



# 2.0 VISION





# FUTURE READY: STRATEGIC PLAN 2013-2017

## OUR VALUES

### AT LA TROBE UNIVERSITY WE:

- Take a world view.
- Pursue ideas and excellence with energy.
- Treat people with respect and work together.
- Are open, friendly and honest.
- Hold ourselves accountable for making great things happen.

## OUR STRATEGY

### RESEARCH FOCUS AREAS

We aim to be among the best in the world in a number of research areas that address the big social and environmental issues of our time.

### LA TROBE FRAMEWORK

We will develop a new curriculum and student experiences to attract diverse, creative and independent thinkers who have a desire to make a difference to their world.

### COMMUNITY

We will deepen our engagement with the regions surrounding all campuses, including Melbourne's north, and promote educational opportunity in Victoria's regions.

### GROWTH AND DIVERSITY

We will grow from 26,000 to 33,000 students (EFTSL) by strengthening our course profile, increasing flexible learning, and growing the number of fee-paying and international students.

We will continue to attract and support students from low socio-economic backgrounds, who are 'first in family' at University, to succeed at La Trobe.

We will become more appealing to high-potential students, measured by ATAR scores or other means.

### RADICAL LEARNING PROJECT

We will reshape learning and teaching, redefining the student experience through new technology, stronger collaborations and increased flexibility

### PARTNERSHIP

We will form game changing partnerships in teaching and research, including stronger ties with government, industry, NGOs, philanthropists and other research institutions around the world, and better links between our campuses and schools and TAFEs.

### STRENGTH

We will grow stronger by improving our ability to attract and retain the best staff; capitalising on our world class infrastructure; making more efficient and effective use of resources; and enhancing our commitment to operating sustainably and ethically.





The vision for La Trobe is to be a university known for its excellence and innovation in relation to the big issues of our time and for its enthusiasm to make a difference. It will be a world leader in teaching and research areas which address issues fundamental to the future of human society and our environment. It will be one of the top three universities in Victoria, one of the top twelve in the country and one of the top 300 universities internationally.

## MELBOURNE CAMPUS CONTEXT

- The Melbourne campus will be a University Town: a place for mixing ideas, debates, business and civic leadership.
- The campus will transform and 'open up' to meaningfully address the surrounding community.
- The University will engage more deeply with Melbourne's north by strengthening its regional attractors in employment, sports, arts, culture and health.
- The campus will be developed to create a village type atmosphere; extending University life to the evenings and on weekends, 52 weeks a year.
- The campus' distance from the centre of Melbourne will be used to the University's advantage. The campus will become *the* destination of the north.





# RESEARCH FOCUS AREAS



La Trobe's research strategy encourages innovation, specialisation and collaboration.

La Trobe University has a fine history as an excellent university with an enduring social conscience. As part of our Future Ready strategy, our plan is to grow and develop La Trobe's traditional leadership in areas of research, scholarship and learning that matter to the Australian community. Having taken a detailed investigation of our capabilities and strengths, we have identified five Research Focus Areas (RFAs).

## BUILDING HEALTHY COMMUNITIES

Our research will translate effectively into equitable improvements in health care delivery, community services, work and educational outcomes, to achieve better health and wellbeing in our communities and in the Asia Pacific — our region of the world.

### OUR VISION AND GOALS

Our vision is to achieve better health and wellbeing. Better health has been described as encompassing increased life expectancy, as well as social goals such as equity, affordability and quality of life.

As well as improving health outcomes, our vision is to ensure the environments in which we live, work and socialise are health enhancing and sustaining.

We aim to produce better research and hence better evidence on health, wellbeing and social inclusion.

We focus particularly on communities at disadvantage. Our values of equity, social inclusion, social justice and human rights are fundamental to our research focus.

## SECURING FOOD, WATER AND THE ENVIRONMENT

Our research will contribute to securing food, water and environmental integrity on a planet populated by nine billion people in 2050.

### OUR VISION AND GOALS

We want to support:

- Thriving economies in ways that also deliver healthy and resilient ecosystems.
- Ecosystems that are able to provide food, nutrition, energy, water and other products and services.
- Products and services essential for human wellbeing, and the wellbeing of the organisms with which we share the planet.
- Food, water and the environment come together in the way we use and manage natural assets and landscapes.

Our policies and practices for land and water management must be based on the best available evidence and scholarship if they are to inform our leaders and all those connected with the land.

The Earth will need to support 9 billion people in 2050 with essentially the same land, water and marine resource base we have now.

These major global challenges require multifaceted and interconnected solutions.

Increasingly, our research focus must be at the intersection of disciplines like science, sociology, planning, policy development, economics, law, education and communication. The collaborative sum of our specialities and expertise is far greater than its parts.

## SPORT, EXERCISE AND REHABILITATION

Our research will contribute to a healthier Australia, delivering greater wellbeing and improved overall health and performance outcomes via sport, exercise and rehabilitation.

### OUR VISION AND GOALS

We want to empower individuals and communities to become happier and healthier.

Our research will enable more people in Australia to be more active and to live longer and stronger, by stepping up to the global challenges of inactivity, chronic disease and movement disorders. It will also enable elite sports people to perform at a higher level and to compete more successfully.

With a life-span approach from childhood to very old age, we will deliver innovative, multidisciplinary research outcomes in sport, exercise and rehabilitation to provide wellbeing and performance benefits for healthy people, the frail and aged, the de-conditioned, those with diseases and disabilities as well as elite athletes.

## TRANSFORMING HUMAN SOCIETIES

Our research will contribute to understanding the history, drivers and impacts of human migration, cultural change and social transformation with the aim of achieving a sustainable and socially just future for humanity.

### OUR VISION AND GOALS

We want to support:

- Learning from the past and present to create more humane and socially just societies that are also sustainable
- The formation of truly integrated multicultural societies and the preservation of different cultural identities, despite increasing globalisation
- Indigenous cultures and the development of educated, scientifically literate and well-informed societies.

Our themes will address the origins, drivers and futures of human societies. We seek to explore past adaptations to changing circumstances and shocks, and to use this knowledge to inform future ideas, beliefs, behaviours, policies and practices.

At the core of this RFA will be an additional and deeper 'learning loop' focused on the question of how different disciplines understand social and cultural change, and how this interdisciplinary conversation and understanding can help us address key issues of our time.

## UNDERSTANDING DISEASE

Over the past 50 years there has been a revolution in our understanding of the molecular basis of health and disease in humans and other organisms. This knowledge has driven the development of technologies that enable us to interrogate the molecular profiles of individual organisms. This technology, in combination with traditional epidemiological methods, provides opportunities for diagnosis and treatment that will transform health care and agricultural practices.

The research to be undertaken by members of this RFA will range from understanding the molecular basis of disease through to translational research, with the overarching aim of getting basic research findings into the clinic and the field.

### OUR VISION AND GOALS

Our aim is to increase our knowledge about the underlying mechanisms of disease at both a molecular and a community level. Ultimately this should help to drive better prevention, diagnosis and treatment.

Ultimately, we want to form teams between scientists who are approaching the same disease, but at different levels (i.e. molecular, cellular, individual, population).

## MASTER PLAN ALIGNMENT

There are many ways in which the University's RFAs can be manifested in the Melbourne Campus Master Plan.

All Master Plan Strategies will be viewed through the distinctive lens of the RFAs to ensure that the physical development of the campus is aligned with the University's core teaching and research agenda.



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# MELBOURNE CAMPUS VISION

## THE VISION FOR THE MELBOURNE CAMPUS

The context within which La Trobe University currently operates is markedly different to when the University first opened its doors. Continuous changes in government policy settings and budget allocations, combined with higher levels of student participation in tertiary education, have presented substantial challenges as to how universities deliver relevant and first-class tertiary education within a climate of diminishing national investment per student.

La Trobe University has understood this shift in its new vision for a 'University Town', which recognises the value in positioning the core academic campus within a vibrant and relevant town setting – a place that supports the employment, lifestyle, housing, cultural, environmental and services needs of the University family and the region.

La Trobe will evolve from a university campus to a University Town. The campus will be the place to live, learn, work, meet and play in Melbourne's north. The University will build on its strengths, and with project partners and the community, pursue mutually beneficial opportunities that are built around the La Trobe Vision. The La Trobe experience will be an 'educating place', underpinned by excellence in both the design of buildings, places and landscapes, and the University's exemplary range of education and research programmes.

Key directions include enhancing the campus' Plenty Road address, optimising the use of the University's substantial underdeveloped landholdings, and providing an educational, cultural and community hub for Melbourne's north, as well as a focal point for research, housing and employment.

The Melbourne Campus Vision 2012 provides an outline of the University's vision for future growth and development to achieve the aforementioned ambitions, and can be found on the University's website:

<http://www.latrobe.edu.au/infrastructure-projects/vision>

## VISION STATEMENT

'La Trobe will be vibrant and engaging

It will be an exciting place to be: a place for mixing ideas, debate, business and civic leadership.

La Trobe will showcase a highly attractive town centre environment that is based around our educational activities.

La Trobe will be the place to live, learn, work, meet and play; made possible through a significant investment in public spaces.

La Trobe's dynamism and vibrancy will support a diverse range of both local and international students; catering for all aspects of life.

We will become the educational, cultural and community hub of Melbourne's north, and a major hub for research and employment.

La Trobe will play a critical role in the economic, social and environmental sustainable development of one of Australia's fastest growing regions.

We will invite in and reach out to Melbourne's north by building on our renowned health, business, science, sports, and cultural strengths.

Our rich history and culture will be celebrated and the key elements that make La Trobe such a special place will be protected and enhanced.

La Trobe's unique bush setting, water features, and essence of its original architecture will be essential features in our journey to becoming future ready.

We will pursue mutually beneficial opportunities that are built around the La Trobe Vision.

We will continue to guide this campus evolution through excellence in both urban design and environmentally sustainable design.

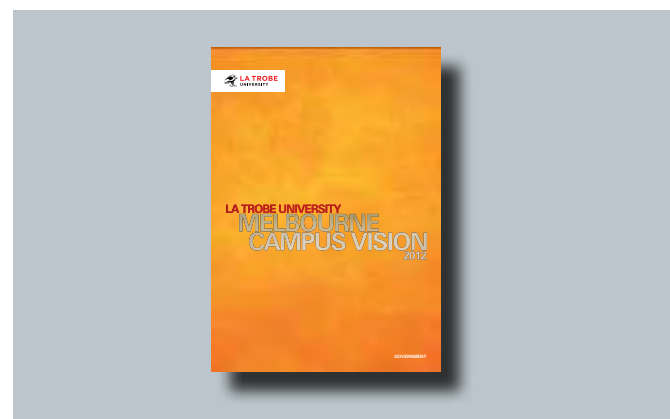
To establish this bold vision, we will work in partnership with government, industry, and most importantly the larger community.

We invite you to help build and share La Trobe with us'.

## ALIGNMENT WITH THE MASTER PLAN

The following development principles were considered in preparing the Melbourne Campus Vision and have informed the development of the Master Plan:

- Ensure the educational and research focus of the University remains paramount in the future planning and development of the core campus and surrounds.
- Retain and build upon the valued natural and architectural attributes of the campus.
- Ensure that development at La Trobe meets rigorous environmental, social and economic sustainability standards, as set by the University's senior management.
- Support mutually beneficial activities at La Trobe; uses that benefit the University and that benefit from proximity to the University. Ensure that campus landholdings are optimised and align with long-term strategic thinking.





La Trobe University's Melbourne campus will be...

THE PLACE TO EXPERIENCE

THE PLACE TO LIVE

THE ADDRESS



THE PLACE TO MEET



THE PLACE TO COMMUTE



THE PLACE TO WORK AND PLAY

THE PLACE TO RIDE & WALK



THE PLACE TO RESEARCH AND COLLABORATE

THE PLACE TO LEARN

Images are illustrations only and may not represent images of La Trobe University's Melbourne Campus.



# THE UNIVERSITY TOWN VISION

## THE TRANSITION TO A UNIVERSITY TOWN

The Melbourne Campus Vision proposes that over the next 30 years the campus will transform into a vibrant and dynamic University Town.

A 'University Town' recognises the value in positioning the core academic campus within a vibrant and relevant town setting – a place that supports the employment, lifestyle, housing, cultural, environmental and services needs of the La Trobe University family, its local community, and the region. The University must be fully integrated with the city and the community, carefully investing in an enduring and symbiotic relationship.

A University Town is differentiated from a traditional activity centre by the predominance of academic and research uses over commercial and residential uses. The model acknowledges that complexity and diversity are essential characteristics of innovative, creative and sustainable cities.

At a broader level, the local economy, employment trends and social activities will all be influenced by the campus population and the University's pervasive education and research presence. The concept of an educational place, in which opportunities for intellectual engagement are encouraged, will be promoted throughout each neighbourhood.

The University Town will be successfully developed through a combination of physical and organisational actions. At an organisational level, the University will be set up to deliver the envisioned development of the campus, and both physical and organisational boundaries will be blurred in the ongoing development of the campus.

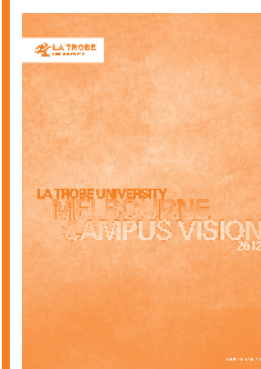
The successful development of the University Town will be underpinned by the following elements:

- The vision for the institution as a whole.
- The Melbourne Campus Vision.
- The University's Research Focus Areas.
- The Master Plan strategies developed throughout the process.
- The unique characteristics that combine to create the campus' valued identity and special places.
- Best practice approaches to University Town design.
- State and local government strategic planning policy, including the University's recent designation as a key partner of the La Trobe National Employment Cluster.
- The Critical Success Factors for campus development, which have been developed throughout the masterplanning process.

## UNIVERSITY VISION



## CAMPUS VISION



## MASTER PLAN PRIORITIES



## RESEARCH FOCUS AREAS



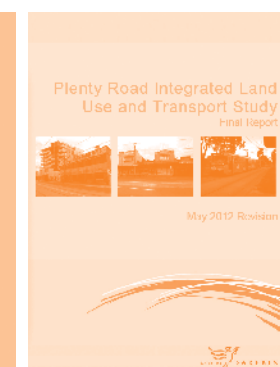
## THE UNIVERSITY TOWN



## BEST PRACTICE DESIGN



## PLACE, HERITAGE & IDENTITY



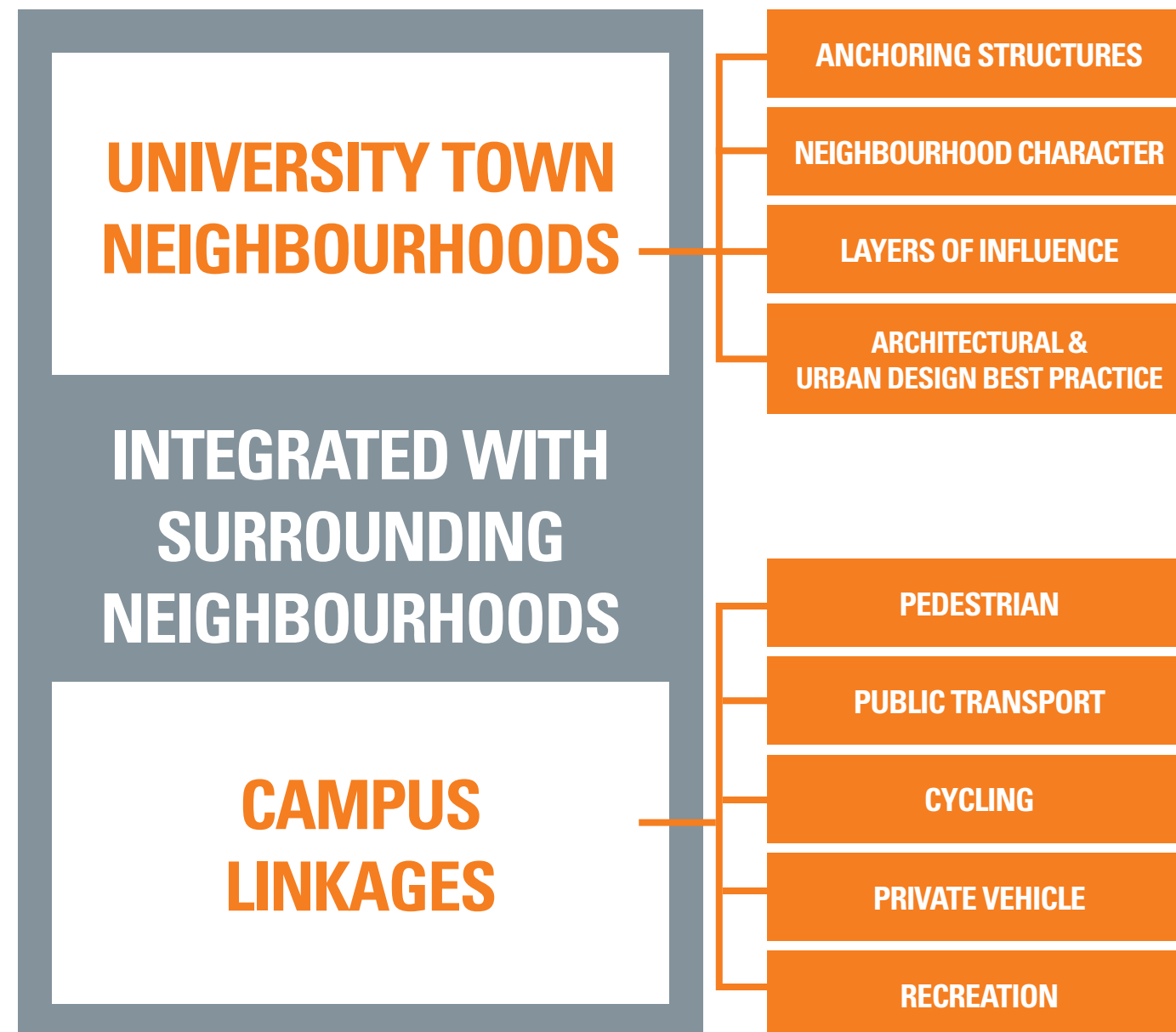
## STATE & LOCAL POLICY

*Plan Melbourne* locates the Melbourne campus within one of six 'National Employment Clusters'. In doing so, the State has recognised the campus as a major contributor to an employment cluster that provides approximately 27,500 jobs and includes the Northland Shopping Centre, the Austin Biomedical Alliance Precinct, adjacent industrial precincts and the Heidelberg Major Activity Centre.

The new strategy notes that the Melbourne campus has an expanding education and research role, including a growing student and research population. Clear policy support is provided for the continued growth of the Melbourne campus and the broader employment cluster in order to support the projected future population growth of Melbourne's north. This strategy aligns well with La Trobe's vision for a University Town.



# THE UNIVERSITY TOWN



## THE ROLE OF NEIGHBOURHOODS IN THE UNIVERSITY TOWN

La Trobe University's Melbourne campus will develop as a rich and interconnected mosaic of neighbourhoods that are built on the campus' existing strengths.

The development of new neighbourhoods will redefine existing precincts to apply a simplified order of development, which will aid access, identity and wayfinding throughout the campus. A University Town neighbourhood consists of the following elements:

- The anchoring structures and infrastructure that currently exist within its boundary. This might include specialised building stock or facilities, such as sports and recreation fields, or a cluster of student residences.
- The existing character of the neighbourhood, whether it be defined by the natural landscape or buildings old and new.
- Layers of development constraints, which merge together as a whole to influence where future development may be located within the neighbourhood. Elements that may affect development include: interfaces with sensitive uses or surrounding neighbourhoods; the path of existing or future linkages; areas of high visibility to passersby; and logical gateway sites.
- Best practice architectural and urban design elements, which are derived from a hybrid of campus and city planning design controls. Flexible design and development controls will influence the development of world class buildings and spaces on campus, without being overly prescriptive. The extent of control will vary according to the sensitivity of each neighbourhood; some neighbourhoods will be more protected than others in order to preserve valued heritage and identity.

## A CONNECTED UNIVERSITY TOWN

Neighbourhoods will be connected by a series of convenient and clearly visible linkages, which are both within and external to the campus. Linkages are generally identified by the preferred mode of transport to which they are designated:

- Pedestrian – the most important method of transport in the University Town.
- Public transport – efficient, safe and convenient connections through the campus and into the surrounding public transport network (bus and tram).
- Cycling – direct and generously-scaled pathways designed for utilitarian trips, avoiding modal conflicts where possible.
- Private vehicle – speeds will be slowed throughout the University Town, with the main concentration of vehicles kept to the campus perimeter.
- Recreation – pathways for recreation, such as slow-speed cycling or running (e.g. the La Trobe Tan).

### CRITICAL SUCCESS FACTORS:

- Support the development of the campus as a University Town.
- Respect the campus history and sense of place.
- Align with the University's Research Focus Areas.
- Improve the presentation and engagement of campus interfaces.
- Improve access and experience of the campus by the external community.
- Provide for the cohesive integration of University Town Neighbourhoods.
- Support the further enrichment of La Trobe University's learning and research agenda.
- Improve health, security and amenity.



