

Albury-Wodonga Campus Plan

Indigenous Acknowledgement

La Trobe University proudly acknowledges the First Peoples of the Dhudhuroa Wiradjuri, as the Traditional Owners and Custodians of the Country. We pay our respects to the Elders past and present of First Peoples of Dhudhuroa Wiradjuri and the ancient connection they hold with their Country.

About this plan

This plan should be read in conjunction with the *La Trobe University Strategic Plan 2020-2030* and *La Trobe University's Strategy for Regional Activity*, which together provide the overall strategic direction for the University and for the way we will operate as a multi campus university. These renewed strategies are necessitated by the COVID-19 pandemic and subsequent effects on our community, the way we work and the finances of the University. This plan is written in the context of becoming a smaller, more sharply focussed institution.

About the campus

Albury-Wodonga campus has a long and distinguished history in research in the fields of science and ageing, and in the provision of higher education. The campus is currently home to one arm of our rural medical training pathway established jointly with the University of Melbourne. We are adjacent to Wodonga TAFE and together we work to maximise opportunities for people living in the region to enter tertiary education as easily as possible and to continue to progress and achieve to the highest level possible.

Unlike La Trobe's other regional campuses, the Albury-Wodonga campus has a tertiary education competitor just across the NSW border. The proximity of Charles Sturt University offers particular challenges for local recruitment. More broadly, the border region, with two local Councils and two State and Federal members, also demands additional and careful relationship management.

Albury-Wodonga campus is also home to two research centres: The John Richards Centre for Rural Ageing Research (JRC) and the Centre for Freshwater Ecosystems (CFE). These world class research centres attract high quality researchers and draw regional, metropolitan and international students to Albury-Wodonga. They have developed partnerships with local industries, working together to solve key challenges faced by local and global communities. Their collective impact is highlighted by numerous academic journal publications, books and book chapters, reports to government and research income. In the past three years, the JRC generated over \$3M in research income. Since its inception in February 2019, the CFE has also generated over \$3M in research income.

Combined, Albury Wodonga is one of Australia's largest regional economies, with a population of just over 90,000. Population growth in the region over the past five years has been strong and strong growth is expected to continue over the next two decades. The Albury-Wodonga Regional Deal was announced in 2019 to bring together all levels of government to harness local opportunities and strengths to support economic development, the Indigenous community, health, education and liveability. These are areas in which we can make a significant contribution, and we are working in partnership with the community to identify priorities and projects for investments that will deliver regional prosperity over the next decade through the Albury-Wodonga Regional Deal.

We will continue to develop higher education participation in Albury-Wodonga and attract students to the region from across Australia and overseas by providing quality programs that appeal to students and address regional workforce need. We will support the region's economy by providing skilled, highly employable graduates, as well as post graduate training, short courses and development

opportunities for local professionals to upskill or refocus their careers. The University will contribute to the liveability of the community by holding public events on campus that facilitate lively discussion and provide thought leadership in the issues that matter to the community.

TAFE and Schools

We will build on our close work with Wodonga TAFE to develop a comprehensive partnership that best serves the community through coordinated activity and the extension of pathways between vocational and higher education. A focus of our work with Wodonga TAFE will be to develop seamless pathways to careers in areas of student demand and workforce need.

Our deep partnerships with both primary and secondary schools will become even more important as we work to mitigate the potential long-term impact of COVID-19 on the education of a generation of primary and secondary students. Students and staff from our School of Education will support primary and secondary schools in their foundational work to enable all members of the community to reach their full potential.

Health, aged care and human services

La Trobe receives Commonwealth funding as a University Department of Rural Health (UDRH). The UDRH has a strong research focus that is driven by the beneficial outcomes for each unique community. La Trobe Rural Health School (LRHS) is the largest rural health school in Australia. Our strong partnerships with health and community services provides research opportunities, student placements, student employment and graduates for their workforce.

Course portfolio

Expanding the range of delivery modes will enable us to offer greater choice in our course portfolio. Delivery of courses will be on campus, mixed mode or online, with some place-based and intensive subjects. We will focus on areas of proven student demand and offer more qualification types to support first-in-family students, along with those who are reskilling and ongoing professional development. *See appendix A – Campus course portfolio*

Online courses

The full suite of La Trobe online courses will be actively promoted. This provides a significant opportunity for students in proximity to Albury-Wodonga to choose how and when they study. Studying online provides greater flexibility and students can engage when they want (daytime, evenings, weekends), where they want (home, the office or on the move), and how they want (accelerated or part-time). For example, valuably for local workforce needs in the food and health sectors, courses include Bachelor of Food and Nutrition and Master of Nursing (Nurse Practitioner). Furthermore, in the Bachelor of Applied Information Technology, the course includes vendor certifications that are relevant to IT industry employment.

Short courses

Guided by the Colleges and Schools, and in consultation with our industry partners regarding local need, we will offer short courses. Courses at Certificate or Diploma level maybe embedded in existing larger qualifications. We will also offer non-award courses to address workforce skill need. This will include Executive Education and Continuing Professional Development courses such as *Using Social Media for Business, Data Visualisation with Tableau and Advanced Pain Management*.

International

We seek to mobilise our regional campus network to deliver unique and rewarding experiences for our international students and international engagement opportunities for our regional business and community partners. Our regional campuses deliver niche specialisations, place-based education, research expertise, and collaborative partnerships with local and international partners that provide

opportunities to grow our international cohort in the regions. In Albury-Wodonga, in partnership with Alpine Health we deliver the very successful Entry Program for the International Qualified Registered Nurse (EPIQ).

International students will continue to be welcomed into courses that meet the delivery requirements for CRICOS registration. We will continue to profile niche courses in study areas such as health, social work and education that align with international student demand and provide opportunities for post-study work in the regions. The Destinations Australia scholarship program will be a key campaign driver for the regions, and we will continue to seek DA scholarships for international students in Albury-Wodonga.

Unique place-based education and experiences will be identified and leveraged to build short-term and semester-long study abroad programs for visiting international students seeking an authentic and engaged Australian study experience.

Regional Connect– to enhance student experience & employability

Regional Connect will deliver unique set of on campus and virtual activities for students relevant to the local context and linked to place, designed to enrich their experience, enhance their employability and connect them with local industry. *Regional Connect* is available for students studying online, mixed mode or on campus, and living within travelling distance of the Albury-Wodonga campus. *Regional Connect* activities will be contributed to by all parts of the University and curated and delivered at campus level. We will introduce our students to each other, to local business and industry partners and enhance academic engagement, social connection and employability. The *Collaboration Hub* will play a key role in identifying opportunities for students to link with industry.

Collaboration Hub– to link community and industry and the University

Collaboration Hubs will connect staff and students to local communities, employers, industry and alumni. In turn, the hubs will connect local industries and community with the campus and the wider University to facilitate mutually beneficial opportunities for learning and research. *Collaboration Hubs* will play a key role in identifying opportunities for *Regional Connect* activities as well as Research and Industry Engagement.

Research

- Established and productive campus-based areas of research focus and capability
 - Food, agriculture and environment
 - Health and wellbeing

- Key industry/community partnerships
 - Health and wellbeing – *Aged care*
 - Food, agriculture and environment – *Environment and water*
 - Society, education and social change – *Traditional Owner Organisations, Schools, Arts, Government and Community*

At the Albury-Wodonga campus we will continue to support and develop our campus-based research capability in the areas of Health and Wellbeing, and Food, Agriculture and Environment, while exploring opportunities to establish a stronger biomedical science research program through the La Trobe Institute of Molecular Science. Research undertaken at the A-W campus addresses critical challenges for regional and rural Australian communities that are equally relevant on a global scale, creating opportunities for international research engagement.

Through the John Richards Centre for Rural Ageing Research, key research capabilities include ageing in place, health services and aged care, formal and informal workforce and technology, will be applied to address the global challenges faced by an ageing population in a changing environment.

The Centre for Freshwater Ecosystems works with a broad range of industry and community partners in the regions, as well as in Melbourne, including the Murray and Lower Darling Rivers Indigenous Nations, the Northern Basin Aboriginal Nations, and the Victorian Department of Environment Land Water and Planning. This work will continue to develop opportunities for research collaboration across La Trobe, such as providing opportunities to partner on research projects based around the social and cultural water use in the Murray Darling Basin, and will expand international activities with several universities in Brazil through the Tropical Waters Research Alliance.

Researchers have developed strong partnerships with the GLAM¹ sector in the Albury/Wodonga region to investigate the environmental history and culture of the region.

How we will develop the research capability of academic staff

A program of capability development will have four key pillars:

- Ensuring that academic staff based at regional campuses are connected with the research development activities of the university as a whole, including the Research Education and Development (RED) Program and Grants Pipeline. The recent shift of these programs to online platforms has demonstrated that we can serve our multi-campus community with quality online development offerings.
- Supporting researchers in developing skills to engage with industry for research translation, to support entrepreneurs and start-ups in the community to translate ideas into thriving businesses and provides students with hands on entrepreneurial experiences. Engagement training for researchers will be developed and run in partnership with RED to support building researcher capacity to engage with industry.
- Ensuring that Research Themes, in their role of driving a problem-based and externally engaged approach to delivering research with impact, have a whole-of-university remit and regionally-based research leaders are accountable for mentoring early- and mid-career researchers on campus.
- Developing a dedicated and focused plan for infrastructure investment which incorporates the research infrastructure needs of regional research that is aligned to the Research Themes.

Industry Engagement

Industry Engagement support will be targeted to emerging opportunities for local industry and aligned with current opportunities being explored including multi party collaborations in ageing. The development of a Digital Innovation Hub within the Research & Innovation Precinct with links to the regional collaboration hubs will provide a physical and virtual front door for regional agricultural businesses to access our research and education to support their digital transformation.

The potential establishment of a stronger biomedical science research program through the La Trobe Institute of Molecular Science will also strengthen connections to the Research & Innovation Precinct and proposed BioInnovation Hub.

The Innovation & Entrepreneurship Program has a strong focus on regional campuses and communities to promote and support the development of start-ups and small businesses across regional Victoria. I&E Programs will have a particular focus on regional communities and with strong engagement with starts ups and SMEs across regional Victoria. The I&E program will continue to provide support through programs and a proposed virtual start up community which will foster connections and provide support to regional starts ups and small businesses.

La Trobe Art Institute

La Trobe Art Institute (LAI) can be imagined as the University's public-facing hub of arts practices, engagement and collections. LAI's vision is to support La Trobe's presence in the regions through arts

¹ Galleries, Libraries, Archives and Museums (GLAM)

and cultural activity that interlinks University research, student experience, industry, geographical area and community. La Trobe, industry and community partnerships are key.

LAI supports the University's partnership goals through alliances with major cultural institutions including MAMA, Bendigo Art Gallery, Shepparton Art Museum, National Gallery of Victoria and Islamic Museum of Australia. LAI will strategically develop its future programs with the aim of increasing La Trobe's reputation and profile in the regions and enhancing student life.

Community Connections

La Trobe's community connections in Albury-Wodonga, and the surrounding region, are one of our biggest assets and enable us to deeply enrich our students' university experience. We are connected to industry and the community on many levels.

Our staff serve on boards and committees and participate in events, organisations and festivals across the region and through these connections, and our more formal partnerships, arise opportunities for work-integrated learning, place-based subjects, internships, placements, volunteering, mentoring and industry PhDs and more. We will continue to encourage staff engagement on boards and committees and seek to map our community and industry networks to fully utilise these connections.

Alumni are another significant connection and resource for students. In Albury-Wodonga over four thousand alumni² live within 50kms of the campus. We will foster their continued connection to the University and leverage their knowledge and networks to enrich our students' experience.

Regional Advisory Board (RAB)

The Board comprises members of the Albury-Wodonga community who have an interest in higher education, and its relationship with the region, and bring skills relevant to the strategic direction of the Campus and University. Membership of the Albury-Wodonga Regional Advisory Board is by invitation of the Vice-Chancellor. We will continue to work with the Albury-Wodonga Regional Advisory Board to seek advice, and advocacy.

Members:

Name	Position
Sarah Crooke (Chair)	Founder, Gundowring Ice Cream
Susan Benedyka	Facilitator, Speaker, Mentor
Kerry Burns	CEO, Centre Against Violence
Mark Dixon	CEO, Wodonga Council
Vern Hilditch	Principal, Wodonga Senior Secondary College
Terry Hillman	Retired, Limnologist
Paul Joss	Managing Director, Joss Group
Michael Kalimnios	CEO, Albury Wodonga Health
Michael Mack	CEO, WAW Credit Union
Katie Warner	CEO North East Catchment Management Authority
Luke Wilson	Cross Border Commissioner, State Government of Victoria

² Alumni located within 50km of the campus, including non-contactable, as at 17 Sept 2020

Appendix A

This list of courses below is correct as of 11 November 2020, noting that decisions around course portfolio are standard and regularly occurring.

As set out in our Strategic Plan, Strategy for Regional Victoria and change proposals, the financial impact of COVID-19 means that regrettably some courses and subjects that are not financially sustainable will be suspended.

Albury-Wodonga ASSC Course Portfolio 2021

School	Course Title	Mode of Delivery 2021
LBS	Bachelor of Business	Mixed Mode
LBS	Bachelor of Business (Accounting)	Mixed Mode
LBS	Bachelor of Business (Agribusiness)	Mixed Mode
LBS	Diploma in Business	Mixed Mode
LBS	Master of Business Administration	Mixed Mode
SoE	Master of Teaching (Primary)	On Campus
SoE	Master of Teaching (Secondary)	On Campus
HUSS	Bachelor of Arts	Mixed Mode
HUSS	Diploma of Arts	Mixed Mode
LBS	Bachelor of Business/Bachelor of Arts	Mixed Mode
LBS	Bachelor of Business/Bachelor of Psychological Science	Mixed Mode

ASSC Online 2021

School	Course Title	Mode of Delivery 2021
LBS	Master of Business Administration	Online
LBS	Master of Management	Online
LBS	Master of Management (Entrepreneurship and Innovation)	Online
LBS	Master of Management (Human Resource Management)	Online
LBS	Master of Management (Project Management)	Online
SoE	Bachelor of Early Childhood Education	Online

Albury-Wodonga SHE Course Portfolio 2021

School	Course Title	Mode of Delivery 2021
SHE	Bachelor of Science (Honours)	
LRHS	Bachelor of Nursing	On Campus
LRHS	Bachelor of Paramedic Practice with Honours	On Campus
LRHS	Bachelor of Social Work (Honours)	On Campus
LRHS	Diploma of Health Sciences	Mixed Mode
LRHS	Master of Social Work	On Campus
SLS	Bachelor of Agriculture	Mixed Mode
SLS	Bachelor of Animal and Veterinary Biosciences	Mixed Mode
SLS	Bachelor of Biological Sciences	Mixed Mode
SLS	Bachelor of Science (Wildlife and Conservation Biology) with Honours	On Campus
SoMS	Bachelor of Biomedical Science	On Campus
SoMS	Bachelor of Biomedical Science (Medical)	On Campus
SPPH	Bachelor of Psychological Science	Mixed Mode
SPPH	Bachelor of Psychological Science with Honours	Mixed Mode
SPPH	Bachelor of Psychology (Honours)	Mixed Mode

SHE Online 2021

School	Course Title	Mode of Delivery 2021
LRHS	Graduate Certificate in Mental Health	Online
LRHS	Master of Mental Health	Online
LRHS	Master of Mental Health Nursing	Online
SAH	Bachelor of Food and Nutrition	Online
SAH	Master of Disability Practice	Online
SEMS	Bachelor of Applied Cloud Technology	Online
SEMS	Bachelor of Applied Information Technology	Online
SNM	Master of Nursing (Nurse Practitioner)	Online
SNM	Master of Nursing Science	Online
SPPH	Bachelor of Psychological Science	Online (StudyFlex)
SPPH	Bachelor of Psychology (Honours)	Online (StudyFlex)
SPPH	Graduate Certificate in Occupational Health, Safety and Ergonomics	Online
SPPH	Master of Business Administration and Master of Health Administration	Online (StudyFlex)
SPPH	Master of Ergonomics, Safety and Health	Online
SPPH	Master of Health Administration	Online (StudyFlex)
SPPH	Master of Public Health	Online (StudyFlex)
SPPH	Master of Public Health and Master of Health Administration	Online (StudyFlex)