

une

University of
New England

University of New England Tamworth plan

A future-focused and
innovative model

August 2020



Foreword



Foreword from The University

Professor Brigid Heywood | Vice Chancellor and CEO

The University of New England (UNE) has developed a vision for tertiary education provision in Tamworth and the wider region which focuses on partnerships, opportunity and engagement. UNE is now embarking on an innovative expansion plan which will build strongly on the authority and value of our relationships with businesses and the community to create new educational offerings which will see both city and region benefit. Through an ambitious expansion programme, UNE envisages that UNE Tamworth will add greater value to the cultural, economic and social vibrancy of the region.

UNE Tamworth builds on UNE's established campus at Armidale and the support it already provides both formally and informally through a nexus of study centres, research facilities, incubators and broader outreach across the region. UNE Tamworth will serve as the anchor for innovative industry embedded education, stimulating further the Armidale-Tamworth corridor and energising the 'learning region' of New England North West.

The UNE Tamworth model will be a first of its kind in Australia for university, the city, region and industry. It will comprise a central campus style anchor connecting through to several Integrated Industry and Community Centres (Centres). These Centres will be developed within the industry precincts distributed across the region to enable education, research and innovation hubs to co-exist alongside local businesses and industry clusters. The model is underpinned by the genuine involvement of industry to co-design courses aligned to their priorities and workforce needs. It is enabling of genuine work experience and internships for UNE students. The structures to support innovation and knowledge sharing are also embedded within this novel educational ecosystem.

We are focused on building strong partnerships to co-create and drive the education agenda. We are committed to creating opportunity and raising the aspirations of the city, the region, the community and the citizens of Tamworth. Through this embedded model of engagement all people will be able to access the education they need to be part of the workforce of the future and make meaningful contributions to society. We look forward to this future, and to the future of UNE in Tamworth.

The University of New England respects and acknowledges that its people, programs 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.

As part of our engagement with and commitment to Tamworth, we acknowledge the Kamilaroi people, the traditional custodians of the land that will host the UNE Tamworth facilities. We recognise the strength, resilience and capacity of the Aboriginal community and pay our respect to the Elders past, present and future.



Message from Tamworth

Councillor Col Murray | Mayor Tamworth Regional Council

I am delighted and proud that Tamworth is playing a critical role in the development of UNE Tamworth. It is an exciting opportunity to further strengthen Tamworth and the region.

The Council understands that good places to live don't just happen. Rather, they are built by vision, ideas and a shared commitment to improvement.

In March 2020, the Tamworth Regional Council launched our Blueprint 100. This outlines a comprehensive plan to foster our region's growth, and accommodate 100,000 people by 2041.

A growing population brings with it the need for new infrastructure, facilities and services, and creates demand for employment. A key enabler for this growth will be education, research and innovation. An expanded university campus focused towards innovation and enterprise in the region will drive this forward.

Through partnership with UNE, we will deliver a sustainable and modern university that supports Tamworth's agenda for growth, and an education model that will be benefit students and the region. Tamworth is committed to creating a diverse, educated workforce to support the future plans for growth. We look forward to delivering this plan with UNE, our community and the industry of our region.



UNE Tamworth will be future focused, enabling growth for the region

Tamworth and the broader New England North West region have strong potential for economic and social growth.

Tamworth's Blueprint 100 is an ambitious, realistic plan that aims to accommodate a population of 100,000 by 2041. It provides a framework to address high youth unemployment rates, skills shortages and improve overall educational attainment across the region. Key enablers for this growth will be education, research and an innovation ecosystem which supports enterprise and creativity.

UNE Tamworth will respond to these challenges and support the growth agenda through the **creation of graduate ready jobs, by lifting the supply of university-qualified professionals with future-focused skills, and by enhancing the social and cultural vibrancy of the region. By contributing to a dynamic educational frontier for Tamworth, UNE will be a critical part of both local and regional growth and a wider economic recovery.**

UNE is well positioned to anchor this opportunity through the expansion of its activity and development of a new campus in Tamworth. This will extend education, research and industry engagement across the Armidale-Tamworth Corridor and drive the learning region capabilities of New England North West.

UNE Tamworth sits within UNE's broader vision and evolving strategy; UNE 21+. The need to deeply engage with industry to co-create 21st century learning opportunities, embrace technologies to enable of education, upgrade Tamworth's research infrastructure and facilities, and to celebrate Aboriginal culture and heritage are all core components of the plan for UNE Tamworth and for UNE as an institution.

UNE Tamworth will deliver a unique university model shaped through partnership with industry and the community

The vision for UNE Tamworth is for a University that builds educational aspiration across the region, starting in schools and extending into workplaces and connecting communities.

UNE Tamworth will offer opportunities for life-long learning, where all people can access education that supports their personal and professional growth. Graduates will emerge ready for the jobs of the future and, by means of an integrated embedded delivery model, the existing workforce will develop the new skills required for success in an ever evolving, complex world.

UNE Tamworth will be delivered through an innovative partnership across government, industry, the community and the University. Woven through the fabric of the community, UNE Tamworth will foster the nexus of opportunity between education, research

and industry to drive growth, facilitate innovation and underpin enabling economic recovery.

UNE Tamworth's campus will comprise of Tamworth Central, a facility in the centre of the City, connected to a series of Integrated Industry and Community Centres (Centres) and the broader UNE network. Each of these Centres will offer courses and programmes of study, and develop research defined and led by an agreed industry agenda and the needs of the community, with a strong focus on innovation and engagement. The new facilities will be flexible, multi-purpose spaces to support teaching, research and collaboration.

Defining the UNE Tamworth student



UNE Tamworth's offerings will cater to all learners ranging from high-school leavers, to mature age students, individuals looking to upskill in their current role or planning a transition into a new role or industry, people seeking opportunities for professional development or those who simply want to learn something new. UNE Tamworth will be accessible, flexible and inclusive.

Nurturing engagement with Industry



UNE Tamworth will be responsive to the needs of industry and community. The University will focus on educational offerings aligned to the signature industries of the region, including agriculture, entertainment and the creative arts, tourism, sports and exercise, professional services, healthcare and community services, manufacturing, food technology, aviation and logistics.

UNE Tamworth will be innovative and future focused. It will build relationships with the significant number of small and medium businesses across the region and new start up organisations to support their growth and the wider entrepreneurial ecosystem.

This vision will be enabled by five strategic goals. UNE Tamworth will be:

GOAL
1

Responsive to the needs of industry and community

GOAL
2

Innovative and future-focused

GOAL
3

Accessible, flexible and inclusive

GOAL
4

Celebrate Aboriginal culture and heritage

GOAL
5

Supported by world class, open collaborative facilities



UNE Tamworth will be responsive to the needs of industry and the community

Integral to UNE Tamworth's vision is the genuine involvement of industry, local government and the community in the design and delivery of new course offerings, in setting the region's research agenda and in the collaborative governance of the new campus.

This will be enabled through industry representation in Course Advisory Boards to ensure that UNE Tamworth is focused on preparing graduates for the jobs of the future and preparing industry to host graduate ready jobs.

Opportunities for work-integrated and experiential learning will be embedded in all course offerings through internships, learning and research placements and industry-defined projects. To support employers to be ready to host student placements, UNE and the Tamworth Regional Council will deliver targeted preparatory courses to industry from 2021.

Industry and community will benefit greatly from close relationships with UNE Tamworth through:

- access to expertise, technical input and facilities;
- a range of subscription models to facilitate a solutions focused approach for small businesses or those operating outside of key partnerships;
- a pipeline of job-ready graduates who have the skills and capabilities needed by regional industry;

- open collaborative spaces that bring people and organisations together to foster engagement, enterprise and an innovation loop;
- course offerings and content aligned to industry needs and the latest industry trends;
- a rich and progressive student experience with academic, theoretical and practical learning that supports both personal and professional growth.

Through partnerships with industry, UNE Tamworth students will collaborate with industry on real-world business challenges and projects. This approach will provide students with practical, hands-on learning experiences and help them to build their personal and professional networks. Industry will benefit from access to fresh perspectives and a pipeline of future talent.

These experiences will be offered across disciplines and industries and seamlessly integrate theory and practice. UNE Tamworth will be focused on job ready graduates and creating graduate ready jobs.



EXAMPLE COURSE OFFERING - Events Management

"Between 2017 to 2018, the Events Management sector in Australia generated revenue to the value of some \$15.70 billion."
Industry Insights 2019.

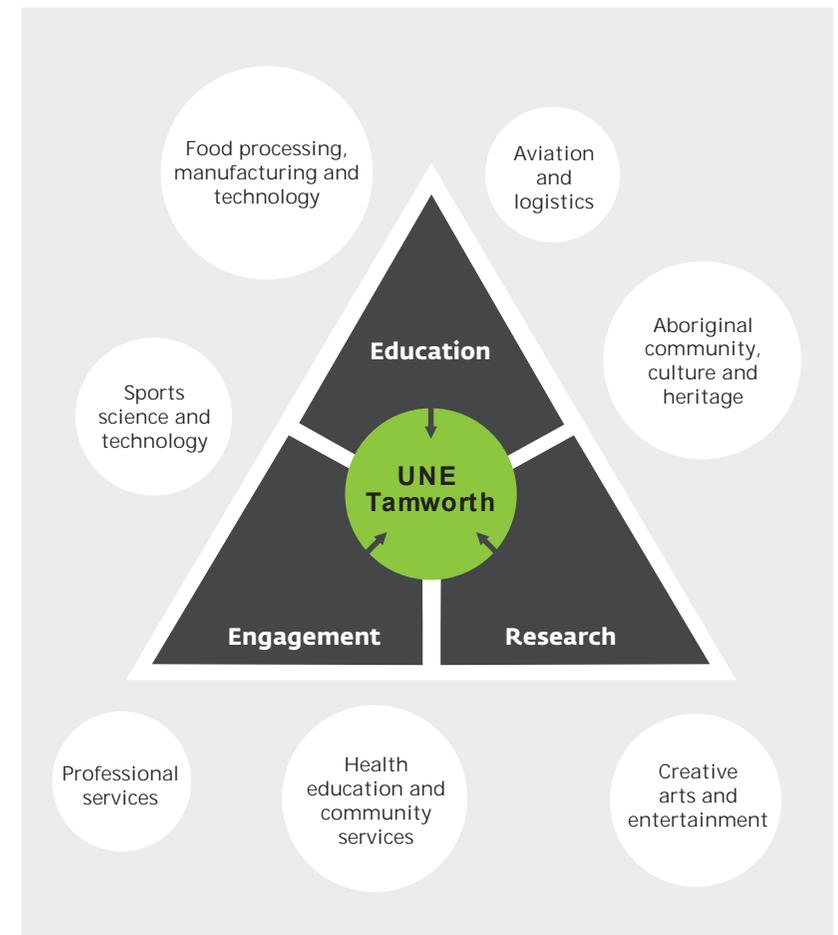
Courses in events management will bridge the arts, sports and entertainment industries, with a focus on event management. Co-designed with industry, the course will look at supporting portfolio careers where students develop 'foundational' skills e.g. event management, marketing, managing the customer experience, volunteer management, and then specialise in more technical skills or specific sectors in later years e.g. sports industry, equine and equestrian and arts, culture and entertainment.

ECONOMIC BENEFITS FOR THE REGION

UNE Tamworth will deliver over \$600 million in economic benefits to the region:

- Construction of the UNE Tamworth facilities will create ~120 jobs over the three-year construction period.
- By 2031, the new campus will create ~120 local jobs per year (academic and professional), representing ~\$90 million in benefits during the first 10 years.
- In the local community ~200 jobs will be created through additionality of student, staff and university expenditure. This will contribute \$30 million in benefits over 10 years.
- Tourism revenue derived from the visiting families and friends of domestic and international students will contribute ~\$40 million to the region and state over 10 years.
- Student and university expenditure will contribute ~\$220 million and ~\$290 million, respectively, to the region over 10 years.

Education, research and engagement will be the foundation of UNE Tamworth across industries





Tamworth will be innovative and future-focused

UNE Tamworth will deliver education, research and innovation based on international best practice and through engagement models that create a positive student experience.

Key features include:

- **Flexible, on-demand education** will support students to access learning at any time, from anywhere through virtual lecture rooms and course content in real time.
- **Stackable learning** will enable students to combine micro-credentials of their own choosing to articulate in unique qualifications. Students will have the option to start with a short qualification such as an Undergraduate Certificate and move toward a Bachelor's degree should they desire. It will also provide opportunities for the current workforce to upskill or undertake professional development.
- **Blended learning** will deliver face-to-face tutorials and synchronous classes to link UNE Tamworth with students and staff at other campuses.
- **Support from industry and community** mentors and accelerator programs focused on entrepreneurship and innovation will build students skills to translate ideas into businesses.
- **Job-ready skills** will be the basis of assessment tasks including as part of placements and industry projects.
- **Embedded, foundational career development support** will be available for students through industry tutors and academic mentors.
- **International partnerships** with universities and other world-leading organisations will offer students opportunities beyond the local region. This will include international research collaboration, international study and internships exchanges for students.
- **Cross industry, cross disciplinary and interdisciplinary engagement, education and research** will create an innovation loop linking the resources and experiences of community, industry, government and education providers.
- **Culturally responsive learning and research** will ensure offerings and activities build cultural engagement skills of students and staff and are suitable for all people.
- **On Country learning experiences** will support all students to experience learning with the local Aboriginal community regardless of discipline or course type.



Integrated Industry and Community Centres will be embedded in facilities across the City and Region.

Each of these Centres will have courses and research defined and led by industry's agenda and the needs of the community, with a strong focus on innovation and engagement. The Centres will be embedded in Tamworth's emerging precincts, e.g. the Centre for Entertainment Management will be based in entertainment venues across the City and Region.

All Centres will host students participating in work placements and research projects with university, government and industry. These facilities will be designed as flexible, multi-purpose spaces to support teaching, research and collaboration.

EXAMPLE COURSE OFFERING

- Short courses for upgrading employer and employee skills

To support existing business owners and managers, UNE Tamworth will offer short courses focused on business management and entrepreneurship. This will include subjects such as marketing for business managers, data for business managers, business leadership and enterprise. Assessments will be practical and linked to the student's current role.

Courses where students specialise through work experience

Students at UNE Tamworth will specialise in a particular industry through work experience opportunities. Students studying different courses but in the same industry will work alongside each other at an Integrated Industry or Community Centre relevant to their specialisation. This matrix model of students grouped by industry across discipline will deliver a rich educational experience through cross-industry exposure.





Tamworth will be accessible, flexible and inclusive

UNE Tamworth will provide the region with access to a wider range of educational and research opportunities and create an access model for those otherwise denied engagement by geography, social dynamics or economic constraints. It will build aspiration for the next generation of residents through increased engagement with schools and will support Tamworth to ‘train and retain’ local talent and be an attractor for inbound skills.

UNE and Tamworth will work with government, industry and the community to identify and fund equity initiatives to support remote, low-SES students to access and attain education. These initiatives will include:

- out-of-hours and online study options
- mentoring from industry, community and recent graduates
- aspiration programs in schools
- connected study spaces across the region
- support to access services e.g. partnerships with industry to provide childcare services, career development and accommodation
- career planning
- innovative scholarship programmes and financial support models.

Courses will be offered through flexible entry and exit points, including:

- short courses and micro-credentialing
- sub-Bachelor programs e.g. Undergraduate Certificates, Associate Degrees and Diplomas as entry and exit pathways for all Bachelor's degrees
- professional development programs recognised towards further study
- pathways courses to prepare students for university
- English language courses that prepare students for university.

EXAMPLE COURSE OFFERING – Short course on leadership and people management

In 2019, Australia reported some 81,000 jobs requiring leadership and management skills. To respond to this need, all students, regardless of discipline, will have the opportunity to study an introductory six-week short course focusing on the critical skills of leadership and people management. This interactive course will be supplemented with guest speakers from industry (e.g. the Mayor, business leaders, international speakers) sharing their personal experiences and offering to establish connections for informal mentoring opportunities.

UNLOCKING OPPORTUNITY¹

By 2031, up to 450 students from Tamworth and the region are expected to graduate from UNE Tamworth who would not previously had opportunity to participate in university level study. As a result, these students will have higher lifetime incomes and overall better outcomes. These earnings growth will be \$20,000-\$27,000 per graduate.

¹ People with a Bachelor level degree or equivalent earn 32 per cent more than those without higher education, increasing to 41 per cent for graduates with a Postgraduate degree.



UNE Tamworth will celebrate Aboriginal culture and heritage

UNE supports the fifth highest proportion of students identifying as Aboriginal and Torres Strait Islander amongst all Australian public universities. This is the result of many decades of focused effort on initiatives to build aspiration, participation and attainment among these communities.

UNE Tamworth will offer courses and initiatives designed specifically to support Indigenous students, including:

- UNE Tamworth Aboriginal Working Group to provide direction on, and deliver, programs and courses
- an Indigenous student representative body with direct access to Deans of Faculty and the Executive
- offerings that embed Aboriginal culture and history
- cultural awareness programs as part of orientation for all commencing students
- cultural events to recognise and celebrate the region's Aboriginal cultures
- physical spaces designed to recognise and celebrate the Aboriginal community
- an Aboriginal centre, equivalent to the Oorala Centre in Armidale
- guaranteed places for Aboriginal students from regional Australia
- designated scholarships for Aboriginal students, with an emphasis on first-in-family, to support living and tuition costs
- targeted work integrated learning opportunities for Aboriginal students
- partnerships with Aboriginal-led organisations and leaders to provide further mentoring to young Aboriginal students
- Aboriginal outreach programs for North West communities
- programs to encourage and support mature-age Aboriginal students in studying at UNE.

What the Aboriginal cultural and community hub could look like

The Aboriginal Culture and Heritage Centre will embed Aboriginal culture at the core of Tamworth's identity. The focus and design of the Centre will be driven by consultation with the Aboriginal community and businesses. The supporting facilities will showcase and celebrate Aboriginal art and cultural practices in a community with a vibrant and growing Aboriginal population and the wider programmes will focus on Indigenous knowledge and enterprise.





UNE Tamworth will be supported by world class, open collaborative facilities

As the anchor for learning and teaching across the region, UNE Tamworth will be home to modern, open collaborative world-class facilities. Connected through Tamworth Central, the Centres will be embedded across the region creating dispersed integrated opportunities for learning.

This integrated approach will allow Tamworth to address critical 'liveability' gaps noted in the 'Blueprint 100' through defined precincts in, for example, health or performing arts. UNE Tamworth will create a student experience coupled with a vibrant university lifestyle. The campus will attract a diversity of people to the region, who will come to study, work and live.

Existing infrastructure will be leveraged for learning and research spaces, while new facilities will be designed in collaboration with industry, local schools and the broader community. This includes working with Aboriginal communities to create spaces that celebrate and build knowledge of local Aboriginal culture and heritage.

Example internship partnership with the Tamworth Regional Council

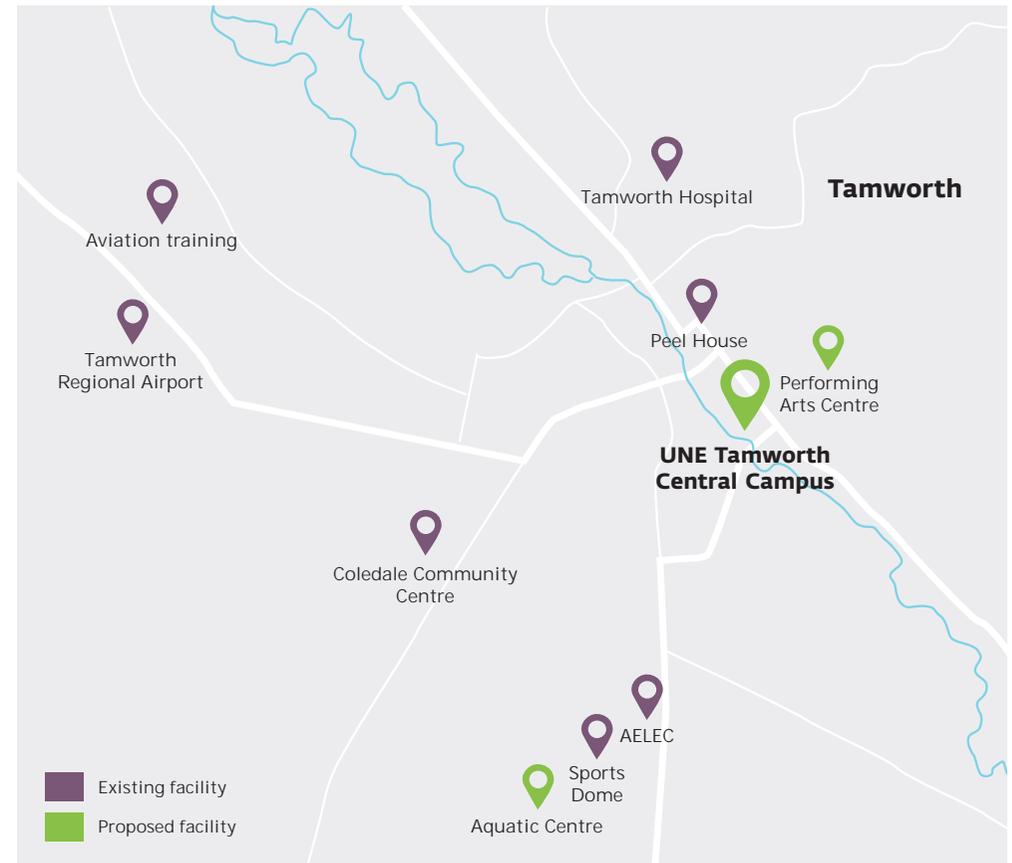
Tamworth Regional Council will partner with UNE Tamworth to provide work integrated learning opportunities. Students will work part-time to support the Council and other businesses in delivering on key priorities such as end of financial year support, automating data-driven administrative processes and supporting the delivery of major events. Students will gain well rounded insight into the professional services industry to supplement the theoretical knowledge gained through their studies.

Tamworth Central will be an architecturally significant and culturally responsive building with spaces that support quality teaching and research, and foster innovation.

The campus will be co shared with local industry and the community, and will include features such as:

1. indoor and outdoor spaces designed to recognise and celebrate the Aboriginal community
2. flexible spaces that can be transitioned from designated functional domains to multi-purpose learning spaces
3. digitally enabled interactive spaces that support in-person and virtual engagement
4. research facilities that can be accessed by industry and online contributors

UNE Tamworth will be embedded in locations across the City and Region





UNE Tamworth growth through a phased roll out, with priorities determined in partnership with Tamworth

Through its partnership, UNE and Tamworth will agree the areas to prioritise for delivering the plan for UNE Tamworth.

The expansion plan will start with the introduction of new Undergraduate Certificates and build through to a suite of new course offerings. Tamworth Central and the Centres will be developed over time, leveraging existing facilities and building new ones.

Year / stage	Description of activities
2020 – 2021	<ul style="list-style-type: none"> • UNE Course Advisory Boards will include representatives from Industry and the community, including the Aboriginal community • Undergraduate Certificates offered through a digital first, blended delivery model (all with work integrated learning) e.g. <ul style="list-style-type: none"> - Community Services - Education - Sports / Equine Management - Sports Science - Business - Entertainment Management • UNE Tamworth operating from Peel House Study Centre • Establishment of UNE Tamworth Aboriginal Working Group • Establishment of the first Centres e.g. Centre for Entertainment Management, Centre for Sports Science and Technology (leveraging AELEC and Sports Dome as 'integrated learning spaces'), Centre for Food Processing, Manufacturing and Technology
2022	<ul style="list-style-type: none"> • Additional Undergraduate Certificates offered • Diplomas, Associate Degrees and Bachelors offered (existing and new) e.g. <ul style="list-style-type: none"> - Bachelor of Sports Science, Bachelor of Business Management - Diplomas in performing arts, music, sports, equine / livestock, facilities management - Associate Degree in Entertainment Management • Research strategies developed for the first Centres • Micro credentials e.g. food processing
2023	<ul style="list-style-type: none"> • Stage 1 student accommodation provided in partnership with local industry and community (location and private sector provider identity for accommodation to be confirmed) • Construction of additional facilities e.g. Centre for Creative Arts and Entertainment within the new Performing Arts Centre • Introduction of second 'set' of Centres e.g. <ul style="list-style-type: none"> - Centre for Health and Community Services - Centre for Aviation and Logistics - Centre for Aboriginal Community, Culture and Heritage
2024 – 2028	<ul style="list-style-type: none"> • Completion / opening of Tamworth Central • Private sector developed, owned and managed student accommodation offered proximate to Tamworth Central • Development of a joint plan for Peel House in consultation with Tamworth Region Council (owners of Peel House) • Introduction of third 'set' of Centres e.g. <ul style="list-style-type: none"> - Centre for Professional Services and Business • Consultations with industry regarding subsequent Centres • Consultation on potential future uses for the Dominican Covenant Building, including as an additional Centre
2029	<ul style="list-style-type: none"> • Continued development of additional Centres as required

Bringing UNE Tamworth to life will require genuine collaboration

Realising the vision for UNE Tamworth requires mutually beneficial partnerships between all stakeholders.

Industry will drive the success of UNE Tamworth by:

- co-designing course offerings and collaboration around research agendas
- providing students with internships, placements and work opportunities
- supporting professional development courses, study and research opportunities for employees
- contributing real-world challenges to UNE Tamworth's knowledge sharing agenda
- setting up trusts to equip students and educators with the resources they need to drive innovation.

For the **Tamworth community and local government**, partnership will ensure UNE Tamworth's plans respond to and support the growth ambitions of the City, including:

- strengthening engagement with the community, including local Aboriginal communities
- preparing Tamworth for an increase in interstate and international students e.g. programs to support community integration for relocating students
- co-branding and co-hosting events with UNE
- providing cadetships and paid placements for students
- setting up trusts or other funding mechanisms to financially support particular student groups e.g. through tuition, accommodation, relocation costs
- developing new, or upgrading existing, facilities in Tamworth
- investing in UNE Tamworth, including through the release of council-owned land
- advocating for public transport to make travel easy for university staff and students.

Support from **government** is critical to the success of UNE Tamworth. This includes:

- providing State and Federal funding and additional Commonwealth Supported Places
- delivering robust technology infrastructure e.g. NBN access to support teaching, learning and research
- remaining committed to strategies for improving tertiary education for RRR students.

For other **education and research providers**, collaboration will be critical in raising the aspirations and lowering the barriers of those who would not have otherwise considered a university education or a career in research, including by:

- co-developing and co-delivering courses
- sharing facilities, resources and expertise
- recognising students' prior learning
- establishing and maintaining a cross-institution community.



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