3.2.1. * Focus Area: UNE Places and Spaces #21098

Council is asked to NOTE the presentation on UNE Places and Spaces, report #21098.

For Noting

Presented by Brigid Heywood

# #21098 – Evolving a Place-Based Approach -*Places and Spaces*

## Report Purpose & Origin

| | |
|---|---|
| Purpose | To provide the Council's open session with an update on progress with Future Fit (Places+) and the campus master planning exercise. |
| Origin | Standing item |
| Governance focus | Council Policy: Monitor the performance of the University and Vice-Chancellor/CEO. TEQSA Act 2011 Ref: 6. Governance and Accountability: 6.2.1 (Corporate Monitoring and Accountability). |
| Accountability | UNE Council |

## Resolution

Council is asked to NOTE the presentation on UNE Places and Spaces, report #21098.

## Executive Summary

Central to *Future Fit* is a redefinition of UNE's already strong focus on being a leading regional university which addresses need through education and engagement. In practice this means reimagining our contributions to student access and success and a model for the engaged support of partnerships, grounded in a shared knowledge exchange agenda and a drive for innovation to enable economic growth and social resilience.

Underpinning these focus areas is an emphasis on the 'education canvas' through the lens of **'place-based'** model, that includes multi-mode provision and encompasses our location specific activities (**places**) as well as our cloud based systems and the provision of online education (**our spaces**).

Working with people (staff, students, alumni, partners) and groups UNE aims to create and utilise all of our infrastructures more effectively to help tackle challenges and create opportunities through contextualised teaching, research and engagement.

Now in progress is the evolution of a UNE place-based design model which addresses the regional agenda and provides a clear framework for developing an updated masterplan for our infrastructures and enables a coherent approach to the revenue capture, required investment strategies, and compliance and WHS matters.

## Key Information

| Future Fit Alignment | Contribution of this initiative |
|---|---|
| ☒ Goal 1: Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility. | Strategic Projects mentioned in this report are aligned to Future Fit |
| ☒ Goal 2: Creating and sharing knowledge to make a difference locally, regionally and globally. | Strategic Projects mentioned in this report are aligned to Future Fit |
| ☒ Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities. | Strategic Projects mentioned in this report are aligned to Future Fit |

## Risk Management

**Purpose : Awareness Raising**
From a risk perspective – issues and risks referred to in this pesentation  will be addressed in depth as the Masterplanning work matures, and individual programme and project business cases are formalised and approved.

## Management Action Guidance

| | Rare | Unlikely | Possible | Likely | Probable |
|---|---|---|---|---|---|
| Severe | MEDIUM Report to SET (within 6 months) | HIGH Report to SET and Council (within 3 months) | HIGH Report to SET and Council (within 3 months) | EXTREME Report to SET and Council (within 1 month) | EXTREME Report to SET and Council (within 1 month) |
| Major | MEDIUM Report to SET (within 6 months) | MEDIUM Report to SET (within 6 months) | HIGH Report to SET and Council (within 3 months) | HIGH Report to SET and Council (within 3 months) | EXTREME Report to SET and Council (within 1 month) |
| Moderate | LOW No action required | MEDIUM Report to SET (within 6 months) | MEDIUM Report to SET (within 6 months) | HIGH Report to SET and Council (within 3 months) | HIGH Report to SET and Council (within 3 months) |
| Minor | LOW No action required | LOW No action required | LOW No action required | MEDIUM Report to SET (within 6 months) | MEDIUM Report to SET (within 6 months) |
| Insignificant | VERY LOW No action required | VERY LOW No action required | VERY LOW No action required | LOW No action required | LOW No action required |

## Appendices / Supporting Documentation

AAttachment 1: **Evolving a Place-Based Approach -***Places and Spaces*

TRIM: D21/43369
Version: FINAL

**CONFIDENTIAL**

Page **2** of **2**

OPEN Council Meeting

Page 37 of 127

# Evolving a Place-based Approach
## *'Places & Spaces'*

### Strategy Session

### Council

May 2021

# Acknowledgement of Country

The University of New England respects and acknowledges that its people, courses and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia.

We recognise the strength, resilience and capacity of the Aboriginal community and pay our respects to the Elders past, present and future.

UNE specifically acknowledges the
**Anaiwan, Kamilaroi, Biripi and Darug**
the Traditional Custodians of the lands on which UNE conducts its teaching and research

Pictured: Bruce Cohen performing a smoking ceremony at the UNE Elders Christmas Gathering, December 2018. Photo: David Elkins

# Agenda

1. Current issues
2. Places and Spaces
3. Performance dashboards for Places and Spaces
4. Risks and Mitigations
5. Summary

# Future Fit

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Underpinning these focus areas is an emphasis on the 'education canvas' through the lens of **'place-based'** model, that includes multi-mode provision and encompasses our location specific activities (**places**) as well as our cloud based systems and the provision of online education (**our spaces**).

Working with people (staff, students, alumni, partners) and groups UNE aims to create and utilise all of our infrastructures more effectively to help tackle challenges and create opportunities through contextualised teaching, research and engagement.
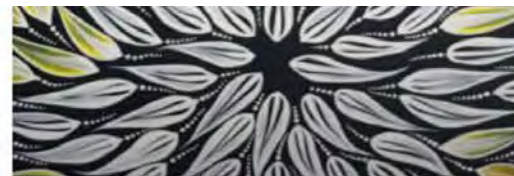
| Creating Knowledge | Sharing Knowledge | Supporting Students | Enabling Sustainability & Resilience |

# Place Plus … a portfolio of work

# Key Issues

UNE operates in an increasingly competitive Higher Education environment requiring us to be early adopters, operate state of the art infrastructures and exemplar leading edge capabilities with limited funds.

Much of our on-ground infrastructure is in poor/aged condition with limited functionality, is often no longer 'fit for purpose' and there are compliance issues.

Our physical environment does not attract students, talented academics and researchers which is a key ingredient to grow the student numbers and increase revenue.

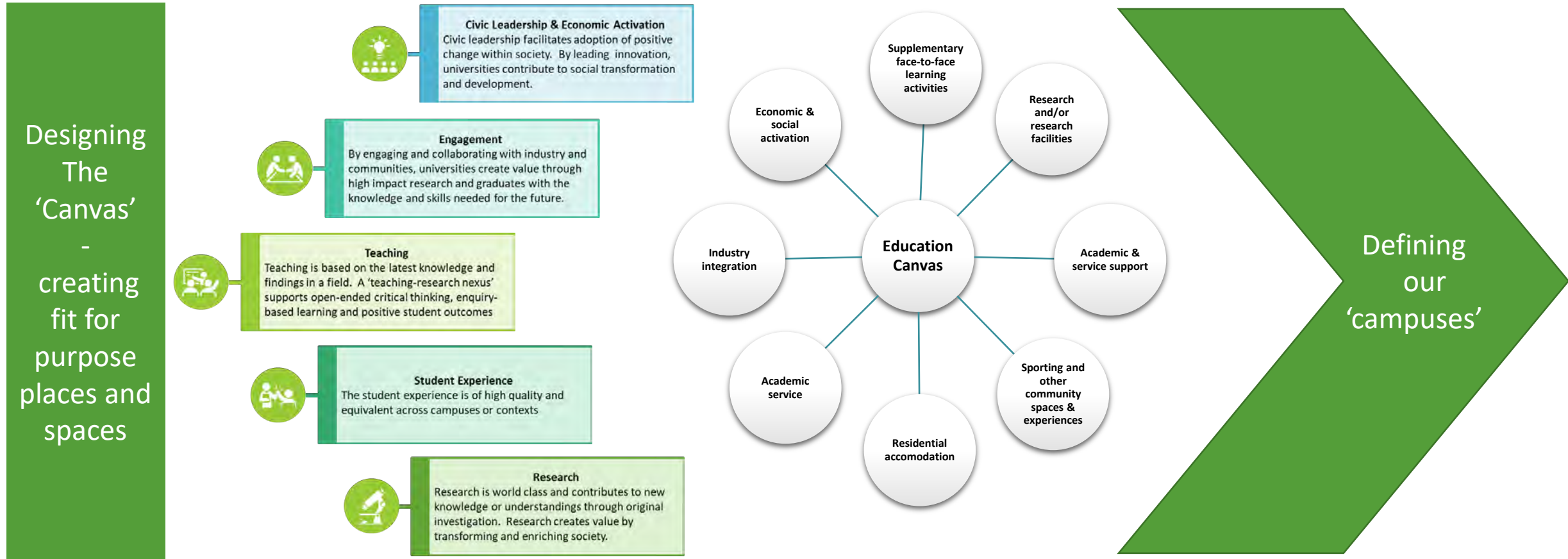Limited sense of place and a lack of vibrancy around many of our physical spaces

# Framing the Education Canvas

Places and Spaces
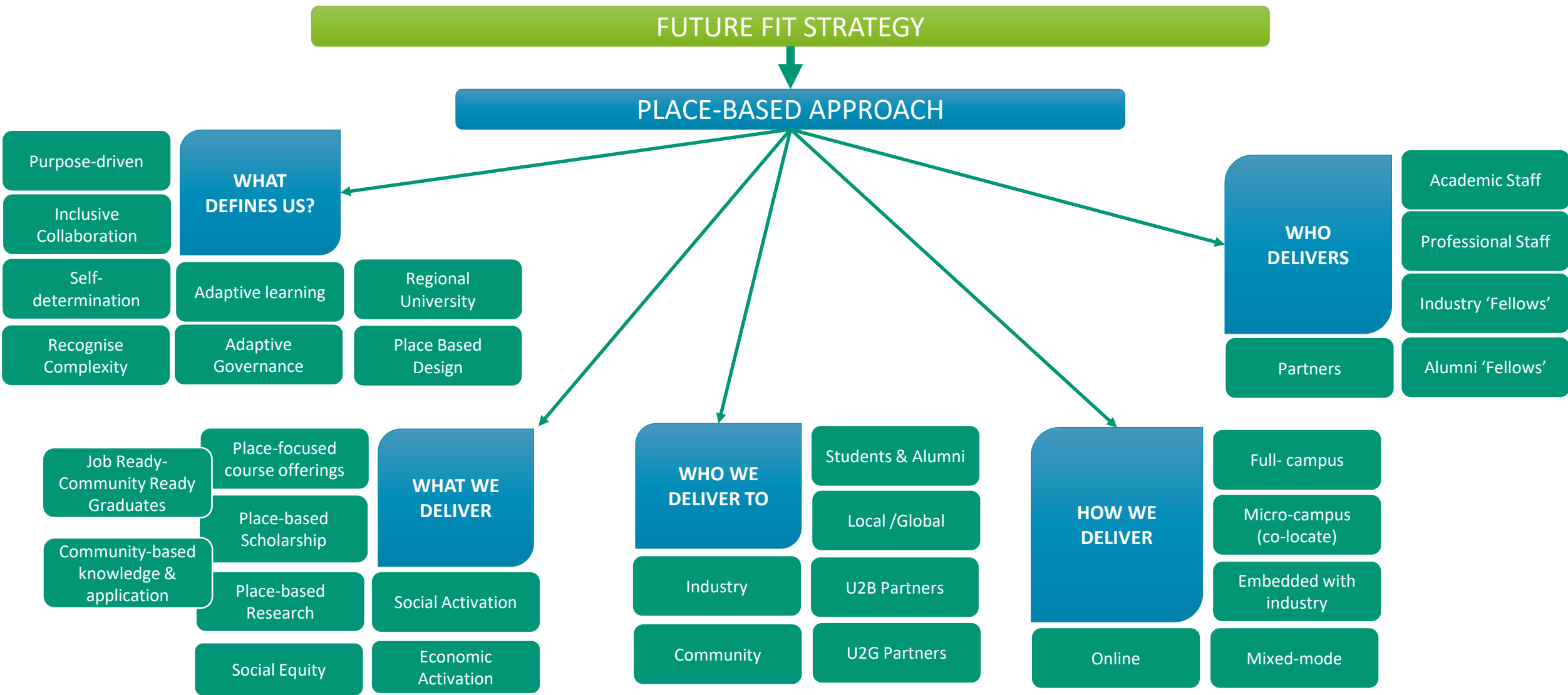
# Building UNE's Education Canvas

# Defining our Campus

Campus Plan Design based on distinct aggregation of Places and Spaces with in the following decision making framework

| | Core | Generic | Specialised | Bespoke |
|---|---|---|---|---|
| **Staff** | All | Majority | Selected | Few / both CC and Adjunct / Partners |
| **Students** | All (mode independent) | Majority (mode independent) | Specific Cohorts / critical load | Selected |
| **Alumni** | All | Some | Some | Some |
| **Partners** | Business and Delivery | Business and Delivery | Co-designed and funded | |
| **Community** | Social Contract | Targeted Groups | Specific Groups | Invited Groups |
| **Other** | e.g. International Partners | | | |

# Places & Spaces

Places and Spaces

# What is 'place' for UNE?

For UNE, our 'places' are location-specific facilities for teaching and research which enable staff, students, community and/or partners to connect with and benefit from their engagement with each other, to access to specialist resources, secure support and develop key pieces of learning, research, professional work  etc. Our objective is to provide fit for purpose facilities at key region thereby ensuring equity of opportunity and opportunities for Fit individuals and communities to Future Fit their lives through education and engagement.

# What are UNE's 'spaces'?

UNE 'spaces' are specialist activity-specific facilities (physical, digital, local, global) designed to support and encourage collaborative knowledge creation, knowledge sharing and engagement. Our spaces range from lecture theatres and laboratories to collaborative learning spaces, from our facilities on our campuses ( e.g. student accommodation, Dixon Library, Sports Dome embedded classroom) to the virtual world of Cloud based services and the digital systems which enable our  teaching and research.

# Why develop a 'places and spaces' approach ?

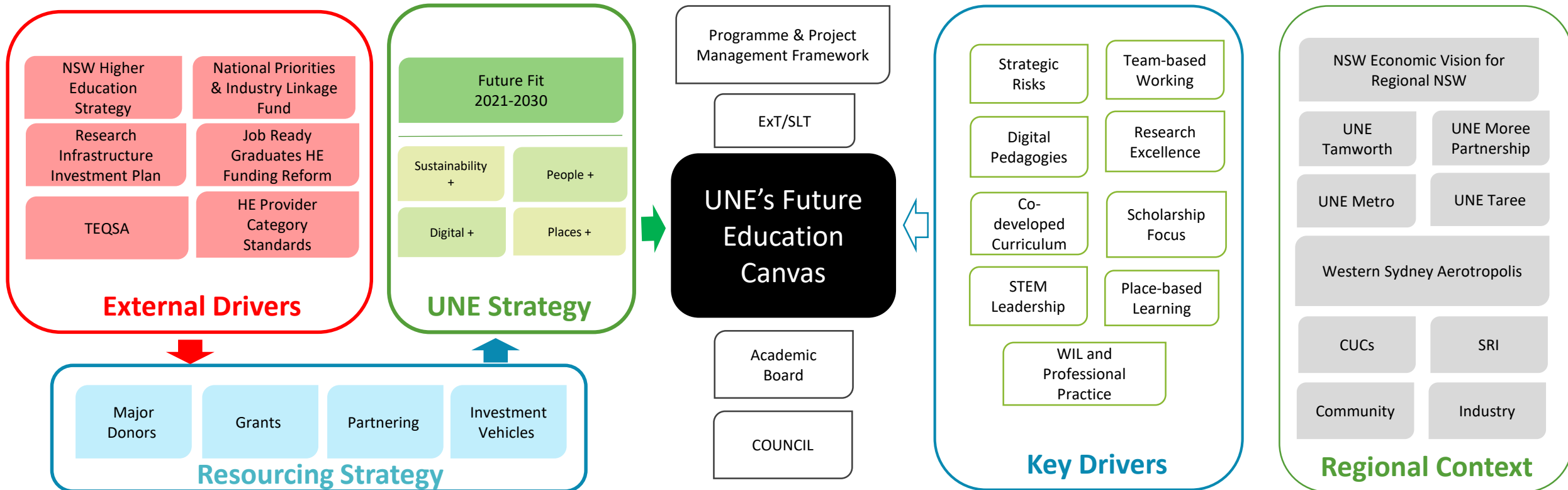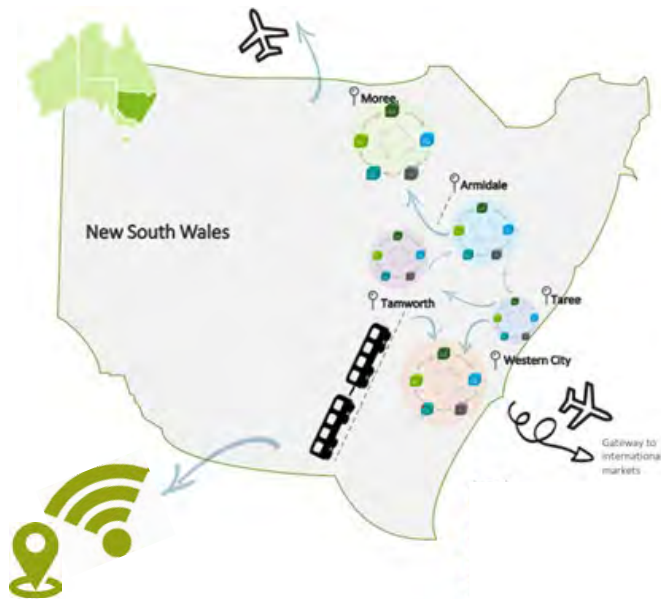| | | | | | |
|---|---|---|---|---|---|
| **Current estate (both virtual and physical) is a 'victim', of ad hoc adventitious design** | **Short term investment plans dominate (project based)- therefore no shaping and development in context of master plan(s).** | **Ageing estate with limited enterprise functionality and significant 'condition' and compliance issues** | **Need to create planning framework which recognises contributing elements and responds to disruption** | **Consider carefully relationship between UNE-owned and co-developed facilities.** | **Work from a base framework which aligns with business opportunities and supports sustainable growth** |

# Engagement Framework for 'Places & Spaces'



**External Drivers**
- NSW Higher Education Strategy
- National Priorities & Industry Linkage Fund
- Research Infrastructure Investment Plan
- Job Ready Graduates HE Funding Reform
- TEQSA
- HE Provider Category Standards

**UNE Strategy**
- Future Fit 2021-2030
- Sustainability +
- People +
- Digital +
- Places +

**Resourcing Strategy**
- Major Donors
- Grants
- Partnering
- Investment Vehicles

- Programme & Project Management Framework
- ExT/SLT
- UNE's Future Education Canvas
- Academic Board
- COUNCIL

**Key Drivers**
- Strategic Risks
- Team-based Working
- Digital Pedagogies
- Research Excellence
- Co-developed Curriculum
- Scholarship Focus
- STEM Leadership
- Place-based Learning
- WIL and Professional Practice

**Regional Context**
- NSW Economic Vision for Regional NSW
- UNE Tamworth
- UNE Moree Partnership
- UNE Metro
- UNE Taree
- Western Sydney Aerotropolis
- CUCs
- SRI
- Community
- Industry

# Why invest in a particular 'places and spaces'?



**External**
- Build identity and brand as leading regional university with responsibilities for addressing 'equity of opportunity' issues and supporting social and economic development.
- Ensure UNE develops/co-develops the resources to address our commitment to place based learning and knowledge creation.

**Internal**
- Align resources with demand for distinctive educational experience.
- Limit duplication of provision and ensure more effective coordination & utilisation of scarce resources.
- Create options to co design and co develop our places and spaces to enhance partnerships/connections with strategic intent in a regional context
- Embed an integrated enterprise approach across all services and business systems.

# Different places and spaces – Joint solutions

To address regional issues [e.g. *lower population density; lack of social & sectoral proximity; regional competency deficits; employee investment and sub optimal networking opportunities*]
UNE's educational canvas will act as a **connector and/**or **leader** for initiatives that join communities within our regional places/spaces to enable unlocking and mobilising resources.

**UNE 'Places & Spaces'
STEM Quarter**

The STEM Quarter - a specialised STEM centred aggregation of places and spaces extending across the region and interconnected with industry focused research and place-based education. Focused on raising UNE authority as a leading regional university, and the regions' economic resilience, productivity and diversity.

**UNE 'Places'
UNE Tamworth/UNE Armidale**

UNE's Growth agenda realised through creating a defining regional presence centred around places based education

**UNE 'Spaces'
Venue
(Creative arts Network)**

The UNE Virtual Enterprise Network for University Engagement (UNE-VENUE) will form a network of deep and broad creative industries partnerships that link job-ready graduates to job opportunities emerging from burgeoning regional productivity

**'UNE Spaces'
New England Virtual Health Network''**

The NEViHN is a transformative solution to the 'rural doctor crisis', which will see the development of education, training and translational research to advance improved health education, health outcomes and clinical research opportunities in rural, regional and remote (RRR) communities..

# Developing Dashboards

University of
New England

Future fit your life

18

# Performance Dashboard – *In Development 2021/2022*

| Personalised Learning Journeys | Empowering Communities | Building resilience |
|---|---|---|
| **2021 Targets** | | |

**Personalised Learning Journeys**

- Complete LMS business case and progress with design and implementation (2021)
- 50 enrolments in UG Certificates from Tamworth (2021)
- 5 courses relevant to community need in UNE Places with UG Certificate Entry and Exit points (2022)
- Finalisation of model for industry tutors and peer learning in UNE Places (2021)
- Fit-out of spaces in Tamworth (2021).
- Temporary Agronomy teaching space completion (2021)
- Sydney – design of new building completed and tender awarded (2022)

**Empowering Communities**

- Project Brief, Project Plan and Business Case for STEM Precinct (2021)
- Place based plans for Moree and Taree (2021/2022)
- Post -COVID operations confirmed.(2021)
- Complete SRI expansion into Armidale CBD (2021)
- Tullimba feedlot expansion will be completed (2021)
- Completion of Research protection project with 4 new generators installed by end 2021
- Project Brief and Business case for UNE Venue
- New projects with industry / community (2 in 2021)

**Building resilience**

- Strategy & Business Case for UNE Metro completed (2021)
- Develop Business case for RMS (2021)
- Project brief for Destination UNE
- Benchmarks for 'regionality' defined & approved (2021/2022)
- Define types of 'space' inline with TEFMA (2022)
- Complete condition audit, SAMP and Campus Master Plans (2021)
- WHS priority "Tag and Test" electrical work to be completed by the end of 2021
- Focus on WHS rectification and remediation in 2021 budget

**Long term Targets**

**Personalised Learning Journeys**

- Increase in enrolments to NE Places
- Improved market share in UNE Places
- Improved student satisfaction in UNE Places
- Improved student retention in UNE Places
- Accessible places and spaces provided on each campus
- Contribute to Place through Technology rich spaces
- Improved student satisfaction in UNE places and spaces
- Similar look, feel and functionality across all spaces
- Make UNE campuses a destination of choice

**Empowering Communities**

- Retention of graduates within region
- Increase the level R&D activity in industry of NENW
- Improve average student FTE within NENW
- Increase R&D activity in purpose built UNE facilities
- Create valued 'Town with Gown' spaces for use by community members
- Partnering is tactical and purposeful – model developed and implemented

**Building resilience**

- Increase in research projects linked specifically to UNE Places
- Improved public perception of UNE as a community partner
- Financially sustainable co-designed teaching and learning model developed and deployed I
- Efficient use of space to reduce overhead and capex costs
- "Partners" integrated into places/spaces
- SAMP and CMP for all campuses
- Lower carbon footprint and "green" campus model prevails

# Risks and mitigations

# Risk(s) and ways to mitigate

| Moving from individual, group and organisational decision making to inter-organisational decision making is HARD | Joint action is required for Place based design – it often involves compromise, potential conflict, & loss of sole-control of resources | Place based design must be managed within our approved compliance and quality assurance framework | Armidale Campus has aged/ageing built and in-ground infrastructure, some with Heritage and legacy implications | UNE Tamworth and UNE Metro campuses are leased assets requiring owner consent and funding is not yet assured | Across all locations UNE spaces are not fit for purpose or exemplars of best practise, and offer collaboration/communities engagement |
|---|---|---|---|---|---|
| **Focus on the Drivers for Collaboration** | **Ensure shared understanding of goals/objectives** | **Pro-actively manage regulatory risk** | **Focus on implementing key planning instruments** | **Effective execution to ensure a smooth transition** | **Discipline to close out existing plans in a successful way** |
| • Our place-based model and go/no-go model is clearly defined<br>• We have process in place to identify right actors for the right time and place<br>• We engage diverse actors and are prepared to introduce new actors to drive agenda<br>• We agree 'living' rules for Interaction, Social Practises Scope Authority , Aggregation, Information and Pay-off | • Allow for changes to 'living rules' including agreed definitions<br>• Our rules allow us to reframe problems/solutions<br>• We deliberately build personal relationships at all levels with all relevant actors<br>• We incorporate capacity building ( UNE and place-based actors) into budget and planning<br>• Transparency in what we all bring to the table<br>• Transparency in language, communication,<br>• Focus on integrated image<br>• Seek external recognition/honours/awards | • Our quality rules and procedures reference place-based quality design, monitoring and review.<br>• Our governance mechanism references place/space planning, management and improvement<br>• We manage for quick wins/quick exist strategies and have quick feedback loops in place | • Campus Master Plan (CMP) due for renewal 2021-2022<br>• Strategic Asset Management Plan (SAMP) to commence remediation and replacement<br>• Conservation Management Plans being developed | • Well negotiated and defined leases<br>• Conservation Management Plans required<br>• develop campus master plan with stakeholders and understand requirements<br>• finalise agreements with State and Federal budgets, raise money through donors | • Continue the rollout of existing plans to enrich technology<br>• Address in SAMP and CMP for each location<br>• Work with stakeholders and community to understand needs and develop pilot projects<br>• Deliver tools for measuring and capturing performance |

# Summary

# In Summary, UNE Places and Spaces

| Long-term transformative focus for mutual benefit (3-10 years) | 'Leading Regional University Integrated with community | Way of working to develop innovative connected action | Confirm joint goals and shared assets | Confirm and develop Core, General, Specialised and Bespoke model for all spaces and places | Delivery of specific outcomes and actions |