

LA TROBE UNIVERSITY BENDIGO FLORA HILL CAMPUS MASTER PLAN

2. VISION

PREPARED BY MGS ARCHITECTS
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FUTURE READY: STRATEGIC PLAN 2013-2017

UNIVERSITY WIDE 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 and promote educational opportunity in Victoria's regions.

Growth and Diversity

We will grow from 26,000 to 33,000 students EFTSL (Effective Full Time Study Load) 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' to attend university to succeed at La Trobe.

We will become more appealing to high-potential students, measured by Australian Tertiary Admission Rank (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, Non-Government Organisations (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.

Refer to the *La Trobe University Future Ready: Strategic Plan 2013-2017* for more information.

OUR REGIONAL STRATEGY

Market development

Future Ready identified that our services are focused on a small segment of the population: the Year 12 students who want to study full-time. As this market is increasingly contested and has low growth, our research and future growth will focus on non-Year 12 candidates interested in undergraduate and postgraduate studies, and by businesses and individuals seeking further professional development.

Product development

The traditional lecture and tutorial model does not work well in a regional context given the smaller scale. There is greater impetus to innovate and develop new delivery models such as cross-campus subjects and targeted offerings for local markets.

Research engagement

Regional communities have expressed a strong interest in our Research Focus Areas (RFAs). We shall further develop our connections to explore research opportunities and potential partnerships identifying relevant community resources such as knowledge, funding, potential issues and settings.

Engagement and partnerships

Regional campuses are unique resources in their local community, offering more partnership opportunities than at the Melbourne campus. We will seek to grow our connections to TAFE, secondary schools, industry and the community.

Responsive organisation

Delivering a regional strategy is a challenge for the whole University. A number of projects are proposed to develop a shared understanding of multi-campus identity, to ensure consistency and coordination between campuses and adequate representation of regional campuses.

Refer to the *La Trobe University Regional Strategy (2013)* for more information.

REGIONAL CONTEXT

- La Trobe University is the biggest provider of higher education to students from Victoria's regions, with a 23% share of regional Victoria's higher education students.
- We will shape campus activities in response to local needs while taking advantage of the resources and economies of scale that the University has to offer.
- We will continue to explore and develop the potential of blended learning to meet the educational needs of regional communities, such as those courses successfully introduced at our Shepparton campus.
- Bendigo has the potential to be a truly great University City. La Trobe University will play a central role in helping Bendigo realise that potential. We seek to be to higher education in Bendigo what the Bendigo Art Gallery has become to culture – an iconic institution that attracts people from all over the country.



La Trobe University's regional locations.

*We will provide leadership in Victoria's regions, and turn our campuses outwards to **better engage** with their communities (Regional Strategy, 2013).*



OUR VISION

La Trobe University will be:

- A university known for its excellence and innovation. One of the top three universities in Victoria, one of the top twelve in the country and one of the top 300 universities internationally.

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.

Extract from
Future Ready: Strategic Plan
2013-2017



RESEARCH FOCUS AREAS

La Trobe University'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 University'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.

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 Research Focus Area 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.

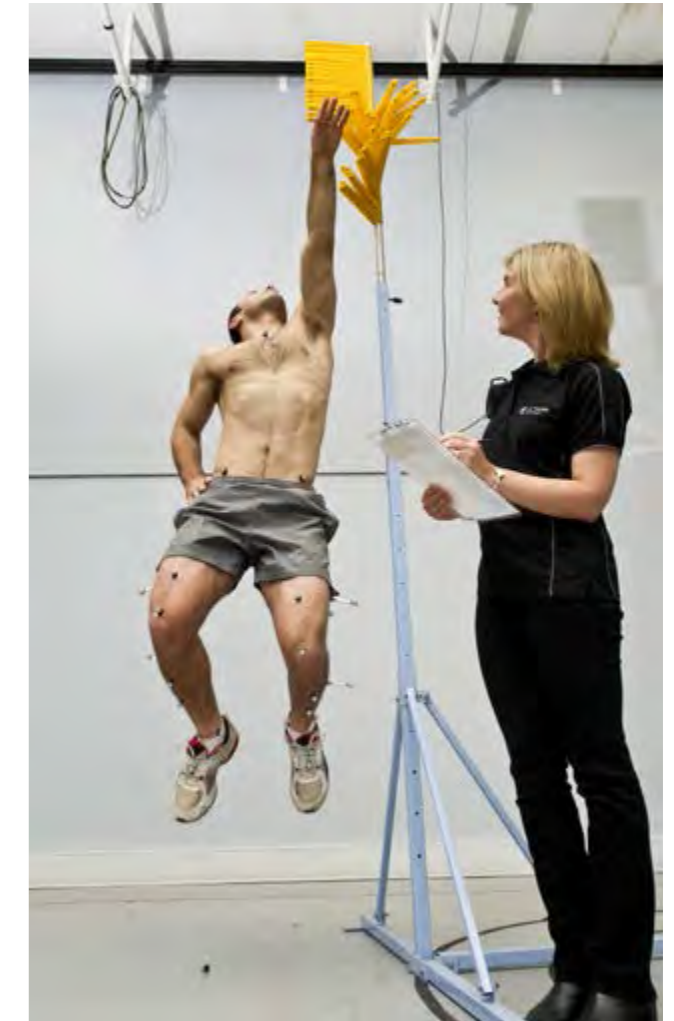
Ultimately, we want to form teams between scientists who are approaching the same disease, but at different levels (for example molecular, cellular, individual and population).

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.

MASTER PLAN ALIGNMENT

There are many ways in which La Trobe University's Research Focus Areas can be manifested in the Bendigo Flora Hill 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 La Trobe University's core teaching and research agenda.



CAMPUS VISION

THE VISION FOR THE BENDIGO FLORA HILL CAMPUS

In 2012, La Trobe University launched its five year Future Ready: Strategic Plan 2013-2017. Within this plan is the aspiration to make Bendigo a truly great University City. The 2014 Bendigo Campus Vision document aims to deliver on this plan, and it is through the Future Ready lens that this Vision was developed.

The Bendigo Campus Vision will be invaluable in our engagement and partnerships with federal, state and local governments, business and industry, our community and of course our present and future staff and students.

We look forward to making the campus a centre of life-long learning, innovation, research and collaboration. With La Trobe University's commitment, Bendigo, will become a true University City.

VISION STATEMENT

'La Trobe University will open its doors and invite the community in to experience and share all it has to offer – a vibrant and dynamic centre. From its presence at Flora Hill, the University will reach out to embrace the community of Bendigo. Our students and staff will be visible and connected, contributing to all aspects of life in the community.'

We will transform the lives of our students – delivering high quality, relevant courses and education to ensure they are work ready citizens who will contribute locally and globally to society. We will be a leader in research, being guided by the University's five Research Focus Areas: Building Healthy Communities; Securing Food, Water and the Environment; Sport, Exercise and Rehabilitation; Understanding Disease; and Transforming Human Societies.

We will be a vocal and influential leader in the community, working with our partners to fulfil the aim for Bendigo to be a great University City. We will be connected physically to the community and city through a network of excellent public transport, walking and cycling routes.

Our presence in Bendigo and through our Bendigo Flora Hill campus and other landholdings will complement the needs of the Bendigo community, particularly in the areas of arts, health, housing, sport and recreation. We will create opportunities that will enhance the vitality and prosperity of Australia's premier regional city.'

VISION DIRECTIONS

Welcome the community in

Bendigo Flora Hill campus will be opened up to its immediate surroundings, enabling community access to facilities and activities on campus.

Transform Flora Hill

Flora Hill will be reimaged as a busy, mixed-use precinct well connected to Bendigo Central Business District (CBD).

Reach out and embrace Bendigo

La Trobe University will strengthen its presence in the whole of Bendigo, bringing art, performance, knowledge and intellect to the community.

Connect to the world

La Trobe University Bendigo will be a globally recognised institution, known as a centre of educational excellence.

ALIGNMENT WITH THE MASTER PLAN

The following development principles are contained in the Bendigo Campus Vision and have informed the development of the Master Plan:

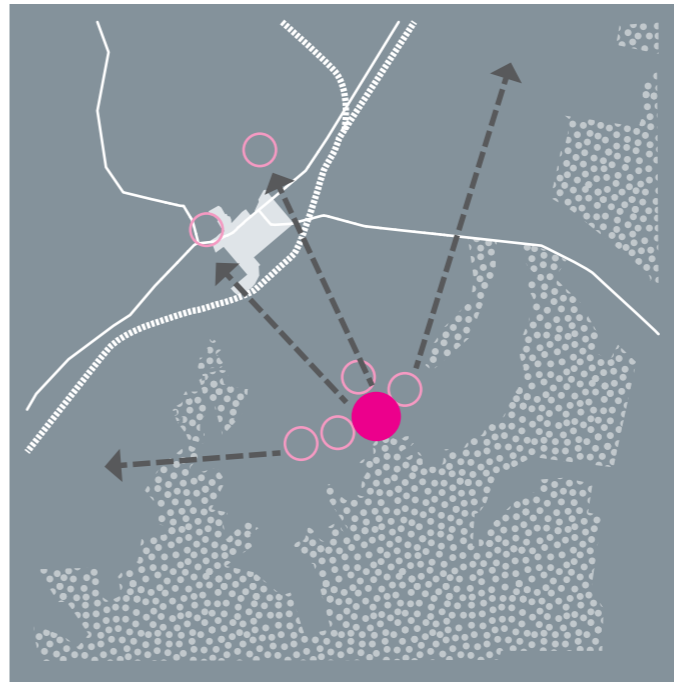
- Ensure La Trobe University's presence in Bendigo involves more than just buildings. It will include activities, events, involvement and engagement with the community and other partners.
- Ensure the educational and research focus of the University remains paramount in the future planning and development of the Bendigo Flora Hill campus and surrounds.
- Retain and build upon the natural setting of Flora Hill.
- Ensure that development at La Trobe University meets rigorous environmental, social and economic sustainability standards, as set by the University's senior management.
- Support mutually beneficial activities on the Bendigo Flora Hill campus and throughout Bendigo generally.
- Build on the proud history of tertiary education in Bendigo.



WELCOME THE COMMUNITY IN



TRANSFORM FLORA HILL



REACH OUT AND EMBRACE BENDIGO



CONNECT TO THE WORLD