
- implemented governance reforms for James Cook University so that JCU could introduce a flexible membership model for University Council; and
- made some other technical and consequential amendments relevant to some universities.

Consequently, the James Cook University Act 1997 was amended as at 13 October 2017 to take account of these amendments.

JCU's Official Colours

The official colours of the University are blue and gold. The blue is taken from the dominant blue in the Cross Formy Azure in the top left-hand corner of the shield. The gold comes from the Sun in Splendour.



The Armorial Bearings of James Cook University

Granted by the College of Arms, London by Letters Patent dated 26 June 1972. The design represents elements that are integral to JCU. The blue and gold represent not just the sun and sea; the gold is taken from the Sun in Splendour, which is prominent on the shield, and the blue is taken from the Cross formy Azure, which sits in the top left-hand corner of the shield.

The ship is an artistic depiction of Captain James Cook's ship 'Endeavour' at full sail. The Brolgas that flank the shield with spread wings represent JCU's supporters, past and present, whose investments elevate the university's ability and achievements. The open book displayed on the shield is the knowledge that JCU seeks to both discover and share.

The shield, ship, and Brolgas stand upon sandy ground and the university's motto: crescent luce, "light ever increasing", which is an ideal that JCU seeks to uphold.



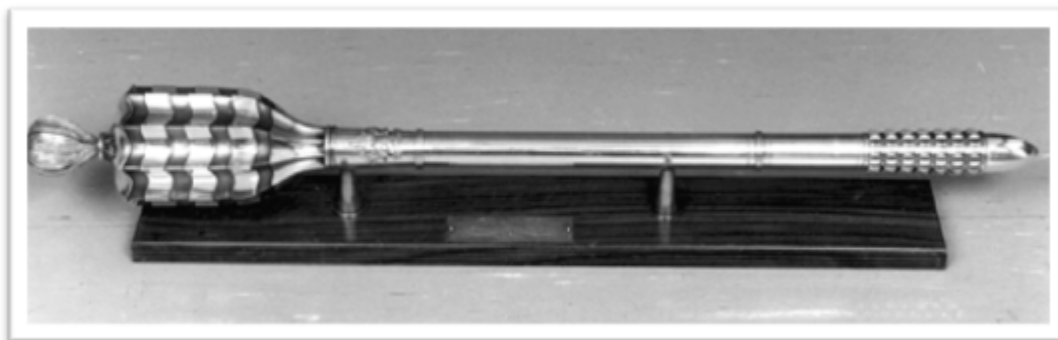
The University Mace

The mace was presented to the University on 31 May 1991 by:

- the Townsville City Council;
- the Townsville Chamber of Commerce; and
- the Roberts, Page, McIntyre and Jackson families.

Broadly traditional in appearance, the mace incorporates symbols of the University and of its region:

- the head is of a shape resembling the heraldic shield, and has undulating bands like the field of the University's coat of arms; the full arms are embossed on the shaft immediately below the head, which is also ridged like the medieval fighting mace;
- the finial on the head is in the shape of a seed pod of the kapok tree native to the region;
- the butt is in the shape of a "pineapple nulla", a traditional weapon of North Queensland Aborigines; and
- the mace, of sterling silver, was executed to the University's design by the Brisbane silversmith, David Clayton.



Chronology

1960	University College is gazetted The Foundation stone is laid by the Hon. J.C.A Pizzey
1961	1 Jan – F. J. Olsen commences as first Warden of University College 27 Feb – Officially opened by the Premier of Queensland, the Hon. G. F. R. Nicklin
1962	Dr. Ken Back appointed as new Warden, replacing F. J. Olsen
1964	2 March – John Hayes, the first student to graduate from the University College Townsville
1965	CSIRO research station opens near the proposed site of the Douglas Campus
1966	29 July – The Hon. Harold E Holt, Prime Minister of Australia laid the foundation stone of University Halls
1967	Teachers College opens near the proposed site of the Douglas Campus (now called the Western Campus)
1969	10 Dec – The “James Cook University of North Queensland” Bill is passed in parliament 20 April – Her Majesty Queen Elizabeth II inaugurated the new Douglas Campus
1970	16 April – Sir George Fisher appointed first Chancellor (served for 3 years) 20 April – Professor Ken Back appointed first Vice Chancellor (served for 16 years)
1972	Research Vessel RV “James Kirby” was launched
1974	Sir George Kneipp appointed as second Chancellor (served for almost 19 years)
1986	Professor Ray Golding appointed second Vice Chancellor (served for 10 years)
1987	Cairns Campus established
1993	Mr John Williams appointed as third Chancellor (served for 6 years)
1995	July – JCU relocated to new Cairns Campus in Smithfield (Current)
1996	Dr Martyn Forrest appointed third Vice Chancellor (served for 9 months) The name is changed to simply “James Cook University”
1997	Professor Ken McKinnon appointed fourth Vice Chancellor on an interim basis (served for 8 months) Professor Bernard Moulden appointed fifth Vice Chancellor (served for 9 years)
1999	John Grey AC, Lieutenant General (Retd) appointed as fourth Chancellor (served for 17 years)
2003	International Campus in Singapore established

2006	Russo Higher Education operated Campus established in Brisbane Professor Sandra Harding appointed sixth Vice Chancellor and commences in January 2007 (served for 15 years)
2008	Singapore Campus relocated to Upper Thompson Road Release of Reconciliation Statement
2010	The University celebrates its 40 th Anniversary
2011	Acquisition of minority shareholding in JCU Singapore
2012	JCU Cairns Campus celebrates 25 years
2013	JCU Thursday Island Campus celebrates 10 years JCU Singapore campus celebrates 10 years and is granted another four years EduTrust status
2014	JCU opens a teaching and student service campus in the Townsville CBD
2015	Singapore Campus relocated to larger site on Sims Drive and granted EduTrust Star status becoming the first Private Education Institute in Singapore to be granted this status Cairns campus celebrates 20 years at its Smithfield site JCU opens its Townsville CBD campus
2016	Mr Bill Tweddell appointed as fifth Chancellor (served for 7 years) JCU opens its Cairns CBD campus JCU Singapore campus granted university status becoming the first Australian institution in Singapore to be granted this status
2017	JCU's Cyclone Testing Station celebrates 40 years
2018	JCU opens its first on-campus student accommodation in Cairns
2020	50th Anniversary of the establishment of JCU, the second oldest University in Queensland
2022	Professor Simon Biggs appointed seventh Vice Chancellor and commences in February 2022
2023	Professor Ngiare Brown appointed as sixth Chancellor, the first female and first Indigenous Chancellor of James Cook University

Peak Body Memberships

University Chancellors Council Australia (UCC)

The [University Chancellors Council \(UCC\)](#) was established in 2004 and comprises Chancellors of all public, not-for-profit universities within Australia. The UCC is used as a means for University Chancellors to discuss key issues and current events surrounding the tertiary education sector in Australia. The Council meets twice each year, with one of these meetings occurring jointly with Universities Australia. Chancellors can be represented by a Deputy Chancellor or a Council member of their university's governing body during UCC meetings and events.

The purpose and function of the UCC is to:

- assist Australian universities in the carrying out of their respective and collective functions;
- provide a means of voicing appropriate concerns on behalf of Australian universities on matters of governance;
- to liaise with Universities Australia Limited and similar organisations and act as ambassadors in the advancement and promotion of Australian universities;
- to provide a forum for communication and discussion concerning Australian universities and related institutions;
- to carry out such activities as are necessary to further the above objects; and
- the University Chancellors Council holds a joint meeting with [Universities Australia](#) once per year.

Universities Australia (UA)

Born out of the Australian Vice Chancellor's Committee (AVCC) that had been in existence since 1920, [Universities Australia](#) was established on 22 May 2007 as the peak body representing the university sector. Universities Australia represents Australian universities in the public interest, both nationally and internationally. Members of Universities Australia are the universities, represented by their Chief Executive Officer, the Vice Chancellor.

Universities Australia strives to:

- advance and promote the benefits of Australian universities to the nation;
- support Australian universities in the performance of their roles;
- develop policy positions on higher education matters through discussing higher education issues, including teaching, research and research training;
- advance internationalisation of Australian universities;
- provide information for and about Australian universities;
- provide services and programs to Australian universities including the negotiation of common purchasing arrangements;
- promote the welfare of students, staff and graduates of Australian universities;
- facilitate opportunities for Australian universities (in particular, their students, staff and graduates) to develop their knowledge and skills;
- study the problems and needs of Australian universities and their relations with other education institutions, organisations and the community and to encourage and sponsor their study; and
- assist in the further development of Australian universities.

[Innovative Research Universities Australia \(IRU\)](#)

[IRU](#) is a network of seven comprehensive universities committed to inclusive excellence in teaching and research in Australia. These seven universities share a common background, having been founded in the 1960s and 1970s as research universities. JCU joined the IRU in 2007.

The IRU is committed to reach and serve our communities through the highest standards in teaching, learning and research.

Working collectively, the IRU is at the constructive centre of Australian university policy making, influencing political developments beyond the capacity of individual universities. We advocate policy that supports excellence in teaching, learning and research that has local relevance and global applicability.

IRU member universities focus on success for students from all backgrounds, responding to local populations and fixing state and national gaps in access. Students enrolled at our universities study in welcoming, supportive and quality teaching environments which offer academic opportunities and globally respected qualifications.

IRU members research issues of critical importance to the communities in which they are based to address problems of national and international scale. Over time our members have developed their own particular research strengths, with multiple areas of research at and above global standard.

IRU members strive to be universities of choice for Aboriginal and Torres Strait Islander students and staff, promoting understanding of Indigenous knowledge in education, research and policy. As an outward-looking network, the IRU seeks to strengthen Australia's integration with the countries of Asia.

[Corporate Strategy](#)

James Cook University's [Corporate Strategy](#) is approved by University Council and is shared by all of JCU, across all operations and locations in Australia, Singapore and elsewhere. It sets out JCU's values, priorities and what matters to us as a university.

'Creating a brighter future for life in the tropics and beyond through education and research that makes a difference locally, and globally.'

Most importantly, it demonstrates JCU's continued commitment to the success and wellbeing of students, our people, our communities and local economies.

[Planning and Performance Framework](#)

The JCU Corporate Strategy is activated by the University's Planning and Performance Framework which provides a via a clearly articulated planning and accountability structure for management as below.

Level	Plan	Characteristics
1	<p>JCU Corporate Strategy Defines the corporate level purpose, values, strategic priorities, and goals and gives effect to the JCU Act across JCUA, JCUB, JCUS and online. Defines a set of Corporate Performance Measures and Targets</p>	<p>10-year horizon <i>refined by Council as assumptions change</i></p>
2	<p>Business Level Plan Defines business level objectives and risks. Defines a set of Business Performance Measures and Targets</p>	<p>3 to 5-year horizon <i>annually reviewed and updated as assumptions change</i></p>
3	<p>Strategic Imperatives/Initiatives Critical actions or whole of university initiatives that allow JCU to move from 'current state' to the defined destination as envisioned in the Corporate Strategy and Business Plan. Defines a body of work managed as a project with milestones and deliverables.</p>	<p>1 to 3-year horizon <i>Outcomes driven projects under project management review</i></p>
4	<p>College/Directorate plans Unit level actions on a page that articulate the deliverables by each College or Directorate in response to the Business Level objectives and targets, or in the delivery of a strategic initiative.</p>	<p>1-year horizon <i>annually reviewed</i></p>
5	<p>Individual professional development and performance plans</p>	<p>1-year horizon <i>annually reviewed</i></p>

Through a set of cascading and integrated goals, objectives and actions with performance measures and annual reporting to assure the University's governing body that the University is making progress towards its strategic ambitions.

Through the establishment and maintenance of the Framework, the University will undertake a dynamic strategic planning process to assist it to:

- realise its vision and achieve its goals on an ongoing basis;
- integrate planning, risk, reporting and budgetary processes;
- behave proactively rather than reactively; and
- effectively discharge its responsibilities in accordance with its legislative requirements.

Research, Teaching and Learning

Research

A defining feature of JCU is its tropical location and its research excellence in disciplines of particular relevance to the tropics. As a comprehensive university in the tropics, JCU is well placed to foster cross-disciplinary collaborations to meet these challenges.

JCU is committed to providing shape and direction to our research by alignment with four major themes:

1. Tropical ecosystems, conservation and climate change;
2. Industries and economies in the Tropics;
3. People and societies in the Tropics; and
4. Tropical health, medicine and biosecurity.

JCU is committed to research of excellence and high impact, particularly on issues of critical importance to the world's tropics. As a regionally-based university, we recognise our obligation to engage with industry and government, commercialise our research findings and achieve critical mass through productive research partnerships with other research organisations. JCU is a site and catalyst for innovation and understanding.

Tropical issues provide the focus to the University's research mission, driven by our unique geographical location, particularly its close proximity to the World Heritage-listed Great Barrier Reef and Wet Tropics rainforests and its links with rural, remote and indigenous communities and industries. Tropical issues are of growing global significance. Approximately one-half of the world's population lives in the tropics. With population growth double the world average, the tropics are under severe and growing pressure.

A high proportion of the world's biodiversity is located in the tropics, including up to 80% of animal and plant species and 92% of world's coral reefs. Population growth and urbanisation have led to biodiversity loss on

a massive scale in many tropical countries. High population density and growth are similarly linked to poor health outcomes and to the emergence of new infectious diseases. 75% of new infectious diseases are zoonoses, diseases of animals that are transmitted to humans (e.g., severe acute respiratory syndromes (SARS) and avian influenza). It is a process exacerbated by humans living in close physical proximity to domesticated animals and by global warming which changes the distribution of disease insect vectors (e.g., mosquitoes).

In recent years, JCU has consolidated its strengths in tropical science, knowledge and innovation by increasing its collaboration with other research organisations in the northern Queensland region, a process facilitated by major infrastructure developments which allow our researchers to be co-located with researchers from partner institutions expanding the University's research base and its network of collaborations both in Australia and globally.

Of particular strategic importance is the research undertaken on issues of importance to industry, government and the broader community in northern Queensland and more broadly in tropical Australia. The role of JCU research is central to the region's future, and its importance is acknowledged by both State and Federal Government, and by businesses and organisations across Queensland.

Teaching and Learning

JCU is committed to enhancing student access, participation and success through a 'whole-of-institution' approach to widening participation, learning, teaching and the student experience, including appropriate facilities and access to technologies.

The [JCU Curriculum Framework](#) contextualises the work of curriculum design, enhancement and innovation within the current higher education legislative and JCU strategic and policy contexts. With students located at the centre, the Framework comprises successive components:

1. Graduate Outcomes: The outcomes that all students are required to demonstrate by legislation irrespective of discipline and award type or level.
2. [The JCU Model](#): The attributes of a JCU curriculum intended to shape our graduates' distinctiveness.
3. Curriculum Enhancement Priorities: The curriculum priorities that are recognised at JCU and across the higher education sector.
4. Curriculum Design Process: The whole of course curriculum design process.

Curriculum design aims to ensure that graduates of James Cook University are prepared and equipped to create a brighter future for life in the tropics and beyond through education and research that makes a difference locally, and globally. JCU graduate attributes include a commitment to lifelong learning, intellectual development, and to the display of exemplary personal, professional and ethical standards; a sense of their place in the tropics and are charged with professional, community, and environmental responsibility; an appreciation of the need to embrace and be acquainted with the Aboriginal and Torres Strait Islander Peoples of Australia; and a commitment to reconciliation, diversity and sustainability. They exhibit a willingness to lead and to contribute to the intellectual, environmental, cultural, economic and social challenges of regional, national, and international communities of the tropics.

The distinctive attributes underpin JCU's learning and teaching, research and engagement framework, known as the JCU Model which has six principles:

- Focused on the tropics
- Research rich
- Student focussed
- Connected to community
- Internationally engaged
- Culturally informed

JCU's courses are taught in a variety of modes including face-to-face, online and blended learning and other technology enhanced learning across physical and virtual environments.

University Finances

University Budget

JCU's income comes from a number of sources:

- Australian Government Grants
- Australian Government payments
- Student contributions
- Commonwealth Capital Funding
- Queensland Government Funding
- International Student Fees
- Domestic Postgraduate Student Fees
- JCU Singapore Licence Fees
- Other Student Fees & Charges
- Investment Income
- Research and Non-Research Contracts and Consultancies
- Royalties, trademarks and licenses
- Sale of goods
- Student Accommodation
- Other Revenue

The Budget is submitted to the November meeting of the Finance Committee, for approval by Council at its December meeting each year. Forecast updates are undertaken at periods 4, 7 and 10 during the year which provides an updated forecast year-end position, incorporating updated assumptions.

The 2023 Audited Financial Statements and Overview of the Statutory Financial Statements are contained in the [Annual Report](#) and can be found on the University website. The Overview of the Statutory Financial Statements – 2023 report provides an analysis of the University's year-end Parent Entity financial statements and financial operating indicators and is approved by the Audit, Risk and Compliance Committee on the recommendation of the Finance Committee.

Reporting to Finance Committee and Council

The Statutory Accounts present the financial results of both the Consolidated Entity and Parent Entity, where the financial reporting to Finance Committee and Council represents an accrual accounting view of the Parent Entity only. The Parent Entity comprises JCU Proper and JCU Halls of Residence. The financial report includes:

Financial Statement Analysis (written memo);

- Financial Statements (Parent Entity);
- Notes to Financial Statements;
- Receivables Analysis;
- Capital and Infrastructure Plan;
- And reports on:
 - Actuals to date;
 - Full-Year Budget; and
 - Full-Year Forecast.

Internal Budget Management and Financial Reporting – The Fund Pool Concept

For internal budget management and reporting the University categorises its income and expenditure into seven "Fund Pools". They are:

Operating Fund (0@)

The Operating fund encompasses the University's core activities of teaching, learning and general research. All the revenues and costs associated with these activities are included within this fund pool. This is the pool of funds available to support the operating costs of the University (including, but not limited to the following expense types: academic and general salaries, scholarships, maintenance and refurbishment of existing infrastructure, minor capital works and non-salary items associated with teaching, learning and general research).

Miscellaneous Operating Funds (1@)

These represent funds received for:

- services provided where there is no contract or consultancy agreement; and
- funds on behalf or for the benefit of students or other organisations/groups.

Research Funds (2@)

Research funds are received from government, industry and other research centres and universities for the purposes of conducting research. The largest provider of research funds to the University is the Australian Research Council (ARC). The research contract/consultancy agreement specifies the research project outcomes/deliverables and outlines any special conditions governing use of the research funds. The funds are essentially under the management of the principal researchers.

Restricted Funds (3@)

Restricted funds are funds held by the University that are usually subject to some legal or semi-legal 'trust' conditions governing their use. Restricted funds largely arise from bequests or donations to the University for specific purposes and are held and invested in a separate investment portfolio with Mercers. They are segregated from the University's normal operations.

Major Projects Funds (4@)

The Major Projects Fund Pool captures income and expenditure associated with new campus developments or large-scale capital projects. Generally, capital projects included in the University's Capital and Infrastructure Plan are accounted for in this fund pool. Funding for major projects can be derived from a number of sources including government grants (Commonwealth/State), ministerial appropriation, borrowing or from cash reserves.

Contracts and Consultancies (Non-Research) (5@)

Non-Research funds are received from industry/external corporate entities. The funds are generated by the provision of consultancy services (fee for service). The contract/consultancy agreement specifies the outcomes/deliverables and outlines any special conditions governing the use of the funds.

Business Units (6@)

Business units are cost recovery operations which typically provide commercial services to the University community, as well as external clients. The criteria for recognition as a business unit are as follows:

- accountable for both revenues and costs (profit centre);
- operates on a commercial business model;
- provides services on a user pays basis with pricing comparable to market. When pricing the provision of these activities, the University adopts the National Competition Policy principle of Competitive Neutrality; and
- provides services to internal and external clients.
- Managing Compliance at JCU

James Cook University (JCU) has a responsibility to identify and comply with a range of legislative and regulatory requirements. [Compliance](#) is defined in Australian Standards/International Organization for Standardization (AS/ISO) 19600:2015 Compliance Management Systems, as: "meeting all the organisation's compliance obligations". Obligations comprise "compliance requirements" and "compliance commitments".

The intent of a robust and integrated system of compliance is to provide assurance to the Vice Chancellor and University Council that the University is actively attentive to its legislative compliance obligations, considering impacts of any consequent changes, and ensuring that these are embedded in practice and procedures across the University.

The University has developed and approved a [Compliance Policy](#), which is underpinned by JCU's [Compliance Framework](#), [Staff Code of Conduct](#) and its subsequent procedures and the [Code of Conduct – University Council](#).

Risk Appetite and University Risk Management Framework

The University updates its Risk Management Framework and Plan every two-years, which is approved by University Council. The two key elements of the framework are the Risk Appetite Statement and the Risk Management Plan.

The Council endorses a statement of risk appetite that sets out, for each of the main categories of risk, how much risk the Council is willing to allow the University to be exposed to, and to agree the Key Risk Indicators that act as an early warning that the University's risk profile may potentially deviate from its risk tolerance or risk limits in the future.

In support of the achievement of strategic and operational goals, the objective of the Risk Management Plan is to provide a framework for all levels of management which will enable, support and promote:

- awareness and understanding of the real and significant business risks and their impact;
- demonstration of due diligence in decision-making;
- exercise of appropriate duty of care;
- innovation through the taking of calculated risks in pursuit of business opportunity and excellence; and
- provision of assurance that business risks are properly managed, commensurate with their level of threat or exposure.

The Risk Management Framework aims to provide consistency to business risk management practices throughout the University. This outlines a qualitative risk assessment methodology that can be applied to the assessment of any risk. While nothing can replace effective management in the identification and treatment of risk, this framework exists to provide assurance that all key risks within the business are being identified and managed. This framework helps ensure the University, including management and the Council, are made aware of key business risks (existing and emerging) in a timely manner and rectify as required.

The University uses the web-based Riskware ERM (Enterprise Risk Management) as its tool to assist with risk management. Enterprise risks are recorded within Riskware ERM at two levels: University wide/strategic risks on a University risk register and Divisional/College specific risks on Divisional and College risk registers.

For further information, refer to the [Risk Management Policy](#) and/or [JCU Risk Management Framework and Plan](#).

Student Profile (2023 statistics)

Equivalent Full-Time Student Load (EFTSL) by Location

Campus Locations	Domestic		International		Total	
Townsville Bebegu Yumba	5,817	38.4%	1,156	7.6%	6,973	46.0%
Singapore	0	0.0%	4,519	29.8%	4,519	29.8%
Cairns Nguma-bada	1,407	9.3%	284	1.9%	1,691	11.2%
JCU Brisbane	9	0.1%	1,174	7.7%	1,183	7.8%
JCU Online	641	4.2%	1	0.0%	641	4.2%
Mackay	122	0.8%	0	0.0%	122	0.8%
Mount Isa Murtupuni	16	0.1%	0	0.0%	16	0.1%
TOTAL	8,012	52.9%	7,134	47.1%	15,146	100.0%

Equivalent Full-Time Student Load (EFTSL) by Course

Campus Locations	Domestic		International		Total	
Undergraduate	6,423	42.4%	3,844	25.4%	10,267	67.8%
Postgraduate Coursework	1,148	7.6%	1,828	12.1%	2,976	19.6%
Non-Award	75	0.5%	1,010	6.7%	1,085	7.2%
Higher Degree Research	267	1.8%	253	1.7%	520	3.4%
Enabling	100	0.7%	198	1.3%	298	2.0%
TOTAL	8,012	52.9%	7,134	47.1%	15,146	100.0%

Staff Profile (2023 statistics)

Staff Headcount

JCU Australia	Academic	Professional / Technical	Other
Staff Headcount*	2,228	2,149	3
Distinct Headcount	4,164		

* Data refers to staff located at Australian sites, excluding JCU Brisbane which is operated by RHE Group. End of Year data.

* NB: Staff can be located at multiple locations, and in multiple roles throughout the year creating duplicate counts in number of staff, staff by location and staff by contract type categories, etc.

Campuses and Locations

Since our establishment in 1970, we have expanded into a multi-campus institution with our main campuses in the tropical cities of Cairns, Singapore and Townsville, with smaller study centres in Mackay, Mount Isa, Rockhampton and Thursday Island. We also have a campus in Brisbane, operated by Russo Higher Education and two city campuses in Cairns and Townsville.

Campuses

[JCU Townsville, Bebegu Yumba campus](#)

[JCU Cairns, Nguma-bada campus](#)

[JCU Singapore](#)

City Campuses

[Bada-jali Campus, Cairns City](#)

[Townsville City Campus](#)

Study Centres

[Mackay Study Centre](#)

[Rockhampton Study Centre](#)

[Centre for Rural and Remote Health \(CRRH\)](#)

[Murtupuni campus, Mount Isa](#)

[JCU Thursday Island, Ngulaigau Mudh campus](#)

Research Field Stations

[Orpheus Island Research Station](#)

[Fletcherview Research Station](#)

[Daintree Rainforest Observatory](#)



Further details on JCU's Campuses and Maps can be found on the [JCU Website](#).

Governance and Management

JCU Act

The University's enabling legislation is the [James Cook University Act 1997](#) (the Act). The Act sets out the establishment and general functions and powers of the University.

The JCU Council

Council is the governing body of the University, established by the [James Cook University Act 1997](#) and consists of 16 members including official, appointed, elected and additional members. The primary role of Council 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 objectives. Council is also responsible for setting and reviewing the strategic direction of the University, as outlined in the [Corporate Strategy](#). The Council is chaired by the Chancellor, who is elected to this position by the members. A number of Committees support Council in making its decisions or through delegations are authorised to make decisions on its behalf.

The Chancellor

The Chancellor of the University is one of the three official members of Council, is the Chair of the University's governing body and presides over all Council meetings. The Chancellor is elected to this position by the members of the Council. The Chancellor provides leadership and facilitates the work of the Council effectively and ethically, providing a focal point for ensuring the achievement of the Council's own objectives, [Corporate Strategy](#) and effective governance, and maintaining the high standing of the University in the wider community. The Chancellor is an ex officio Chair or member of all Council Committees except Academic Board and performs ceremonial functions such as presiding over Graduation Ceremonies. The Chancellor is appointed for up to five-years and can be re-appointed as determined by the Council.

The Vice Chancellor

The Vice Chancellor and President of the University is one of the three official members of Council and is the equivalent of the Chief Executive Officer of a substantial company responsible for ensuring clear and effective leadership and management of the University and plays a prominent role in outward facing activities of the organisation, including national, international and community engagement. As an *ex officio* member of Council, the Vice Chancellor provides strategic leadership and advice to the University Council on higher education and broader policy issues. The Vice Chancellor is a member of all Council Committees. The Vice Chancellor is responsible to Council for delivering the [Corporate Strategy](#) through the University Plan, implementation of approved policies and reporting on the University's performance.

There is no limit on the term of the Vice Chancellor, who can be re-appointed as determined by the Council.

The Chairperson of the Academic Board

The Chairperson of the Academic Board is one of the three official members of Council and is responsible for managing the functions and business of the Academic Board and is the point of contact between the academic community, the Council and the senior management of the University. The Chairperson of the Academic Board is an *ex officio* member of Council and provides a report to Council following each meeting of the Academic Board on the business transacted and matters considered. The Chairperson of the Academic Board is appointed for a period of up to three-years and can be re-appointed as determined by the Council.

The Deputy Chancellor

The Deputy Chancellor acts as Chancellor when there is a vacancy in the office of Chancellor or when the Chancellor is absent from duty or, is unable to perform the functions of the office. The Deputy Chancellor can be elected for up to four-years but usually for two and can be re-appointed as determined by the Council.

Secretary to Council

The University Secretary is Secretary to the Council and several other Council Committees. The role of the Secretary to Council is to support the good governance of the University by providing executive and administrative services to Council, Academic Board and many other committees whilst also providing advice and support to senior officers and members of committees. The Secretary to Council works closely with the Chancellor, Vice Chancellor and Committee Chairs on the business of the University's Committees. The University Secretary is also head of the Secretariat and is responsible for the custody and use of the University's Corporate Seal.

Deputy Vice Chancellor, Academy

The Deputy Vice Chancellor (DVC) – Academy is responsible for the strategic direction and management of the [Academy Division](#), which includes the following Colleges:

- [Arts, Society and Education](#)
- [Business, Law and Governance](#)
- [Healthcare Sciences](#)
- [Medicine and Dentistry](#)
- [Public Health, Medical and Veterinary Sciences](#)
- [Science and Engineering](#)

The Academy delivers the undergraduate and postgraduate courses and research programs of the University through its Colleges and Centres, including enabling, pathways and short courses. Spanning the local and international student community, the Academy's focus is on delivering a direct contribution to growth, economic activity and well-being in regional areas by providing study experiences that are experiential, challenging and rewarding.

The DVC, Academy is responsible to the Vice Chancellor for the work of their Division. They are responsible for the management of the financial, human and physical resources within the Academic Division and act in conformity with powers delegated by Council. The DVC, Academy chairs the Curriculum Committee, a sub-committee of the Academic Board, is an Adviser to University Council and is a member of the University Executive and the Vice Chancellor's Committee.

Deputy Vice Chancellor, Education

The Deputy Vice Chancellor, Education has a dedicated portfolio to oversee the student lifecycle which speaks to the focus on students. The [Education Division](#) provides services and support for students from the time they aspire to go to university through to graduation. In this critical role, the Division works with and across [Divisions and Colleges](#) and in collaboration with The Academy to forge stronger relationships and lead an integrated approach to the student lifecycle and drive and meet JCU's objectives and [Strategic direction](#).

The Education Division is responsible for: raising aspirations and community outreach; enrolments; student engagement, retention and wellbeing; student learning support; examinations and graduations; careers; pedagogies and modalities and Library services.

The Education Division encompasses:

- [Centre for Education and Enhancement](#)
- [Directorate of Library Services](#)
- [Directorate of Student Services](#)
- Quality Assurance and Evaluation Unit

The DVC, Education reports to the Vice Chancellor and chairs the Education Committee, a sub-committee of the Academic Board, is an Adviser to University Council and is a member of the University Executive and the Vice Chancellor's Committee.

Deputy Vice Chancellor, Indigenous Education and Strategy

The Deputy Vice Chancellor, Indigenous Education and Strategy is head of the [Indigenous Education and Research Centre \(IERC\)](#). The IERC is a leader in providing Indigenous education research and engagement through successful and sustainable programs and services and empowers its students to be independent, critical and analytical thinkers, and assist them to plan, set and achieve their goals.

At JCU, students have access to a wealth of professional development opportunities, mentor and peer-support programs, and learning support, as well as free learning, reading, writing and maths study sessions. Students can also take advantage of the IERC's dedicated meeting spaces and computer labs to commune and provide and receive peer support.

The DVC, Indigenous Education and Strategy reports to the Vice Chancellor, is an Adviser to University Council and is a member of the University Executive and the Vice Chancellor's Committee.

Deputy Vice Chancellor, Research

The Deputy Vice Chancellor, Research heads up the [Research Division](#) and has responsibility for building research partnerships and enhancing research performance through developing and implementing strategic initiatives to deliver high quality research. The Division plays a pivotal role in the University by providing leadership to the direction of research, developing and implementing research policy, identifying and fostering research strength, and promoting and coordinating collaboration with government, industry, publicly funded research agencies and universities.

The Division has a broad remit to support JCU's scholarly research activities. It provides a wide range of research administration services to academic and research staff, including: administering research education and training; managing the commercialisation of research; delivering and supporting research infrastructure; providing performance analysis to Colleges and other Divisions; supporting research centres and institutes; policy formulation; and providing strategic direction and leadership to JCU research and research education.

The Division has strategic oversight of the following areas:

- [Research Infrastructure](#)
- [Research and Innovation Services](#)
- [Graduate Research School](#)
- [The Cairns Institute](#)
- Australian Research Centre (ARC) Centre of Excellence for Coral Reef Studies

The DVC, Research reports to the Vice Chancellor and chairs the Research Committee, a sub-committee of the Academic Board, is an Adviser to University Council and is a member of the University Executive and the

Vice Chancellor's Committee.

Deputy Vice Chancellor, Services and Resources

The Deputy Vice Chancellor, Services and Resources is the Chief Operating Officer and head of the [Division of Services and Resources](#), ensuring operational effectiveness and overseeing people, place, infrastructure, corporate data and commercial entities.

The Services and Resources Division comprises a number of Directorates and Offices (Estate, whose activities foster and promote innovation and best practice in the delivery of its services and provide the frameworks and support to assist the Academy and Service Divisions achieve their goals and objectives.

The Deputy Vice Chancellor, Services and Resources reports to the Vice Chancellor, is an Adviser to University Council and is a member of the University Executive and the Vice Chancellor's Committee.

Chief Financial Officer

The Chief Financial Officer heads up the [Financial and Business Services \(FaBS\) Directorate](#) within the Chancellery. FaBS is responsible for a diverse range of the University's financial functions and business services, including: strategic financial and budgeting advice; business case development and review; management accounting; treasury management; budgeting; procurement, accounts payable, and corporate credit cards; accounts receivable; cashiering/banking and taxation; assets; financial systems management; and other statutory compliance obligations and responsibilities.

The Chief Financial Officer reports to the Vice Chancellor, is an Adviser to University Council and is a member of the University Executive and the Vice Chancellor's Committee

Chief of Staff

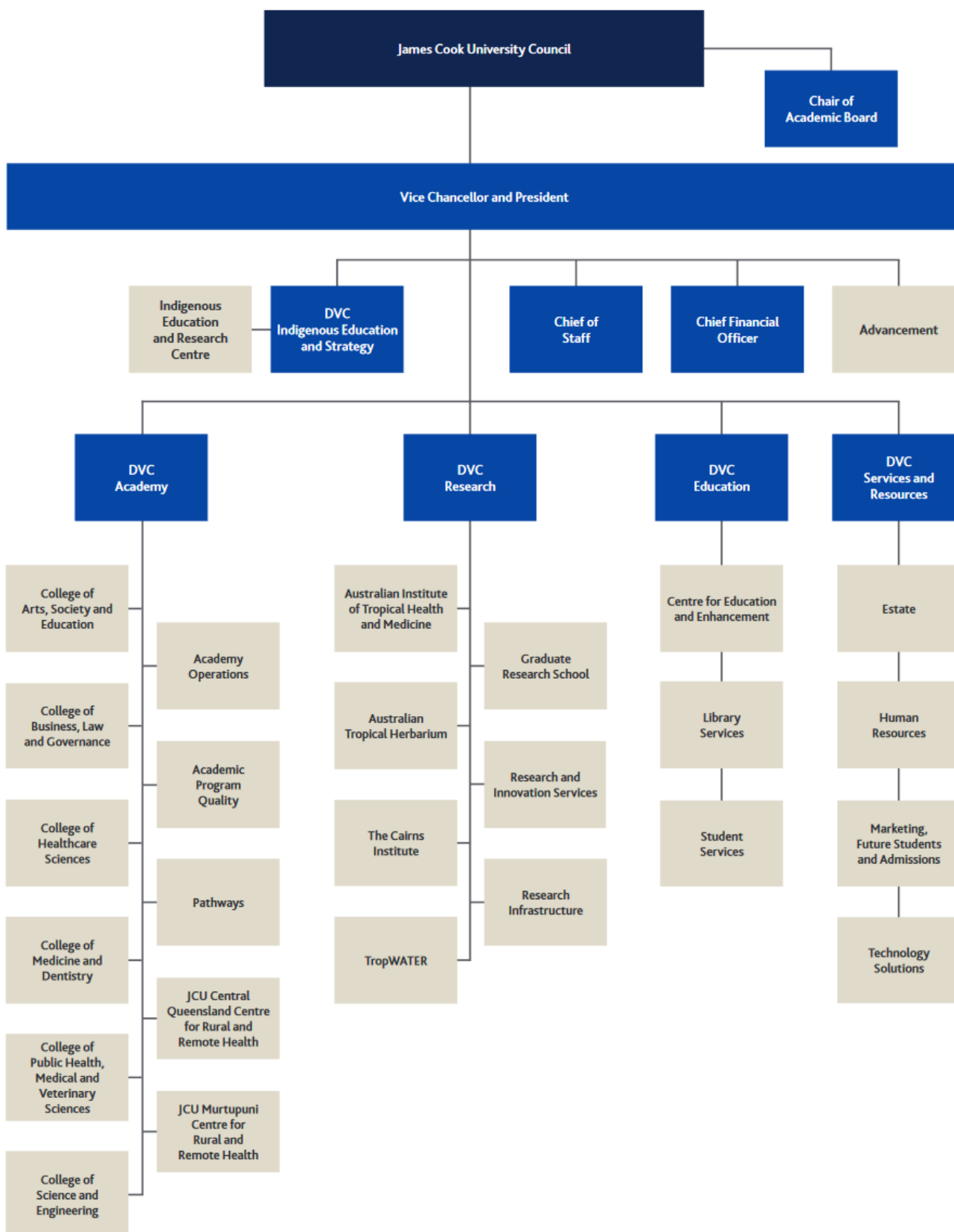
The Chief of Staff is the Vice Chancellor's principal aide, providing support and advice on a broad range of governance and management issues. The Chief of Staff oversees, directs and coordinates a broad range of cross portfolio strategic initiatives and drafts or oversees the development of position and policy papers.

The Chief of Staff is also responsible for the management and coordination of [Chancellery](#) operations and corporate governance functions including the University Secretariat, governance and executive policy, strategic planning, legal services, media and communications, corporate records, risk, compliance, insurance, internal audit government relations and external engagement.

The [Chancellery](#) consists of the [Chancellor, Vice Chancellor and President, Chairperson of the Academic Board, Office of the Chief of Staff \(Secretariat and Records, Legal and Assurance, Media and Communications](#) and [Office of the Vice Chancellor\)](#), [Advancement Directorate](#) (alumni relations and fundraising) and the [State of the Tropics](#) project.

The Chief of Staff is also the University's Critical Incident Coordinator, Secretary to the University Executive and a member of the Vice Chancellor's Committee.

Organisational Structure



As at 28 November 2022

The Council

Primary Responsibilities of Council

Consistent with the James Cook University Act 1997 and its function as the prime instrument of University governance, the Council of James Cook University has primary responsibility for:

Appointing the Vice Chancellor as the chief executive officer of the University, and monitoring his/her performance (JCU Act s.9 (2)(a) and s.2 of the Voluntary Code);

Approving the mission and strategic direction of the University, as well as the annual budget and business plan (JCU Act s.9 (2) (b) and (c), s.11 (2)(b), HESF 6.1 (3) and s.2 of the Voluntary Code);

Ensuring the effective governance of the University (JCU Act s.9 (2)(b), HESF 6.1 (3) and s.2 of the Voluntary Code);

Overseeing and reviewing the management of the University and its performance (JCU Act s.9 (2)(b), HESF 6.2 (1) and s.2 of the Voluntary Code);

Overseeing the 'culture' of the University, including communication and networking with key stakeholder groups (JCU Act s.9 (2)(b), HESF 6.1 (4) and s.2 of the Voluntary Code);

Establishing policy and procedural principles, consistent with legal requirements and community expectations (JCU Act s.9 (2)(b), HESF 6.1 (3) and s.2 of the Voluntary Code);

Approving and monitoring systems of compliance, control and accountability, including general overview of any Controlled Entities, consistent with legal requirements (as defined in sec. 50AA of the Corporations Act) (JCU Act s.9 (2)(b), HESF 6.2 (1) and s.2 and 12 of the Voluntary Code);

Overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings (JCU Act s.9 (2)(b), HESF 6.2 (1) and s.2 and 11 of the Voluntary Code);

Establishing and monitoring processes for effective decision-making including delegations (JCU Act s.11, HESF 6.1 (3) and s.2 of the Voluntary Code);

Overseeing and monitoring the academic activities of the University (JCU Act s.9 (2)(b), HESF 6.2 (1) and s.2 of the Voluntary Code); and

Approving significant commercial activities of the University (JCU Act s.9 (2) (b) and (c), HESF 6.2 (1) and s.2 and 13 of the Voluntary Code).

Voluntary Code = [Voluntary Code of Best Practice for the Governance of Australian Public Universities](#).

HESF = [Higher Education Standards Framework](#) (Threshold Standards) 6.1 (Corporate Governance) and 6.2 (Corporate Monitoring and Accountability)

Adopted by the Council of James Cook University via Council Circular (9/19), dated 20 November 2019 and approved 26 November 2019.

Council Objectives

The Council Objectives are outlined [here](#).

Statutory Functions

James Cook University is a statutory body within the meaning given in the [Financial Accountability Act 2009 \(Qld\)](#). The University also complies with the functions and duties prescribed by the [Financial and Performance Management Standard 2009 \(Qld\)](#).

The functions of the University are defined under Section 5 of the [James Cook University Act 1997](#) as follows:

5. Functions of university

The university's functions are:

- 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 and instruction (at the levels of achievement the Council considers appropriate) to meet the needs of the community; and
- e) to confer higher education awards; and
- f) to disseminate knowledge and promote scholarship; and
- g) to provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University; and
- h) 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
- i) to perform other functions given to the University under this or another Act.

Under **Section 9** of the Act, the Council of the University may do anything necessary or convenient to be done for or in connection with its functions. This includes the power to appoint the University's staff, manage and control the University's affairs and property, and manage and control the University's finances.

Standing Orders of Council

The Standing Orders of Council are accessible via this [webpage](#).

Delegations of Council

The power of Council to delegate is contained in **Section 11** of the [James Cook University Act 1997](#), as follows:

11. Delegation

- (1) The Council may delegate its powers under this Act to –
 - (a) an appropriately qualified member of the Council; or
 - (b) a committee consisting of appropriately qualified persons, but which must include one or more members of the Council; or
 - (c) or an appropriately qualified member of the University's staff.
- (2) However, the Council may not delegate its power -
 - (a) to make an election policy; or
 - (b) to adopt the University's annual budget.
- (3) A delegation of a power under subsection (1) to the vice chancellor may permit the sub-delegation of the power to an appropriately qualified member of the university's staff.

In granting delegation, the Council directs:

- that all delegations must be exercised in line with all James Cook University approved financial, human resource, and academic policies and procedures;
- where any delegation is given to a holder of an office as such then, except in so far as a contrary intention appears, the power may be exercised and the duty performed by the person for the time being acting in the office;
- in exercising delegations, officers are subject to the requirements of the [Financial Accountability Act 2009 \(Qld\)](#) and the [Statutory Bodies Financial Arrangements Act 1982 \(Qld\)](#);
- the delegations granted to these offices apply only in respect of operations and functions within the responsibility span of the office exercising the delegation and within budgetary limits, except where stated;
- in relation to Restricted Funds, delegations must be exercised in accordance with the terms and conditions governing each account; and
- all Human Resources and Travel related delegations are to be exercised under the principle of "one-

up" authorisation, i.e. an officer cannot exercise the delegation in relation to another officer at the same or more senior level, except where stated. Those in a higher delegation band are also able to exercise those delegations in the bands below theirs.

JCU Delegations Schedule

The [JCU Delegations Schedule](#) lists the specific delegations conferred by Council to Committees of Council, the Chancellor and Vice Chancellor and the powers it retains for itself. A small number of other positions also hold delegations conferred by Council, and these too are recorded in this Delegations Schedule.

In general, Council will retain high-level decision-making powers concerning:

- governance matters;
- risk management;
- legal and regulatory compliance;
- strategy;
- significant financial matters;
- commercial activities;
- executive appointments, including terms and conditions of employment;
- significant changes to the University's organisational structure;
- award of Honorary awards; and
- appointment of Emeritus Professors.

Powers Retained by Council

Non-delegable:

- To make an election policy
- Triennium Budget incorporating Annual Budgets and a Capital Management Plan

Other Retained Powers:

Strategy

- Approve the University's Corporate strategy
- Approve the University's Planning and Performance Framework
- Establish or disestablish a teaching or research discipline
- Establish a new campus, either on shore or off-shore
- Approve third party teaching arrangements
- Establish, acquire or dispose of a Controlled or Non-controlled entity
- Approve campus master plans
- Approve first instance of off-shore delivery of a program

Staff

- Appoint the Vice Chancellor as the chief executive officer of the University, and monitor their performance
- Approve Vice Chancellor remuneration on appointment
- Create/change positions with the Employment Classification Band 3 (Deputy Vice Chancellor)
- Approve Honorary Awards
- Appoint Emeritus Professors

Financial

- Approve the Triennium Budget incorporating Annual Budgets and a Capital Management Plan
- Approve Statement of Significant Accounting Policies (included in Annual Financial Reports)
- Approve Financial Reports and Statements from all sources of funds, including Controlled Entity reports
- Approve Borrowing program requirements
- Acquire and dispose of property in excess of \$2m, including purchasing, acquiring, disposal of, or writing off real property
- Approve expenditure, including goods and services, plant and equipment over \$12m
- Sponsorship by the University of external parties / students over \$500,000
- Approval of major or minor capital projects and strategic initiatives (with accompanying business plan) of projects greater than \$5m

- Approval of variations to major or minor capital project where the amended scope and budget of the project exceeds 5% of the prior limit approved for projects over \$5m
- Approval for the University to enter into leases, licenses and permits greater than \$12m
- Approval of other Australian and international contracts and agreements over \$12m not covered below in 2.3.13 to 2.3.14
- Approval of contracts and agreements for expenditure (goods and services, contractors and consultants) over \$12m
- Approval of deeds of settlement and release, including non-research confidentiality and non-disclosure agreements, including deeds with a financial settlement value over \$5m
- Approval to purchase in relation to capital and infrastructure (C & I) plan projects over \$5m

Governance

- Elect the Chancellor and the Deputy Chancellor
- Appoint, or re-appoint, the Chairperson of Academic Board and the Deputy Chairperson of Academic Board
- Appoint additional members of Council on the recommendation of Chancellor's Committee
- Make recommendations to State Government for Governor in Council appointed members of Council on the advice of the Chancellor's Committee
- Approve Standing Orders of Council
- Approve policies, procedures and delegations as per the JCU Policy and Delegations Responsibilities Map
- Appoint the Executive Delegation Group to serve over the Christmas period
- Approve Charters of Committees of Council
- Approve and monitor systems of control and accountability, including general overview of any Controlled Entities (as defined in section 50AA of the Corporations Act)
- Use and reproduction of the Armorial Bearings and the Badge of the University
- Amend the JCU Student Association constitution (power of veto) Election of the Chancellor (up to 5 years) and the Deputy Chancellor (up to 4 years)
- Appointment of the Vice Chancellor (unlimited), including remuneration and performance
- Appointment of the Chairperson of Academic Board (up to 3 years) and the Deputy Chairperson of Academic Board (up to 2 years)
- Appointment of the Additional Members of Council (up to 4 years)
- Recommendations to Government for Governor-in-Council appointees
- Standing Orders of Council
- Approval of Delegations
- Appointment of the Executive Delegation Group to serve over the Christmas period
- Charters of Committees
- Honorary Awards
- Approval of Statement of Significant Accounting Policies (included in Annual Financial Reports)
- Approval of Financial Reports and Statements from all sources of funds, including Controlled Entity reports
- Borrowing program requirements
- Major Capital Projects and Strategic Initiatives where the project budget exceeds \$5m
- Establishment or disestablishment of a new teaching or research discipline
- Establishment of a new campus, either on-shore or off-shore
- Establishment, significant change to, or cessation of third party teaching arrangements
- Establishment, acquisition or disposal of a Controlled or a non-Controlled Entity
- Approval of the Triennium Academic Plan consisting of a Teaching and Learning component and a Research and Innovation component
- Selected University policies (refer to the Delegations and Responsibility MAP)
- Approval of the Corporate Strategy
- Approval of Key Performance Indicators and targets
- Use and reproduction of the Armorial Bearings and Badge of the University
- Amendments to the JCUSA Constitution (Power of veto)
- Emeritus Professor appointments
- Property acquisitions and disposals including purchasing, acquiring, disposal of, or write-off University Land and Buildings in excess of \$2m

Policy and Delegation Framework

James Cook University is committed to developing and maintaining relevant, clear, consistent, up-to-date and fair policies as a vital part of good governance and to assist decision making bodies and officers to effectively discharge their responsibilities and statutory obligations.

A Policy Framework has been developed and approved by Council. This is summarised in the [JCU Policy and Delegations Responsibilities Map](#).

A single approval authority, generally a Committee of Council, is authorised to approve new policy, make major amendments to policy and disestablish policy, as outlined in each section of the University's Policy Framework, unless otherwise requested by the Policy Custodian or the Vice Chancellor. Where approval is required urgently, the Vice Chancellor is authorised to grant interim approvals which are valid for up to six months from the date of approval. The Policy Custodian is authorised to approve minor amendments, procedures and guidelines in conjunction with the Policy Officer.

University Delegations

The JCU Delegations Policy, Delegations Schedule, Sub-delegations Management Procedure and Information on Financial Delegations, Human Resources Delegations, and Academic and Student Delegations can be accessed on this [webpage](#).

Council Membership

The JCU Act deals with the membership of the Council. Following the passing of the [University Legislation Amendment Act 2017 \(Qld\)](#), which introduced a flexible membership model, the JCU Council passed a Membership Resolution which set Council membership at 15, and subsequently passed a further Membership Resolution in 2023 to increase the membership to 16, which consists of:

Official Members (3)	Appointed members (3)	Elected members (4):	Additional (6)
<ul style="list-style-type: none"> the Chancellor (also Chair of the Council) the Vice Chancellor the Chairperson of the Academic Board 	<ul style="list-style-type: none"> 3 members appointed by the Governor-in-Council 	<ul style="list-style-type: none"> 2 members of the academic staff 1 member of the full-time professional and technical staff 1 student member 	<ul style="list-style-type: none"> 6 members (must not be a member of university's staff or a student and at least 2 must be graduates of the university)

The University Secretary is Secretary to Council.

Term of Office for Members

The Term of Appointment for each category of member and in some cases within the category varies as follows:

Official (*ex-officio*)

Chancellor	Vice Chancellor	Chairperson of the Academic Board
<i>Not longer than 5 years (fixed by Council)</i>	<i>As decided by Council</i>	<i>Not longer than 3 years – decided by Council</i>

Elected Members

Academic Staff	Professional and Technical Staff	Student
<i>Holds office for 4 years</i>	<i>Holds office for 4 years</i>	<i>Holds office for 2 years</i>

Appointed

Not longer than 4 years	Decided by the Governor-in-Council.
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Additional

Not longer than 4 years	Decided by Council.
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Committees of Council

A number of Committees support Council in making its decisions, and some are delegated and authorised to make some decisions on its behalf. The Committees of Council are listed below, and the Charters for these Committees of Council and their sub-committees are available via the [Committees page](#) on JCU's website.

Academic Board

The Academic Board is established by virtue of Division 4, section 40 of the [James Cook University Act 1997](#) and advises the Council about teaching, scholarship and research matters concerning the University. It formulates proposals for the academic policies of the University, monitors the academic activities of the University's Academic Division and promotes and encourages scholarship and research at the University. The Board has 16 members and three sub-committees, being the Curriculum Committee, Education Committee and Research Committee.

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee is a standing committee of the Council. Its role is to assist Council in discharging its risk, compliance and internal control responsibilities. It approves the University's annual statutory accounts on the recommendation of the Finance Committee, reviews and makes recommendations to Council on the reporting of financial information, the application of accounting policies, financial management arrangements, the University's internal control system and its business policies and practices. It also ensures compliance with applicable laws, regulations and policies.

Operationally it ensures the timely implementation of audit recommendations, provides a formal channel for communication between the Council and external audit functions and is responsible on behalf of Council for the overview of the internal audit function. The Audit, Risk and Compliance Committee has eight members, including two Co-opted Members, and two advisers.

Awards and Ceremonies Committee

The Awards and Ceremonies Committee advises Council on all ceremonial matters such as the order of proceedings for Graduation Ceremonies, academic dress, use of the University's armorial bearings, the naming of facilities to honour a person or organisation and to identify appropriate nominees for honorary awards in order to strengthen the links between the University and the community, organisations and other institutions. The Awards and Ceremonies Committee has seven members, including one Co-opted Member, and two internal advisers.

Chancellor's Committee

The Chancellor's Committee is an ad hoc committee established by Council on 8 December 2016. This Committee provides advice and recommendations to Council on matters of strategic importance and new corporate policies. It also deals with some human resource matters and nominations (Governor-in-Council or Additional Member) for the governing body, Council. It has five members.

Finance and Infrastructure Committee

The Finance Committee was formally established as a Committee of Council on 1 July 1971. It advises the Council generally on the financial affairs of the University including but not limited to the operating and capital budgets, finances, accounts, investments, property, business enterprises and controlled entities. The Finance and Infrastructure Committee has nine members including two Co-opted Members and one internal adviser. In 2024 it absorbed responsibilities from the former Estate Committee with regard to digital and physical infrastructure within agreed Master Plans.

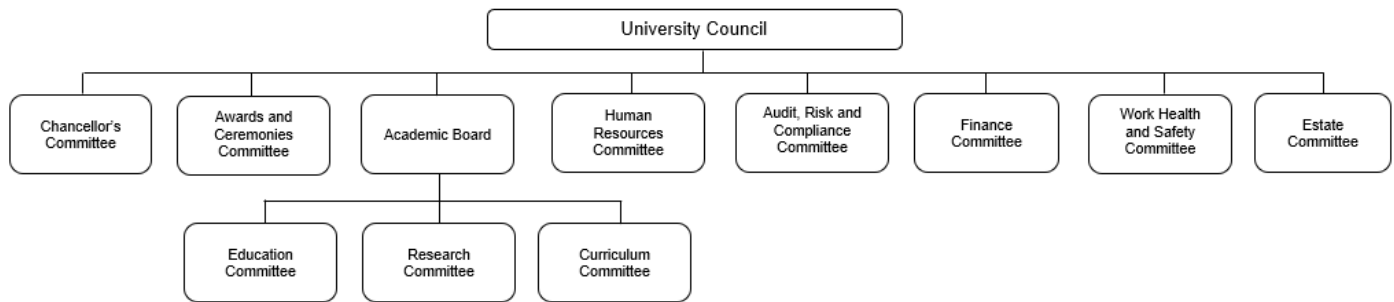
Work Health and Safety Committee

The purpose of the Work Health and Safety Committee is to consider and advise the Council on strategic governance issues relating to work, health and safety. In particular, it considers and provides advice on the University's compliance with its obligations under the [Work, Health and Safety Act 2011 \(Qld\)](#), and progress towards Standards AS 4801 and ISO 9001, ISO14001 and OHSAS 18001.

The Work Health and Safety Committee has eight members, including two Co-opted Members, and one internal adviser.

Governance Committee Structure

James Cook University Council and its Committees



Controlled and Non-Controlled Entities

Overview of JCU Controlled Entities

Details of the controlled entities listed below, and each entity's contribution to the University's operating surplus/deficit can be found in the Notes to the Financial Statements. All Australian controlled entities are audited by, or on behalf of, the Queensland Audit Office. Companies in other jurisdictions are audited by approved auditors in that jurisdiction.

Each company has a Board of Directors with between three (3) to six (6) nominees of the Vice Chancellor acting as directors of the company. Most company constitutions provide that each director must have a Certificate of Approval from the Vice Chancellor. Each company provides reports to Council, via the Finance Committee, in accordance with the [Controlled and Non-Controlled Entities Policy](#).

In addition to the end of year financial reporting, each of the entities provides an annual report in relation to prior year activities, health, safety and environment (HSE) and risk, which is provided to Council via the Audit, Risk and Compliance and Finance Committees, as part of the Statutory Accounts process.

Discover Sport Limited

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.

James Cook Academy Pte Ltd

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 James Cook Institute Pte Ltd. James Cook Institute Pte Ltd was acquired by James Cook Academy Pte Ltd on 30 November 2021. The company's principal activity is conducting computer-training courses.

James Cook Holdings Pte Ltd

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.

James Cook Innovation Holdings Ltd

JCU Innovation Holdings Ltd is a wholly owned subsidiary of JCU Enterprises Pty. The company's principal activity is as a holding company Ltd which owns all the shares of JCU Middle East LLC. The company is incorporated in the United Arab Emirates.

James Cook University Pte Ltd

James Cook University Pte Ltd was incorporated in Singapore in 2001 and 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.

James Cook University Middle East LLC

James Cook University Middle East is a limited liability company established in the United Arab Emirates in 2022 – 23 to enable JCU to be the main scientific partner to the Sheikh Khalifa Marine Innovation Park in order to provide human resources and consultancy services.

JCU CPB Pty Ltd

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.

JCU Early Learning Centres Pty Ltd

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

JCU Enterprises Pty Ltd

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

JCU Health Pty Ltd

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.

JCU UniVet Pty Ltd (JCU Vet)

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

North Queensland Commercialisation Company Pty Ltd

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.

Tropical Futures Institute

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.

Tropical Queensland Centre for Oral Health Pty Ltd

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.

Non-Controlled Entities

AARNET Pty Limited

- Advance Cairns Limited
- Advanced Manufacturing CRC Limited
- AINSE Limited
- Bank Australia Limited
- Chesapeake Capital Limited
- Cleveland Biosensors Pty Limited
- Education Australia Limited
- Foundation for Australia Literary Studies Limited
- Hibernation Therapeutics Global Limited
- Ignite Far North Queensland Limited
- MRCF Pty Limited as trustee for the Medical Research Commercialisation Fund
- NQ Spark Pty Limited
- Pacific Biotechnologies (Australia) Limited
- Queensland Cyber Infrastructure Foundation Limited
- Queensland Tertiary Admissions Centre Limited
- Reef and Rainforest Research Centre Limited

- Smart Arm Pty Limited
- Smart Precinct NQ Limited
- Tropical Australian Academic Health Care Limited
- Macrobionome Therapeutics Pty Limited

Company information on JCU's Controlled Entities can be found [here](#) and non-controlled entities [here](#).

Duties of Council Members

Members of Council and its Committees have a range of common law and statutory duties derived or set out in a range of documents.

Section 26A of the [James Cook University Act 1997](#) sets out the functions and obligations of Council members which also applies to members of Committees:

26A Member's function, and obligations about function

- (1) *A member has the function of ensuring the council performs its functions and exercises its powers appropriately, effectively and efficiently.*
- (2) *In performing the function, a member—*
 - a) *must act honestly and in the best interests of the university; and*
 - b) *must exercise reasonable skill, care and diligence; and*
 - c) *must disclose to the council any conflict that may arise between the member's personal interests and the interests of the university; and*
 - d) *must not make improper use of his or her position as a member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or another person.*

Therefore, the key duties of Council members are as follows:

- ▶ **duty to act honestly in the best interests of JCU** – Council members owe a common law and statutory duty to act honestly and in the best interests of the University (section 26A(2)(a) of the JCU Act). Because Council members are in a position of trust and oversee the expenditure of large sums of public monies, their actions and standards of behaviour are required to be exemplary;
- ▶ **duty to exercise reasonable skill, care and diligence** - this duty arises under the common law and under the JCU Act (section 26A(2)(b)). Council Members should take reasonable steps to inform themselves about the affairs of the University and the circumstances and environment within which it operates and obtain sufficient information and advice and then exercise an active discretion at all times to then make conscientious and informed decisions;
- ▶ **duty not to make improper use of your position** – this is both a common law and statutory duty that arises for Council members under section 26A(2)(d) of the JCU Act, which states that a Council member must not make improper use of their position, or of any information acquired as a member, to gain directly or indirectly an advantage for the member or another person. The pursuit of particular, individual vested interests, is not consistent with this duty;
- ▶ **duty of confidentiality** – a Council member has a common law duty not to disclose or misuse any confidential information and must not:
 - » use or divulge information which is not yet public information of which they are aware in their capacity as a Council member, in circumstances where there is an obligation of confidentiality; or
 - » make improper use of information acquired because of their role as a Council member to benefit any person or cause detriment to the University; or
 - » compile records or information of the University for the Council member's own private use. This duty can be particularly relevant for Council members who are members of more than one Board or organisation. Such Council members may have to clearly define what "hat" they are wearing to inform what information is received; and
 - » commercial-in-confidence information is a category of confidential information that, if disclosed, may result in damage to the University's commercial interests, intellectual property or trade secrets or that of another party in negotiations with the University or lend advantage to others. Such information must not be disclosed without authorisation;
- ▶ **duty to avoid conflicts of commitment** – where a Council member is a member of more than one Board or organisation they may owe a fiduciary duty to each legal entity. If a conflict arises between the interests owed to one entity and the interests owed to a second entity, a conflict of commitment will arise. This conflict of

commitment must be managed to avoid the improper pursuit or preference of the interests of one entity at the expense of the other. As a member of one Board or organisation, a Board member must not exercise his or her powers for the benefit or gain of a second entity. Where this may be at risk, the member must clearly disclose the second entity's interest and obtain the informed consent from the Board of the first entity or if consent is not forthcoming not take part in deliberations, decision-making or voting; and

- ▶ **duty to avoid and disclose conflicts of interest** – *this is both a common law and statutory duty under the JCU Act (section 26A(2)(c)). The key principle is that Council members must disclose any conflict that arises between a Council member's personal interests and the interests of the University. However, there is a clear higher expectation in Queensland that the obligation in the Act also requires the disclosure not only of all "actual" but also of all "perceived" and "potential" conflicts of interest of any type, not confined to material interests.*

Members of Council should be fully aware of the Policy – [Conflict of Interests Policy – University Council and its Committees](#) and its associated [Procedure](#) which defines a conflict of interests as:

“A Conflict of Interests occurs where Council or Committee members with a particular interest could be influenced, or might appear to be influenced, in the performance of their duties. Council and Committee members are required to disclose and obtain evaluation of any conflict of interests.

A conflict of interests involves a conflict between the public duty and personal, private or other interests of a public official, in which the public official has personal, private or other interests which could improperly influence the performance of their official duties and responsibilities.

It arises when a Council or Committee member's personal, private or other interests, or those of a person with whom they have a close personal relationship, conflict with their primary obligation to act in the interests of the University. A conflict of interests may be actual, perceived or potential. It can be pecuniary (involving financial gain or loss), or non-pecuniary (based on enmity or amity) and can arise from avoiding personal losses as well as gaining a personal advantage, financial or otherwise, material or otherwise. Conflict of interests includes conflict of commitment.”

In cases where a Council member identifies a conflict of interests, the member should declare and manage the conflict in accordance with [Conflict of Interests Policy – University Council and its Committees](#) and its associated [Procedure](#).

The [Voluntary Code of Best Practice for the Governance of Australian Public Universities](#), which JCU complies with and is a signatory to, also reflects the requirements as set out under section 26A of the JCU Act, is similar to the requirements set out in the Corporations Act and reiterates the duties of members.

Duties of Members

Other than the Chancellor, the Vice Chancellor and the Presiding Member of the Academic Board, each member should be appointed or elected ad personam.

In practice this means that members of Council are in attendance in a personal capacity. The members appointed by the Governor-in-Council do not represent the State Government, the elected staff members do not represent the University's staff and the elected student does not represent the students of JCU. Members, whether they were appointed or elected to Council, are not to act as delegates speaking for and reporting back to a particular constituency.

The Voluntary Code also states:

All members of the governing body must be responsible and accountable to the governing body. When exercising the functions of a member of the governing body, a member of the governing body must always act in the best interests of the University.

Duties of members include the requirements to:

- ▶ *act always in the best interests of the university as a whole, with this obligation to be observed in priority to any duty a member may owe to those electing or appointing him or her;*
- ▶ *act in good faith, honestly and for a proper purpose;*
- ▶ *exercise appropriate care and diligence;*
- ▶ *not improperly use their position to gain an advantage for themselves or someone else; and*
- ▶ *disclose and avoid conflicts of interest (with appropriate procedures for that purpose similar to those for public companies).*

[Welcome Aboard: A guide for members of Queensland Government Boards, Committees and Statutory Authorities](#) is a Queensland Government handbook regarding the obligations of persons involved in the good

corporate governance of government boards and statutory authorities.

This guide includes University Councils under section 2.3 and sets out what the State Government considers to be the obligations of members of boards, committees, statutory authorities and universities. Key sections are reproduced below and Council members should make themselves familiar with this guide.

3.3 Board members

Members of Government Boards are required to familiarise themselves with the work of the Government Board, including their legal and statutory obligations. They must take reasonable steps to ensure that they are knowledgeable about the business of the Government Board and can make informed decisions. Individual Government Board members are responsible collectively for, and should support and adhere to, all Government Board decisions. Members however can exercise a dissenting view on particular decisions which should be appropriately minuted.

In practice this means irrespective of whether a member agreed with or voted against a particular matter, if the majority of Council members agree to a decision or approve a particular action, all of the Council is subsequently duty bound to support and adhere to the majority decision on a collective basis. When a member dissents and they make it known at the time that they dissent it is always recorded in the minutes but does not mean that the member can disavow the decision.

7.2 General law

Fiduciary duties are obligations of trust and confidence owed by a fiduciary to another person. The law usually recognises certain relationships, including those of director and company and employer and employee, to be fiduciary relationships. The courts may also find other relationships to be fiduciary in nature, particularly where one party stands in a position of trust and confidence in relation to the other, and is bound to place the interests of the other before his or her own personal interests. As Government Board members will often be in a similar position to a company director, they may be subject to fiduciary obligations.

Company directors, and other Government Board members acting in a fiduciary capacity, have an obligation to:

- ▶ **act honestly and to exercise powers for their proper purposes** – members must act openly and honestly at all times in the performance of their duties. They must ensure that they do not use information acquired by virtue of their position to gain directly or indirectly an advantage for themselves or any other person.
- ▶ **avoid conflicts of interests** – members should avoid actual or potential conflicts between their duties to the Government Board and their personal interests or their duties to others. Members should also be aware of possible perceived conflicts of interest and seek to avoid these.
- ▶ **act in good faith** - because of their position of trust, member's actions and standards of behaviour are required to be exemplary. Members should always act *bona fide* in the interests of the Government Board and never in their own interest or to pursue personal agendas. Members are expected to act in the best interests of the Government Board, the state and the community.
- ▶ **exercise diligence, care and skill** - members have to ensure that they exercise diligence, care and skill in the performance of their duties. They must also take reasonable steps to inform themselves about the functions of the Government Board, its business and activities and the circumstances in which it operates. A member must give close attention to Government Board affairs. A member should obtain sufficient information and advice and exercise an active discretion at all times to enable him/her to make conscientious and informed decisions. A member should also maintain confidentiality of Government Board discussions and of information made available to them, such as Government Board papers.

There is a recurring theme across a range of documents setting out in similar terms what members' obligations are under the general law, the Voluntary Code and the JCU Act.

Council members should also familiarise themselves with the [Code of Conduct – University Council](#) – the Code of Conduct establishes a standard by which members conduct themselves towards others whilst performing their role as members. Its aim is to help members to aspire to the highest standards of ethical conduct as University staff, students and stakeholders, and the wider community expect members to be above reproach and to adhere to high standards of conduct whilst performing their role as a member and in their private capacities in so far as they reflect upon the University community, The Code reflects the principles as set out in the [Public Sector Ethics Act 1994 \(Qld\)](#).

[Confidentiality Provisions – JCU Council, Council Committees, Controlled Entity Directors and Nominee Directors of Non-Controlled Entities](#)

Council has approved provisions relating to the Confidentiality of Business for JCU Council, its Committees, Controlled Entity Directors and Nominee Directors of Non-controlled Entities. From time to time, Council and its Committees consider material which may contain information of which dissemination would be a breach

of a legal or moral obligation. The provisions relating to the Confidentiality of Business are reproduced below and are provided on an annual basis to inform members of their obligations and the process by which to deal with confidential material.

Application of Provisions

1. These provisions should be read in conjunction with Principle 2 within the Code of Conduct for the University Council and its Committees, and apply to:
 - (i) members of the James Cook University Council;
 - (ii) members of a committee being a Council committee, sub-committee, selection committee; working party, discussion group, Board or the like.
 - (iii) All directors of companies or like-named fiduciary officers of entities which are under JCU control;
 - (iv) JCU staff and members of Council in their capacity as directors or Board members of companies or entities which are not under JCU control where the University is the source of their appointment or the appointment is recognised as an approved University activity to the extent that they are in possession of information about matters discussed by Council or the Committee.

Confidential Information

2. Information may be confidential, as falling within one or more of a number of categories including the following:
 - (i) information about the personal affairs of a person;
 - (ii) information received on condition of its being kept confidential;
 - (iii) commercial-in-confidence information which, if disseminated, might allow a recipient to receive an unfair commercial benefit;
 - (iv) information which, if revealed to a third person, might be used to the disadvantage of JCU;
 - (v) information defamatory of a person (which can legitimately be discussed by Council or a Committee but which if disseminated more widely could give rise to an action for damages for defamation);
 - (vi) information which is capable of harmful misinterpretation if divulged to a third person who is not aware of other contextual factors necessary for accurate understanding of the implications of the information.
3. The above categories are not exclusive.

Provisions about Maintaining Confidentiality

4. Nothing in these provisions prevents the disclosure of confidential information where that disclosure is required or authorised by law.
5. Appropriate care must be taken to ensure the security of sensitive Council, Committee and other University documents, whether in paper or electronic form.
6. Confidential Council, Committee or University business should not be discussed in public places where there is a chance of the discussion being overheard.
7. Duplicate copies of records no longer required shall be disposed of in accordance with archive procedures or other arrangements as may be made by the Secretary to the Council or of the Committee.
8. Access to confidential records shall take place only subject to compliance with appropriate access procedures.
9. Information must be treated as being confidential information where:
 - (i) it falls within one or more of the categories in paragraph 2 above; or
 - (ii) the Chairperson of the Council or Committee at the meeting at which the information is provided or discussed, stipulates that the information shall be kept confidential and a majority of members of the Council or Committee present does not dissent from that stipulation; or
 - (iii) majority of members of the Council or Committee present at the meeting at which the information is provided and/or discussed is of the opinion that the information should be kept confidential.

Legal Services, Claims and Litigation Assistance Policy

The University has a [Legal Services, Claims and Litigation Assistance Policy](#) which covers Council and Committee members.

The Intent of the policy is to outline the arrangements for the management, oversight, coordination and provision of legal services for and on behalf of James Cook University, as well as the circumstances where legal assistance may be provided to Officers who may be subject to litigation, or wish to pursue litigation, related to their University role and/or duties.



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