



THE UNIVERSITY OF
MELBOURNE

OC21

Our Campus in the 21st century | A framework for change



THROUGH THE LOOKING GLASS

Our Campus in the 21st century (OC21) is the formal response to the University of Melbourne's strategic plan *Growing Esteem*. It interprets and guides the practical implementation of the strategic plan through a range of projects and initiatives across multiple campuses and precincts.

OC21 provides an overarching narrative supported by in-depth materials that together underpin the learning and teaching, research, engagement and sustainability goals set by the University.

OC21 is a framework to plan and prioritise projects and initiatives and with a method to evaluate their success.

Campus planning that is integrated and flexible

The logic behind a traditional master plan is no longer enough to facilitate and respond to rapid change. It is the synergy between small interventions and larger scale buildings that ensures high-quality experiences. Against the backdrop of state-of-the-art laboratories, a simple park bench can link a student to the world through wireless connectivity. A place to meet over coffee with peers can result in productive research collaborations and business partnerships.

OC21 outlines new and continuing initiatives for the University of Melbourne. It provides contemporary answers to the timeless question: how should the University pursue its vision of 'growing in the esteem of future generations?'



Buildings by themselves are passive, but as a means to an end they facilitate dynamic and productive collaborations between researchers, across disciplines, and between the University and its partners.

To maintain our position as one of the top 50 universities in the world, the University must plan and design the campus of the future. This includes developing campus environments that exist in virtual, mobile and online spaces as well as in physical places.

To prepare our campus for the future we need to be mindful of the changing expectations and needs of students and staff, but also of the imperative to engage with our city and industry partners, our peers and alumni, our fellow researchers and the community we serve.

We all have a role to play. Planners, governments, business partners, local communities, students and staff are all integral to how the University of Melbourne makes decisions and prioritises projects.

'The big opportunity around campus planning is to turn insular buildings into prisms to see our work. A looking glass is a good metaphor. Lewis Carroll's Alice looks through a looking glass and sees the world differently, challenging what she assumed was the only way. We are creating a new prism or lens to change how people see.'

Tom Kvan
Pro Vice Chancellor (Campus & Global Developments)

'21st century education involves embracing media-rich learning and collaboration tools to further stimulate the connection between students' campus-based and online experiences. New devices, services and applications are continually emerging and the UOM is committed to creating new ways to enrich each individual student experience by creating deeply engaging and highly effective learning interactions.'

Gregor Kennedy
Pro Vice Chancellor (Educational Innovation)



THE OC21 PRISM

The central drivers and five major themes of OC21 resemble the facets of a prism.

The OC21 prism is the planning and communication tool that supports and enables University of Melbourne projects, initiatives and partnerships to evolve and excel.

All projects will benefit from alignment with the prism. Some projects may reflect one driver or theme in detail. Others may reflect several elements of each.

The prism was developed by the University community in a series of workshops that explored the qualities we wanted to see across all campuses and precincts.



The five major themes of OC21 are used when planning and prioritising projects and initiatives at the University of Melbourne. The theme narratives are expanded upon throughout this document with case study examples.

TECHNOLOGY AND TRADITION

- » Balance technological innovation with heritage values
- » Maintain campus character and ceremonial spirit
- » Integrate consistent and flexible virtual tools

SYNERGY AND INNOVATION

- » Encourage collaboration across precincts
- » Support clusters of activity on campuses
- » Develop industry and community links

QUALITY EXPERIENCES

- » Support vibrant communities 24 x 7
- » Enhance multi-sensory engagement
- » Expand accommodation choices and student lifestyle options

A CULTURE OF INCLUSION

- » Design navigable and accessible environments to strengthen capabilities
- » Connect our city and satellite campuses as we scale up online activities
- » Invite new audiences of people to connect

SPACES AND PLACES

- » Inspire outdoor landscapes and green spaces
- » Encourage adaptation and re-use of older buildings
- » Plan for healthy and safe environments

The central drivers of OC21 are intrinsic to the University of Melbourne’s vision and values. They are crucial to how we approach growth and change in every area of what we do and how we do it.

Local and international

- » Local character and identity across each precinct with international best practice that strengthens our brand
- » Methods to encourage partnership opportunities in research that benefits local and global communities
- » Environments that are designed to encourage interconnections between our city-based and satellite campuses

Physical and virtual

- » Seamless practical connections between physical and virtual experiences as we evolve and grow
- » Stand out exceptional experiences in physical and virtual environments to maintain our point of difference
- » Methods to engage diverse communities in activities through campus-based or online notifications and platforms

Inside and outside

- » The creation of a mix of attractive and comfortable internal and external spaces
- » Acknowledgement of innovative and diverse use of indoor and outdoor spaces
- » Spaces that encourage accessibility and safety

Social and cultural

- » A continuity and sequence of spaces that stimulate people socially and culturally
- » Social and cultural activities that engage people in the intellectual life of our communities
- » Demonstrated commitment to our Reconciliation Action Plan through a holistic approach

Sustainable and resilient

- » Facilities that are flexible and will function well over time while reducing our environmental footprint
- » Campus-based buildings and spaces that embrace recycled and sustainable materials
- » Design solutions that enhance the campus experience by demonstrating leadership in sustainability practices

THE CENTRAL DRIVERS OF OC21



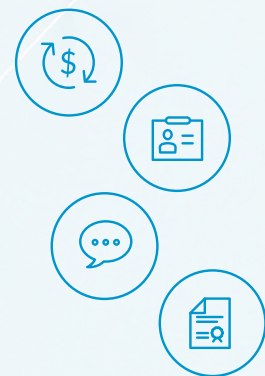
The University of Melbourne measures its success by the contribution it makes to the three goals at the heart of the University's vision: **learning and teaching** that uses the best pedagogy; **research** that addresses the grand challenges of our time; and deep **engagement** with the culture, society and economy of the communities it serves.

Growing Esteem, which integrates the vision for learning and teaching, research and engagement, is central to the University's ongoing success. It is our strategic plan for the future.

The following central drivers of OC21 provide a strong foundation for planning and prioritising projects by introducing some of the key concepts behind our vision and values. All projects and initiatives will benefit from strong alignment with these central drivers.

IN 2014

\$2 BILLION ANNUAL TURNOVER
47,000 STUDENTS
9,000 STAFF
220,000 ALUMNI



Local and international

The University of Melbourne will strengthen its connection to its diverse campus communities – locally, nationally and internationally – through our city-based and satellite regional campuses and our increasing online presence.

Our staff and students contribute to crucial conversations that address our region's pressing challenges by generating research that has the power to make a positive difference to community knowledge, creativity and societal transformation.

By innovating links between our campus-based activities, our alumni and global research partners, the University will continue to provide outstanding teaching and learning experiences on a world stage. This platform will attract people to a direct University of Melbourne experience, an experience of a University that sits within a vibrant and exciting international city.

Our city and regional campuses each have their own local character and regional imprint and the surrounding communities are encouraged to join in the discovery and celebration of the rich social, cultural and intellectual life on their doorstep.

The design and development of our University precincts needs to factor in:

- » **Local character and identity across each precinct with international best practice that strengthens our brand;**
- » **Methods to encourage partnership opportunities in research that benefits local and global communities;**
- » **Environments that are designed to encourage interconnections between our city-based and satellite campuses.**

Physical and virtual

The University's future is a combination of exclusively online and blended learning, linked to personal access to brilliant teachers and researchers and shared learning experiences. The Melbourne Digital Curriculum will draw students into a rich, distinctive, campus-based scholarly community enhanced by exceptional virtual learning experiences.

Most Melbourne students will complete their studies in a blend of face-to-face and digital learning environments. The campus classrooms and lecture theatres of the past will transform in response to innovative teaching and delivery methods of the present. Encouraging in-class discussion and participation and learning networks beyond the classroom, the student voice will be strengthened. The demand for more comfortable social spaces that stimulate interaction and experiential learning across broad communities will be met with good design principles and practices.

Digital, mobile, online and offline technologies will be seamless and ever-present as future students and staff connect with our curriculum content, programs, events and activities 24 x 7. Our physical spaces will be flexible to allow for new technologies to complement an around-the-clock on-campus experience. Our virtual campus entry points will be designed to function well and reflect the quality of our built environments. An opportunity exists to incorporate data gathered through online interaction into our planning to ensure strong alignment during growth phases between campus-based and virtual methods of teaching and learning.

The design and development of our University precincts needs to factor in:

- » Seamless practical connections between physical and virtual experiences as we evolve and grow;
- » Stand out exceptional experiences in physical and virtual environments to maintain our point of difference;
- » Methods to engage diverse communities in activities through campus-based or online notifications and platforms.

Inside and outside

Each precinct we develop needs to provide a range of diverse services and amenities inside and outside the campus walls that, in turn, create a cohesive and consistent University of Melbourne experience.

The University of Melbourne's *Growing Esteem* strategy assumes classroom teaching and campus life remains core to the University of Melbourne. But that doesn't mean that every moment will be spent indoors or on campus by our students and staff.

Much depends on our ability to produce integral research that speaks to the core questions of humanity. Research in the field and hands-on discovery cannot be replaced by online activities alone. Similarly, meeting face-to-face with community stakeholders can be key to discovering the next research link.

The University of Melbourne is evolving into a culture that embraces opportunities to connect people within its learning frameworks to local and regional communities as well as business communities.

University of Melbourne campuses must consider the experience both inside and beyond our walls. The pavements and park benches that we design are just as important as the laboratories and lecture theatres.

Our campus environments need to be beautifully landscaped and mindfully considered from campus entry to building entrance. The plants and pathways are equally as important as the excellent public facilities provided in each precinct across our campuses.

The design and development of our University precincts needs to factor in:

- » The creation of a mix of attractive and comfortable internal and external spaces;
- » Acknowledgement of innovative and diverse use of indoor and outdoor spaces;
- » Spaces that encourage accessibility and safety.

Social and cultural

Excellence in teaching and learning depends on environments where social interaction and cultural expression thrive. For many, a university experience is as much social and personal as educational and the University of Melbourne is perfectly placed to provide an exceptional range of experiences in every dimension.

The University of Melbourne holds the largest university art collection in Australia, a fascinating mix of galleries and creative spaces, and a growing number of events, markets, public spaces and cafés where people from all walks of life can meet, talk, share ideas and learn about the world of art, music, engineering, medicine, design and science.

The social and cultural fabric of our campus communities can be enhanced with cross-cultural projects that engage diverse audiences in the breadth and magnitude of our activities, where new narratives and stories can illuminate our practices and communicate our fundamental values.

Our campuses will enjoy a deeper level of acknowledgement of the knowledge and values of Indigenous Australians expressed through our campus culture in a holistic and contemporary way.

Greater green spaces and friendly openings between buildings will extend the idea of learning throughout the whole campus, sparking interconnected hubs and creating lively mixes and new connections between disciplines and faculties.

The design and development of our University precincts needs to factor in:

- » A continuity and sequence of spaces that stimulate people socially and culturally;
- » Social and cultural activities that engage people in the intellectual life of our communities;
- » Demonstrated commitment to our Reconciliation Action Plan through a holistic approach.

Sustainable and resilient

The success of the University of Melbourne depends on our ability to manage assets, constrain the costs of administration and work more collaboratively with partners around shared goals.

There are opportunities to embed a sustainability objective in infrastructure planning and service delivery through the development and implementation of our sustainability charter. We recognise that in developing and supporting the capabilities of staff, our goal to build sustainable and ecological campuses can be realised.

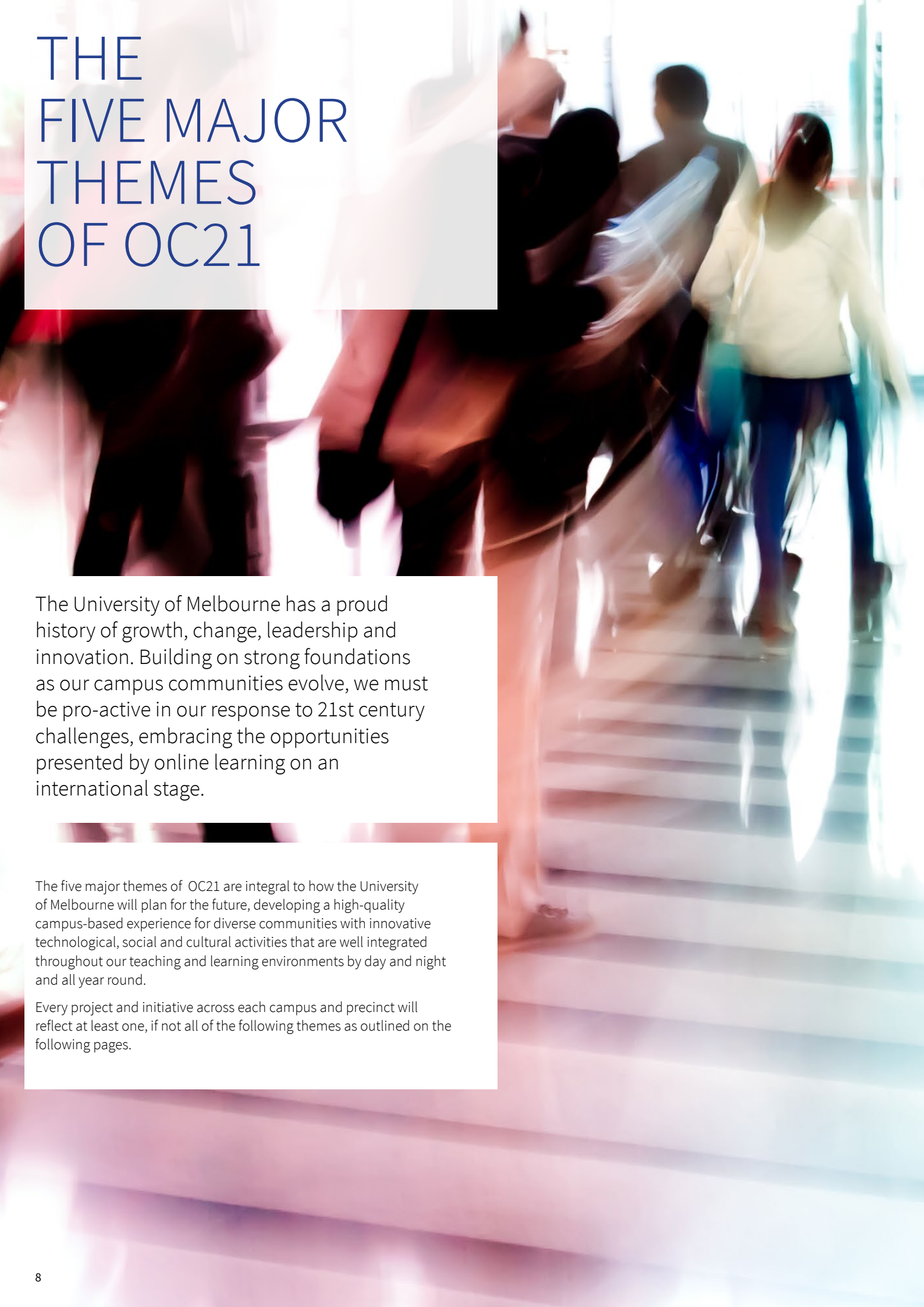
Our Parkville campus, for example, is the first campus to pilot a program committed to achieving a Green Star-Communities-rating and, to date, has been awarded 5 and 6 star rankings for its Green Star Education buildings. By integrating technology throughout campus spaces we can also start to imagine a world where people can connect with ideas in the digital realm, providing us with a new presence and new opportunities.

Partnerships provide a way to collaborate on government priorities such as 'smart hubs' fostering mobile business, education, transport and developing industries.

Our research strengths and links to industry are on track to be supported by the Carlton Connect Initiative, an innovation precinct that promotes the interface between academia and business. These developments don't replace the public-spirited interface of research and community engagement, but they do provide research teams with invigorating new platforms of exposure.

The design and development of our University precincts needs to factor in:

- » Facilities that are flexible and will function well over time while reducing our environmental footprint;
- » Campus-based buildings and spaces that embrace recycled and sustainable materials;
- » Design solutions that enhance campus experience by demonstrating leadership in sustainability practices.



THE FIVE MAJOR THEMES OF OC21

The University of Melbourne has a proud history of growth, change, leadership and innovation. Building on strong foundations as our campus communities evolve, we must be pro-active in our response to 21st century challenges, embracing the opportunities presented by online learning on an international stage.

The five major themes of OC21 are integral to how the University of Melbourne will plan for the future, developing a high-quality campus-based experience for diverse communities with innovative technological, social and cultural activities that are well integrated throughout our teaching and learning environments by day and night and all year round.

Every project and initiative across each campus and precinct will reflect at least one, if not all of the following themes as outlined on the following pages.

Ceremonial presence



Old and new

Flipped classrooms



Interactive spaces



User-friendly technology

Mobile tools



Face to face connection

» **Balance technological innovation with heritage values**

Demonstrate leading practice through world-class facilities and ecologically-designed buildings that are sympathetic with our built heritage.

» **Maintain campus character and ceremonial spirit**

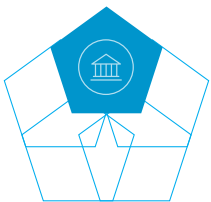
Ensure ongoing respect for our distinctive ceremonial spaces, illuminating their character and their social, cultural and environmental significance through contemporary interpretation.

» **Integrate consistent and flexible virtual tools**

Increase the integration of mobile and digital teaching tools with built forms to support new learning platforms that encourage participation from global audiences.



TECHNOLOGY AND TRADITION



The University of Melbourne's Parkville campus has an alluring and distinctive quality, defined by a series of bold architectural statements nestled among evocative heritage buildings and courtyards. A considerable opportunity exists to enhance and improve this asset.

Our approach to technology will mirror our approach to built innovation. Technology can be seamless or outstanding in its form.

We have a unique sense of place in Melbourne, in Australia and in the Asian region. Our geographic location and approach to leading practice in technology combined with our 160-year history distinguishes us from universities around the world.

Leading practices in new technology will be integrated throughout the campuses we protect and nurture. The future campus will provide flexible learning and student support services that exist simultaneously in virtual, mobile and online spaces as well as physical places. Highly engaging and interactive learning tools will continue to emerge as the technology landscape evolves.

We know that to remain competitive, our teaching and learning facilities need to be world-class with inspiring ways to fuse technology with classroom time and enhance the all-round campus experience.

We will support blended learning opportunities, increasing the 'wow' factor for students. New technology won't replace authentic face-to-face experiences or hands-on discovery, but it will provide students with freedom and flexibility to suit their lifestyle and location.

We will better recognise our Indigenous heritage and its contemporary expression through an enhanced visibility across our campuses. At the same time, we will continue to recognise the traditional sandstone buildings and open spaces that have a special place in the hearts of our communities.

Balancing technology and tradition is part of our mandate and our point of difference. We must continue to preserve the character, identity and spirit of our campuses as we increase activities through blended learning.

Sharing knowledge through events and online



Enabling stronger research and industry links



Encouraging virtual collaboration across precincts



Supporting clusters of activity with facilities



» **Encourage collaboration across precincts**

Facilitate intellectual collaboration between people with different skills on campus or around the world, seamlessly and intuitively.

» **Support clusters of activity on campuses**

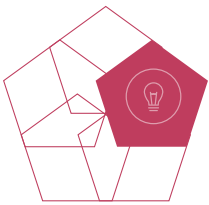
Enable clusters of related disciplines on-the-ground with a range of services and facilities in close proximity so that the needs of staff, students and visitors are well accommodated.

» **Develop industry and community links**

Promote the interface between academia and business to address social, economic and environmental challenges by developing precincts that are strategically located.



SYNERGY AND INNOVATION



Precincts and hubs that bring together a powerhouse of talent from our research streams, industry, government and start up companies to address global problems will become increasingly important to the prosperity of our communities around Australia and the globe.

University of Melbourne campuses provide environments that support multi-disciplinary and cross-cultural thinking in all its forms.

On the eastern side of the Parkville campus a model for what future universities will look like is emerging through the Carlton Connect Initiative (CCI). CCI will put theoreticians and entrepreneurs together to create pathways towards practical, measurable outcomes.

An innovation precinct is a place for high tech industries to thrive: a place where national and international research teams can excel, sharing and connecting through our campuses and activities to solve complex problems. Planning for the future must involve interaction across disciplines, through partnerships, bodies of knowledge and practices.

On the Royal Parade side, a collaborative model integrating biosciences and biomedical teaching, research and clinical training is evolving.

This new biosciences precinct will see industry working with researchers and the community to translate the outcomes from the laboratory bench to the hospital bedside.

While research streams and disciplines themselves are highly specialised, it is often the simple tools and enabling factors that create the space for great discoveries.

Coupled with this cross-disciplinary coming together, many of our campuses have clusters of similar activity. Students interact with arts professionals at our Southbank campus. The physical sciences collaborate with social sciences at Parkville. Agricultural sciences and industry work together at Dookie.

Our research strengths across all faculties are, in part, due to the ease with which people can interact across disciplines. How we maintain and develop that dynamic into the future is paramount to maintaining a top 50 world ranking. With new mobile and digital platforms, location should not be a barrier to collaboration.

Our campuses must continue to stimulate students and staff as well as invite industry leaders, government partners and entrepreneurs to connect with each other through our facilities, engaging communities in the benefits in the process.

Blended learning on campus and online

Diversity of things to do day and night on campus

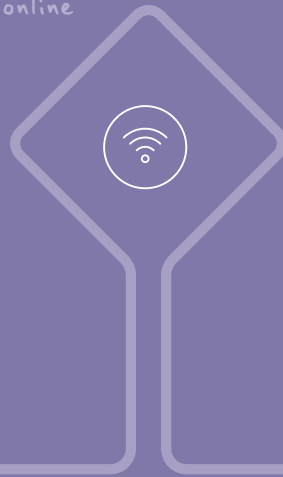


More events and markets and pop up stalls

More comfortable and flexible seating



Good quality student accommodation



» **Support vibrant communities 24 x 7**

Ensure a diversity of round-the-clock activities, encouraging new ways to share knowledge through programming, curated events, social enterprises, and initiatives.

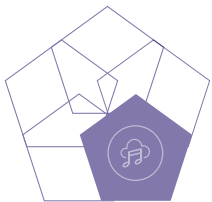
» **Enhance multi-sensory engagement**

Aim for a unique and distinctively UOM experience across online or on-campus activities, with a commitment to opportunities for people to see, think, listen, smell, taste and touch.

» **Expand accommodation choices and student lifestyle options**

Provide flexibility and choice to enhance the all-round student experience with new accommodation options on campus or off campus that include communal spaces.

QUALITY EXPERIENCES



High-quality experiences are an important part of the University of Melbourne’s distinctive offer to students, staff and visitors with the Parkville campus the centre of a network of teaching and research sites across Victoria.

Melbourne’s reputation as one of the world’s most liveable cities is, in part, due to the contribution of students and academics. The University will explore how the vibrancy of the city can extend the Melbourne experience across all its campuses, with curated events, programs and activities by day and night.

In our regional campuses, open spaces within and beyond the campus boundaries are highly valued, like the native bushland at our Dookie campus.

Being able to learn, teach, collaborate, innovate, and socialise on campus and enjoy a diversity of multi-sensory experiences is key, regardless of where our people are based.

Being able to eat well and to walk, ride a bike or easily access public transport is part of what makes any city great. Being able to meet a friend or family member for a coffee or listen to music during a lunch break can’t be understated.

The student experience must remain at the highest standard, from how our students are welcomed, to their accommodation choices and housing experience to the ease of access to learning materials.

We need to remain up-to-date with the provision of efficient and simple wireless digital connections by day and by night, allowing students to use technologies that are familiar to them. We also need to provide students with well-designed living quarters, complete with communal spaces.

Wherever students, staff, or the community encounters one of our campuses, the qualities of that experience must reflect the values and vision of the University of Melbourne.

More accessible and welcoming

Places that invite participation and use



Open and visible buildings and campuses



Better navigation and wayfinding



Buildings that enable you to see activities inside



» Design navigable and accessible environments to strengthen capabilities

Develop consistent wayfinding methods across the various environments with effective signposts that invite interaction with our buildings, experiences and events.

» Connect our city and satellite campuses as we scale up online activities

Foster seamless engagement with the city while ensuring recognition of our buildings and stronger connections with our satellite campuses.

» Invite new audiences of people to connect

Entice visitors with our wealth of galleries, libraries, theatres and open spaces that encourage participation and use by diverse communities with buildings that visibly convey a sense of what goes on inside.

A CULTURE OF INCLUSION



The international recognition of Melbourne as a knowledge city with access to ideas, lectures, events and a rolling program of activities will continue to be embraced by the University, in concert with our city partners.

Traditionally, universities have been places defined by imposing walls and gates. It was once possible to draw a neat line around the Parkville campus to show where the University started and finished. Today, our approach is to see our campuses as community spaces.

The University of Melbourne is an open place where all members of the community are welcome. The edges of the Parkville and Southbank campuses should invite people to 'cross the boundary', but also enable the celebration of a unique university experience.

We need to ensure visitors can find their way from one location to another whether on foot, using public transport, on a bike or by car.

We also need to create stronger links between our satellite and city-based campuses by establishing methods to encourage connections among students, staff and industry partners. Our research will be more visible and accessible to broad audiences.

Beyond this, our goal is to create campus environments that are exciting, stimulating and accessible. Walking around the campus in the future will enable a much deeper sense of what goes on inside.

For example, buildings that are welcoming and better signposted will stimulate curiosity. Buildings will also employ transparent frontages and entrances that invite, rather than alienate, the community.

Seeing into our buildings to observe the activities inside is a wonderful opportunity that would help to enhance the University of Melbourne experience.

Healthy areas to get fit or seek shelter

Well designed spaces between buildings



Green spaces and open spaces



Flexible spaces that can be adapted for different uses



Meeting places and quiet spaces for reflection

» Inspire outdoor landscapes and green spaces

Maintain a mix of small courtyards and large open spaces with a diversity of plants, comfortable meeting areas as well as atmospheric places during peak periods.

» Encourage adaptation and re-use of older buildings

Adapt spaces to accommodate multiple users for different needs so that diverse communities can access our world-class facilities, enabling us to grow in the most sustainable way.

» Plan for healthy and safe environments

Create experiences that support the health and wellbeing of our communities by day and night with places to get fit, seek shelter from the sun or rain, take a breath of fresh air or access good food.



SPACES AND PLACES



Planning university campus environments involves much more than the design or construction of rooms and buildings. The places outside our lecture theatres are just as important for learning and interaction. The integration of digital technologies into public spaces is increasing and transforming how we share facilities with our surrounding communities.

Spaces for concentration and reflection should be tranquil. But the spaces that people move through or congregate in can be areas that entertain, excite or intrigue. Spaces between our buildings are opportunities waiting to be enhanced as so many people move through our courtyards and laneways. Providing safe, easy to find, well-lit and sheltered spaces is one way that we can bring our values to life.

Public spaces with tree canopies can provide refuge from the sun, while social spaces can facilitate discussion or the sharing of ideas over a coffee, a drink or a meal.

Spaces that can be adapted for different uses also need to be considered. By giving students the flexibility and freedom to move furniture or change seating, we can provide more people with access to our spaces, so that a classroom by day can transform into an event space by night. Spaces may also completely change their function over time as our teaching and learning environments evolve. Old spaces can be revitalised and adapted to suit new needs. They can enjoy a new life.

Factoring in changes to the climate in how we design external and internal spaces is critical for sustainability and resilience. Consideration of the diverse communities of people who interact with the University presents us with opportunities to be imaginative and innovative.

Ensuring we preserve open and green spaces as demands increase is essential to maintaining a quality experience overall. The native bushland and orchards at our Dookie campus, for example, have an important role facilitating multiple research streams across different disciplines.

'The future university supports a seamless integration of online and offline research, resources and extended learning opportunities. Students can connect and collaborate both in person and online in real time, sharing an infinite world of cutting-edge research, news and practical tools. Students will no longer be limited in their ability to communicate and learn by time and space, but use the university's vast resources to suit their needs and their learning in their own time.'

Kara Hadcraft, Graduate Student Fellow, University Council

'CCI is creating an ecosystem where diverse groups come into contact to innovate in an environment that provides a high concentration of productive interactions. Put simply, we bring great minds together in the heart of Melbourne.'

Charlie Day, Director, Carlton Connect Initiative

'The University has a rich cultural and intellectual tradition that spans more than 1600 generations. We have campuses on the lands of the Kulin peoples, including the Wurundjeri, Boonwurrung Wathaurong, Dja Dja Wurrung and Taungurung peoples, as well as the Yorta Yorta nation. This cultural history enriches us through the expression of Indigenous Australia in our campus life.'

*Professor Ian Anderson
Pro Vice Chancellor (Engagement)*

'I grew up in Carlton with the University on my doorstep and I still live there. I walk home from the city through the campus. It's delightful to be in a pedestrian precinct walking through gardens and lawns and it's a short cut, though there is no signage encouraging that route. It's like a well guarded secret.'

Local resident, Parkville

'Understanding the links between spaces beyond the footprint of a building is what makes a busy place like the University of Melbourne so rich with potential. There is so much to gain from attention to detail in the journey people make across each campus.'

*Yvonne von Hartel AM
Senior Principal, peckvonhartel, alumna*

For more information visit:

www.ourcampus.unimelb.edu.au