

The Hon Rob Valentine MLC  
Legislative Council of Tasmania  
Parliament of Tasmania  
Hobart TAS 7000

By email: [jenny.mannering@parliament.tas.gov.au](mailto:jenny.mannering@parliament.tas.gov.au)

Dear The Hon Rob Valentine MLC

Thank you for the opportunity for the University to provide additional information to the Committee to inform your consideration of the terms of reference of the inquiry into the provisions of the *University of Tasmania Act 1992*.

Please find attached the responses to the Questions on Notice provided to the University on 8 May 2023. As you will appreciate, the preparation of these responses has required a significant amount of University resources, and we look forward to receiving the Committee's recommendation report in due course.

The University is in the process of compiling the information pertaining to property purchases and sales from 2003. Due to the extent of the information requested and the historical nature and technical nature of some of the transactions, we need further time to ensure we provide complete and accurate information in our response. We will submit the information by 30 June 2023.

We remain committed to supporting the inquiry. Please contact the Office of the Vice-Chancellor via [vice.chancellor@utas.edu.au](mailto:vice.chancellor@utas.edu.au) if you have any questions about this content.

Yours sincerely



**Professor Anthony Koutoulis**  
Acting Vice-Chancellor

14 June 2023

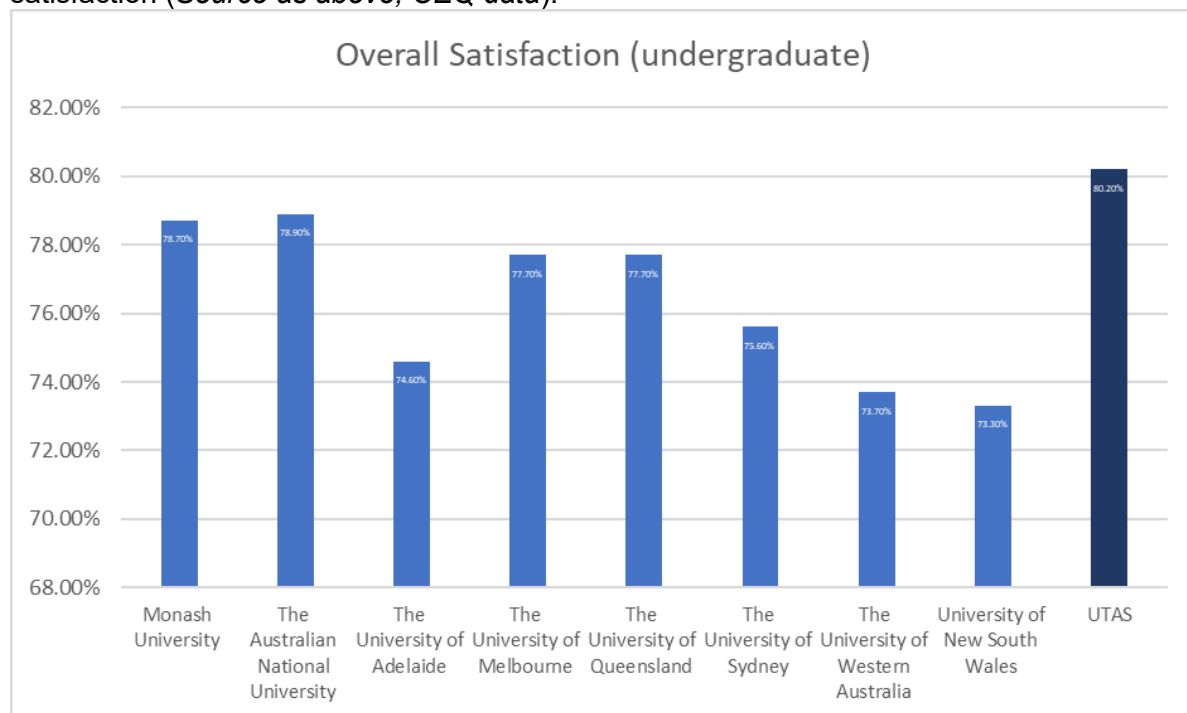
## 1. Please provide details of the 2022 Student experience survey and a description of the framework for how student satisfaction is measured, issues identified and managed?

As an institution, we are focused on ensuring a consistent, high-quality learning experience for all students, with Teaching Quality a renewed focus since early 2022. Teaching Quality, as measured by the Government’s Student Experience Survey (SES), is the University’s key performance indicator that is reported to University Council. The Graduate Outcomes Survey (GOS) also provides student satisfaction indicators including through the Course Experience Questionnaire (CEQ) which collects feedback from students on their learning experience, as well as providing specific graduate outcomes data. It is evident from UTAS performance data across both surveys that recent interventions have produced consistently strong performance in both student satisfaction and student success. In 2022, the University of Tasmania demonstrated the following:

- **Overall Satisfaction rose five percentage points** to 82% in the Course Experience Questionnaire (CEQ), its highest level since at least 2017 and just under three percentage points above the national average.
- Our **SES overall Teaching Quality rating** has risen by two percentage points in 2022 to be 81%, our equal highest rating since at least 2017.

**Table 1: Comparative Performance 2022 Undergraduate Course Satisfaction (CEQ)**

In 2022, UTAS outperformed all Go8 universities in overall undergraduate course satisfaction (*Source as above, CEQ data*).



### The Student Experience Survey (SES)

The SES is a national survey of current higher education students in Australia. It is conducted annually by the Social Research Centre (SRC) on behalf of the Australian Government Department of Education. The SES collects information about student’s experiences of teaching and learning, student services and supports, and overall satisfaction with their university experience. The SES is a confidential survey, and all responses are

anonymous. The survey is administered to first and final-year students in August each year. Students are invited to participate in the survey via an online questionnaire. The survey takes approximately 20 minutes to complete.

The SES is a valuable tool for universities and the government to improve the student experience. The results of the survey are used to identify areas where students are struggling and to develop strategies to improve their experiences. The SES also helps universities to benchmark their performance against other universities and to identify best practices. (Please note: that the 2022 national data has not yet been released so this benchmarking is not possible for the 2022 data set yet).

As mentioned above, in 2022, our overall teaching quality as measured in the SES has increased by just over two percentage points to 81%. The improvement is even more dramatic for commencing students, where overall teaching quality has improved seven percentage points from 77% to 84%. This is significant as commencing students tend to be more sensitive to recent interventions relative to completing students who understandably reflect on their entire educational experience.

The 2022 data shows that UTAS has improved on every teaching scale question, with “Constructive feedback” being above 60% for the first time in over five years. This is significant as the provision of constructive feedback is empirically demonstrated to improve a student’s future learning.

UTAS continues to perform well in the pre-degree space, with improvements across almost all questions, while Bachelor-level courses have remained stable. The most significant improvement has been in postgraduate courses with increases across all questions, and overall satisfaction increasing by six percentage points to 78%.

### **Graduate Outcomes Survey (GOS)**

The GOS is a national survey of recent graduates of Australian higher education institutions. The GOS provides information on the labour market outcomes and further study activities of graduates. The GOS is administered approximately four months after completion of a student’s studies. The 2022 GOS data reflects graduates who completed their last year of study in 2021.

The GOS provides two data sources:

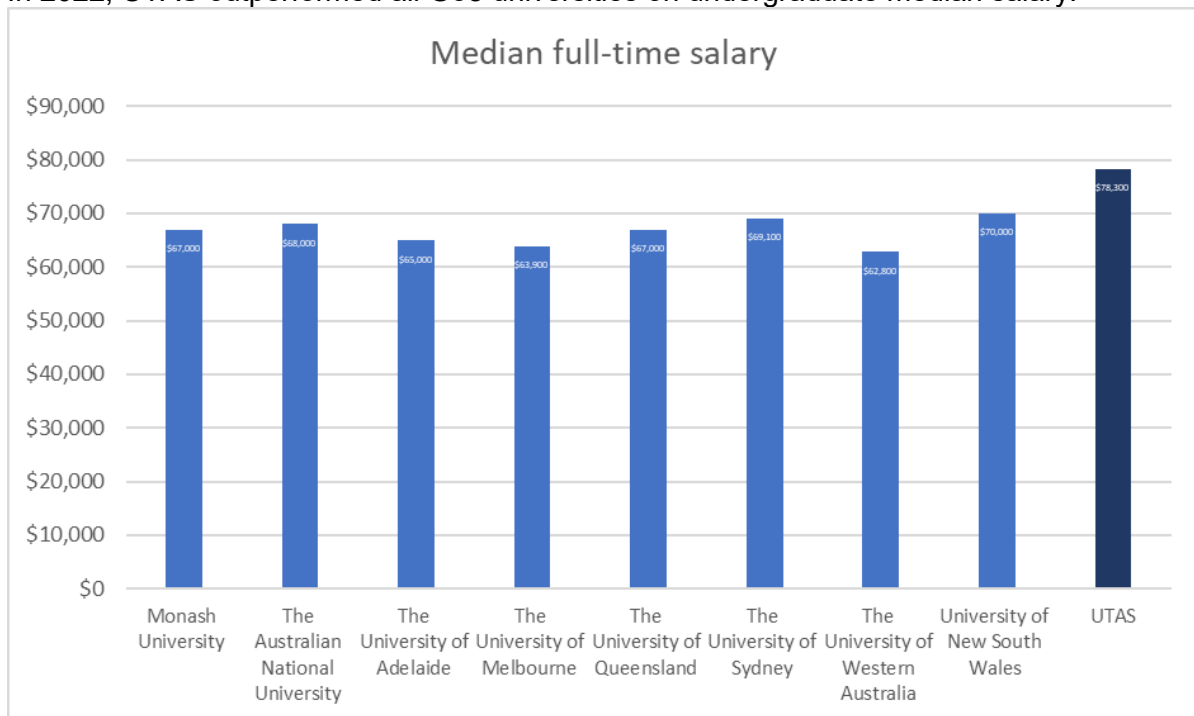
- The **Course Experience Questionnaire (CEQ)** collects feedback from students on their learning experiences.
- Employability data collects information on the employment outcomes of graduates, such as their salary, occupation, and skills utilisation.

The latest data for the University of Tasmania shows:

- **Highest median graduate salary in Australia** at \$86,000, its highest rate since at least 2017 and more than \$10,000 above the national average.
- **Full-time employment rose by nine percentage points** to 80%, its highest level since at least 2017 and three percentage points above the national average.

**Table 2: Comparative performance 2022 Graduate Salaries (GOS)**

In 2022, UTAS outperformed all Go8 universities on undergraduate median salary.



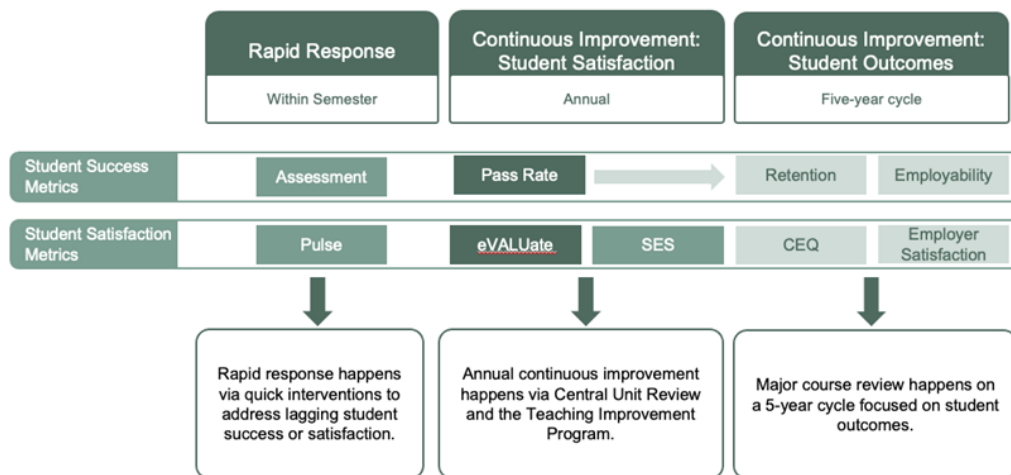
In 2022, our CEQ overall Good Teaching score has improved by four percentage points to 72%, our highest rating since at least 2017. There was an increase across all CEQ items, including Overall Satisfaction up five percentage points to 82%, the highest obtained in at least five years, and 2.8 percentage points above the national average. (Note: National data is only available for Overall Satisfaction as the other items are no longer part of the core data set).

The proportion of graduates in full-time employment significantly increased in 2022, up nine percentage points from the previous year and three percentage points above the national average. The median salary of domestic UTAS graduates of \$85,600 is \$10,600 more than the national average. UTAS domestic graduates did have the highest median salaries in Australia last year, which demonstrates the success of the course and curriculum transformation in aligning our course portfolio and curriculum with the needs of the Tasmanian workforce.

### **Quality Improvement**

In addition, UTAS operates rigorous internal quality systems to support the continuous improvement of teaching quality across all courses (see Figure 1: Quality Improvement System).

**Figure 1: Quality Improvement System**



Issues identified at different time horizons trigger different responses. For example, a course that falls below the threshold for Teaching Quality on the SES metric is required to develop teaching transformation plans. These interventions are having a positive impact. For example, in 2021, the Bachelor of Nursing underwent a rapid health check due to underperformance on key metrics. The course has shown recent dramatic improvement from commencing students with Teaching Quality rising by fourteen percentage points.

By implementing a system of continuous improvement that allows for responses at different points within courses we are ensuring we are meeting our obligations under the University of Tasmania Act: 6 (d) “to encourage and provide opportunities for students and staff to develop and apply their knowledge and skills”.

## 2. How does the University measure staff satisfaction with the teaching model they are required to work within, including identifying and responding to issues with teaching models?

The University has a high-level approach to supporting student learning that emphasises on-site and on-campus small group activities supported by digital resources. The approach is evidence-driven as described in Part Eleven of the University submission on **Contemporary Student Learning**. As noted in response to question one, the fact that the University's teaching quality and student success measures are improving is a clear indication of the effectiveness of our approach. Colleges, Schools and course leaders are empowered to develop their own discipline-appropriate teaching models within a high-level University quality framework.

As part of this quality and governance framework, the University has in place multiple formal and informal mechanisms for understanding and addressing teaching concerns and adopts a collegial approach within the Academy to consider, consult and make decisions about learning and teaching matters. In common with most other Higher Education Institutions, the primary governing and oversight responsibilities at UTAS in respect of academic matters reside with the Academic Senate and its specialist sub-committees. The list below provides further information about the range of formal and informal mechanisms where leaders, representatives and academic staff at all levels are engaged in pedagogical development and decisions.

- Matters of learning and pedagogy are principally addressed by the University Learning and Teaching Committee (ULTC), while issues pertaining to student experience fall under the purview of the Student Experience Committee (SEC).
- A newly inaugurated committee in 2023, the Monitoring and Assurance Committee (MAC), is especially invested in the critical task of ensuring the highest standards of quality across all aspects of the institution's operation.
- The subcommittees above report to Senate and Senate itself shares its discussions and findings with Council and other bodies regularly.
- The Deputy Vice-Chancellor Education (DVC-E) and the Chair of Senate co-convene a Community of Practice (CoP) on our approach to supporting student learning. This CoP, which includes the Associate Deans Learning and Teaching Performance from each College, and the Associate Heads Learning and Teaching from each School, provides an open forum for colleagues to discuss issues and share examples of good practice.
- At the start of each semester, the DVC-E, Chair of Senate and Director Curriculum host informal question and answer sessions for all staff across the institution. In 2023, a clear focus of these sessions was supporting on-campus and on-site learning.
- There is support and there are opportunities for professional learning provided across the year through the Professional Learning team at an institutional level. Over many years, an annual Teaching Matters Conference has been held to provide opportunities for all staff interested to join in discussions about shaping pedagogy, sharing forums with students and with external experts (see: [Teaching Matters Conference \(sharepoint.com\)](#)). Specialist symposia are offered to explore pedagogical issues with open invitation to the academic staff community.
- At a School level there are learning and teaching committees that provide disciplinary-based forums to discuss teaching and learning experiences.
- Finally, staff engage in regular conversations within teaching teams, with supervisors and course conveners, and academic line managers.

Formally and informally, all these committees and fora provide the platform for academic

staff to express suggestions, concerns or observations regarding facets of pedagogy, student experience, and factors contributing to student success. Such an arrangement ensures a robust feedback loop, promoting an environment of continuous improvement and academic achievement. Through the mechanisms described, we are ensuring we are meeting our obligations under the University of Tasmania Act: 6 (c) “to promote and sustain teaching and research to international standards of excellence” and (d) “to encourage and provide opportunities for students and staff to develop and apply their knowledge and skills”.

**3. Please provide the presentation of the results of the staff survey conducted in 2022.**

The whole of University results presentation is attached. This presentation was offered to all staff via a face-to-face session in each campus location and included discussion, and Q&A opportunities.

College and Division specific presentations were held locally, along with more detailed presentations of results deeper into the University (i.e. Schools, Disciplines, Portfolios and Functions).



**4. With regard to the results of the Staff Survey, were staff provided with information about the survey results that allowed them to see how their area compared with other areas within the University?**

The benchmark comparison included the whole University, plus an Australian Higher Education Industry benchmark. This allowed individual teams to understand how their results compared to the University in its entirety. Furthermore, a comparison of results to the 'parent' group was also available whereby leaders and teams could view how their results compared with the next level up.

The platform allows for comparisons within areas (i.e. the rolled-up results at a whole of College level would allow reviewers to see a comparison to other Schools, but not to areas outside of their specific area, for instance Schools in another College).

**5. Please provide detail on programs and/or other mechanisms that the University has in place for people with varying levels of ability to safely and effectively access courses at the University, especially those who may live in more remote regional locations across the State and who may have limited, lower-functioning digital services than their urban counterparts.**

As has been highlighted in several of the University submissions (specifically, Parts Fourteen and Fifteen), many people, particularly in regional and remote communities, face barriers in accessing higher education. Higher education attainment in all regions of Tasmania continues to be well below the national average: 16.2 % of Tasmanians, compared with 22% of Australians had a Bachelor level qualification or above in 2016 (ABS, 2016).

The University has a responsibility to regional and remote students, with over a third of Tasmanians living outside central population areas. Ultimately, 62% of our domestic students come from regional areas, compared with the Australian university average of 20%. Regional and remote communities often have reduced aspirations towards higher education, lower participation, and are less likely to report an intent to study. Indeed, regional disadvantage can manifest in several ways – materially, socially, and locationally – and can also exacerbate other matters such as access to and preparedness for higher education, including with regard to digital literacy and functioning. Digital exclusion, driven by unaffordable access to devices and the internet and the lack of skills to use it, is an issue for even the most well-prepared students.

The University position is that all Tasmanians should have an equal opportunity to interact with digital services and information in ways that are easy to use, convenient and readily available, and we are very focused on improving access and attainment across the State.

**Addressing barriers due to location**

The University recognises that distance is a physical barrier for many Tasmanians with our Campus Futures agenda focused on addressing this through providing access to campuses across our State. Along with new facilities, the University is also increasing the availability of our courses in the North and Northwest and increasing flexible study options to ensure we meet the needs of mature age students who are managing work and family commitments. Some programs and mechanisms include:

- Establishing new campuses in Burnie, Launceston and Hobart that provide excellent learning and research spaces and that enable new courses to be offered from start to finish across Tasmania;
- Progressing a blended mode of learning that combines programmed face to face interaction on-campus with high quality on-line learning for increased flexibility and access that can be adapted to location; and
- Supporting community-based models of learning access in remote areas including the Study Hub West Coast (Zeehan) and the Circular Head Study Centre (Smithton).

On the third point, the University piloted Uni-Hubs in 2017 in partnership with the Tasmanian Department for Education, Children and Young People and they have since become firmly embedded in Claremont College and Newstead College, as well as in the Northwest at Don and Hellyer Colleges and in the Northeast at St Helens, St Mary's, Winnaleah and Scottsdale. Uni-Hub coordinators provide guidance and support for students at these colleges to transition to university, and deliver targeted activity to inspire, inform and support the successful transition of students to higher education. Evolving the concept further, we were a key partner in the successful Federal Government grant that brought the first

Regional Study Hub to Tasmania in 2019. Study Hub West Coast is situated in Zeehan, under the auspices of West Coast Heritage Ltd. The Study Hub services towns within the region, including Queenstown, Rosebery, Strahan and Tullah and is dedicated to supporting regional and remote learners at a post-secondary level delivering access to campus-like facilities, educational support, technology and, most importantly, a network of fellow students. Through the success of the Study Hub at Zeehan, a Study Centre also opened in Smithton in 2022 to service the local Circular Head Community.

### **Addressing barriers due to preparedness**

With a diverse cohort, it is necessary for the University to adopt and use learning approaches and interventions that best support students from a range of educational backgrounds and levels of technological awareness. Non-traditional students include all those that come to higher education through pathways other than leaving secondary school with an Australian Tertiary Admission Rank (ATAR). In many cases they have not had the academic skills development or practice to allow them to succeed as we would expect most traditional school-leavers to do. As such, it is important to offer pathways for students that build academic skills including literacy, numeracy, communication, technology use and it is important that these skills are integrated into the discipline knowledge of each course. Technological literacy has emerged as a significant barrier for many people seeking higher education.

Pathway programs are critical to ensuring higher education is widely accessible to all Tasmanians, no matter their previous educational background, and indeed to help build confidence and capacity in our students with little or no experience in higher education. At the University, pathway programs are available at all campuses and online, and include:

- The University Preparation Program (UPP), for adult learners with limited prior educational attainment;
- The University Connections Program (UCP) which engages Year 11-12 students by extending the existing pre-tertiary Tasmanian curriculum to provide opportunities for senior secondary students to experience higher education study in several subject areas;
- The Murina Program, which assists Aboriginal and Torres Strait Islander students; and
- The Diploma of University Studies, which for each specialisation includes units which provide skills and knowledge related to students' intended degrees

We also created the University College (UC) in 2016 in recognition of the differing educational journeys of Tasmanians. Since then, the UC has created a range of new, innovative and flexible courses for students looking for shorter, job-focused qualifications or pathways to bachelors programs. These include associate degrees and diplomas, as well as pathway courses such as the UPP and the Diploma of University Studies, mentioned above, designed to provide students with preparatory units to grow confidence and an alternate pathway of entry to studying at a tertiary institution.

The Schools Recommendation Program (SRP) has also transformed our admissions approach for year 12 school leavers, with over 90% of school leavers choosing to access university in Tasmania through the SRP rather than rely on their ATAR. The program acknowledges the challenges of our local context, enabling students to enter university without an ATAR and instead basing admissions on recommendations from teachers. In doing so, it recognises students of all abilities, results and levels of advantage, and provides a clear pathway to study at the University, particularly for regional students.

Once students are enrolled in a course at the University, multiple strategies and support services are further deployed, including:

- Early, low-stakes assessment which allows early identification of support needs and helps to build students' confidence;
- Academic and learning skills development integrated into the curriculum of foundation and first year units;
- Study support, from dedicated learning advisors and the 24/7 'Studiosity' service;
- Riawunna, a culturally safe space for Aboriginal and Torres Strait Islander students to study, access academic and cultural support and be part of a dynamic community;
- The Student Advice and Mentorship (SAM) program, which focuses on students who are at significant risk of attrition. Students receive proactive, phone-based support at five key points through their transition to university;
- UniStart, an academic orientation program open to all commencing students that teaches basic academic skills in preparation for success in university studies; and
- Peer Assisted Study Sessions (PASS), which are unit specific group study sessions, designed and led by students who have previously and successfully studied that unit

At the University, we also strive to engage young people earlier. The Peter Underwood Centre commenced delivery of the Children's University for seven to fourteen year olds in Tasmania in 2017. The program engages children and young people across the State in learning experiences, including schools on the West Coast, to inspire curiosity with an aim to increase educational achievement. By rewarding young people for taking responsibility for their own learning, the program encourages a love of learning, increases aspirations, encourages fun and discovery, and celebrates a passion for learning. It also demystifies the University and makes it feel less remote.

Finally, the University recognises that for many Tasmanians, enrolment in a full degree course is not always possible and represents an extended time commitment that can be discouraging, especially for those who live outside the metropolitan areas. The University offers a range of short courses to assist here, that are available face-to-face and online.

The *University of Tasmania Act* stipulates the University's function to promote access to higher education, for all Tasmanians; the University responds to this function while meeting the challenges of Tasmania's unique context. We continue, in ways specified in this response, to perform our function in this regard.

**6. Please provide minutes of the Academic Senate meetings in relation to decisions made by the Senate on any aspect of the campus relocation from Sandy Bay to the CBD, from the very beginning of University deliberations through to the present day.**

**Extracts from Academic Senate Agendas and Minutes from 2004 to present detailing the ongoing establishment of a University of Tasmania campus in the Hobart CBD**

Academic Senate agendas, papers and minutes (dating back to 1991), together with an outcomes document detailing resolutions and a newsletter summary of each meeting are available through University systems (such as the intranet and the Academic Senate Library) for all staff to access. The newsletter includes an invitation to make contact with the Chair with any questions or concerns. All documents predating 1991 are available through the State Archives.

Any item on the Academic Senate that is not starred for discussion can be starred for discussion by any member of Academic Senate. Where an item is listed below as being a part of the content of the Academic Senate agenda and there is not a corresponding minute in relation to that item, it means that members of Academic Senate did not star that item for discussion or, alternatively, where the item was already starred for discussion in the agenda, it means that members of Academic Senate did not ask the Vice-Chancellor any questions in relation to that item.

**2004 – Vice-Chancellor Daryl Le Grew, AO (2003-2010)**

*Academic Senate Minutes*  
*5 March 2004*

Co-location: The Commonwealth higher education package had granted \$12m to support the co-location of the Medical School and the Menzies Institute adjacent to the Royal Hobart Hospital; however this was dependant on raising matching funds from the State Government and UTas. Discussions had commenced with Premier Bacon and would now need to be raised with Premier Lennon. A project manager would be appointed to manage this complex project. Additional areas requiring matching funds from the State included capital support for the NW and the community learning centres.

*Academic Senate Minutes*  
*30 April 2004*

Co-location: The Vice-Chancellor [Daryl Le Grew] reported that he had met with Premier Lennon in relation to raising matching funds from the State Government in addition to those received from the Commonwealth. The Premier had been supportive and, at his request, had been provided with further details on the benefits to the State of the co-location. It was hoped to achieve this with minimal impact on the University's budget.

*Academic Senate Minutes*  
*4 June 2004*

Academic Senate received a verbal report from the Vice-Chancellor [Daryl Le Grew] on the following matters:

Co-location project: The Executive Director, Finance & Administration had been seeking a project manager who would develop, in consultation with stakeholders, a brief for the architects. The University was assuming we would get close to \$40m for the complete

development, including the co-location of the School of Medicine and the Menzies Research Institute, revamping the School of Pharmacy and the Medical Sciences building. There would be minimal impact on the University's budget.

In response to a question on the possible future co-location of the Conservatorium of Music and the School of Arts, the Vice-Chancellor commented that, while this was not a current consideration, UTas had presented an argument for an educational precinct in recent discussions concerning Sullivan's Cove waterfront developments. The links between the Conservatorium and the Tasmanian Symphony and a relationship with the School of Art might be an area for future exploration under the State Partnership.

## **2005**

*Academic Senate Minutes*  
*21 October 2005*

Master Planning/Waterfront Development

**The Vice-Chancellor [Daryl Le Grew] outlined how with the co-location project**, the School of Art, the Centre for Legal Studies, the probable future co-location of the Conservatorium of Music to the School of Art and the research partnership with the Tasmanian Museum & Art Gallery, **the University, in essence, has a city campus**. The Vice-Chancellor has signalled to the Sullivans Cover Waterfront Authority that UTAS has an interest in the area and would like to have discussions with them about future developments.

*Academic Senate Minutes*  
*24 February 2006*

Health Science/Menzies Co-location Project

The University Council recently decided to build the co-located Health Science building on the current Menzies site rather than next to the Theatre Royal as originally planned. Council had resolved there is a maximum of \$43 million available for the project as agreed. Completion is envisaged for the beginning of the 2008 academic year.

Concerns were raised about a lack of consultation regarding the project. The Acting Vice-Chancellor told Academic Senate that this was a very important point to Council and that the project manager had advised them that there had been 19 meetings towards the end of 2005 and that they had been given a clear indication that staff were knowledgeable of and supported the project. Concerns were also raised about no allowance being made for potential growth and that planning had been done based on existing numbers and spaces currently available. The Executive Director Finance and Administration informed members that this lack of planning for future growth was in contradiction to what he had heard from the architects, program manager and other members of the Steering Committee, including the Dean of the Faculty of Health Science. The Acting Dean of the Faculty of Health Science suggested that in the context of the raised matters it should be referred back to the Faculty Executive.

Master Planning Developments

The University commissioned architects in May 2005 to engage in a Master Planning Project. The end date is envisaged to be May 2006. A progress report has been received and Council has discussed some of the proposals put forward by the architect. Council has agreed that plans for new buildings should not be decided by a Master Plan but should flow from teaching and learning, and research activities from the Academic Plan. The Executive Director Finance and Administration advised that Council had emphasised the human environment, and that the process is evolving in a consultative way.

A motion (moved by Prof Reid, seconded by Prof Hart) was agreed that Academic Senate supports Council in the view that research and teaching and learning should shape future building *requirements*.

#### Capital Management Projects

Co-Location Project - Schematic design and design development for the co-location of the Menzies Institute, clinical school and pre-clinical activities to a site in the Hobart CBD have commenced, and decanting space for the Menzies Institute is being sought.

*Academic Senate received the Vice-Chancellor's report on Capital Management Projects.*

### **2006**

#### *Academic Senate Minutes*

*5 May 2006*

#### Health Science / Menzies Co-location project

The Vice-Chancellor [Daryl Le Grew] told Academic Senate that there was a possibility of the University obtaining more land around the Health Science/Menzies Co-location site, which would still fit within the budget.

In response to some concerns relating to the level of consultation that had taken place about the project, the Vice-Chancellor and the Dean of the Faculty of Health Science advised that there had been extensive consultation starting from late last year. It was noted that Pharmacy and Anatomy had become involved in the project later than other Schools.

The Vice-Chancellor was asked to give an assurance that full time academic staff in the School of Medicine would have formal offices in the new building. The Vice-Chancellor responded that there may be a need for a different design approach and flexibility, particularly where staff may prefer to work together in a more collegial way. There will be an ongoing consultation process on this matter.

#### *Academic Senate Agenda Content*

*16 June 2006*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### Co-location of Faculty of Health Science and the Menzies Research Institute

This project is progressing through the consultation and scoping stage and has crystallised the expectations of the staff and management of the Faculty and the Menzies. However, against the background of a fixed budget of \$43.3M, these expectations, if not trimmed, would lead to a project cost significantly in excess of the budget.

As would be expected, a gamut of strategies is being pursued to bring the project cost into line, with some success. The two most difficult judgement calls for all concerned are those of ensuring that the scope is appropriate, without being excessive, and making sensible provision for growth. These take place against a developing sense of the potential that the co-location project represents and the knowledge that an intemperate decision may squander a "once-in-a-lifetime" opportunity.

Given that Finance Committee has stressed the need for budgetary rigour, it is incumbent upon all to understand fully the implications of the economies when they are agreed, and for there to be a general agreement that the resultant scope addresses the priorities.

The University has acquired another property in Liverpool Street which will mean the design of the new building will be much more efficient, less constrained and allow for a campus style development.

*Academic Senate Minutes*  
16 June 2006

Academic Senate was advised that a number of staff were worried about the style of office accommodation that would be made available in the new building. The Dean of the Faculty of Health Science told members that there had been correspondence on this matter, that the issues have been raised during consultation with staff and that consultation is ongoing. He advised that the final design would be based on what were the most appropriate facilities for staff and students in terms of Teaching and Learning, and Research or other activities of the Schools and programs. The final design has not been finished.

The Vice-Chancellor [Daryl Le Grew] confirmed that the University was relying on Faculty advice on the matter and suggested that open plan arrangements should not be condemned; UTAS is aiming for best practice.

*Academic Senate Agenda Content*  
4 August 2006

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Co-location of Faculty of Health Sciences and the Menzies Research Institute  
UTAS will acquire the property on Liverpool Street for the benefit of the Co-location project and for forward planning. The acquisition of these properties allows for potentially greater functionality and economy of building design. Over the last 6 months various design configurations have been reviewed by the Steering Committee. Council at its meeting of 14 July 2006 endorsed the recommended project scope, which does not include the School of Pharmacy. That School may be included in a Stage 2 project, subject to the acquisition of further funding. The design consultants are now preparing an initial master plan for a new building on the Liverpool Street site.

The new building will not encroach on the Hollydene site so that this may be left unencumbered to allow for other uses, disposal, or potential future expansion. The design consultants have been instructed to work within a defined building estimate which relates to the overall project cost of \$43.34m. This will mean a concerted effort both in terms of the University briefing requirements and an economical building design to achieve this and all parties will have to cooperate to achieve this end. Project timelines are being updated regularly to address delays caused by site and design issues.

It is anticipated to have the managing contractor appointed by end of October, when early site works are expected to commence. Construction should be under way after December 2006 with completion by end of April 2008. The impact of this timeline on University medical student intake is now being considered, and Asset Management Services and the Faculty are preparing a plan to address the spatial needs during the first few months of 2008.

*Academic Senate Minutes*  
4 August 2006

Co-location of Faculty of Health Sciences and the Menzies Research Institute  
The Vice-Chancellor [Daryl Le Grew] told Academic Senate that other properties had been acquired as part of the co-location project to open the scope and allow for expansion in phase 2. There is still one more property to acquire. Council has been guaranteed that



budget will be achieved and a date in 2008 has been set for completion of work and use of the building. The issue of lack of conventional office accommodation was raised again. The Dean of the Faculty of Health Science said consultation was still taking place regarding configuration of space but confirmed that when staff require an office which needs confidentiality, it will be provided.

*Academic Senate Minutes*  
15 September 2006

Health Science/Menzies Co-location Project

The Vice-Chancellor [Daryl Le Grew] advised that the project was progressing well, although the need had arisen to design around one tenant who refused to move. Although there were issues to be resolved along the way they were moving rapidly to get the design development completed. The timeline had moved out to mid-2008 and it appeared that the budget was going according to plan.

The issue about office accommodation for staff was raised again.

*Academic Senate Agenda Content*  
15 September 2006

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Campus Master Planning

UTAS is currently undertaking a comprehensive master planning exercise to establish a clear vision for the future of our physical infrastructure. In order that we achieve the best possible outcome for UTAS and the wider community we have undertaken to establish an open dialogue with interested stakeholders. To this end, Built Environment Committee has requested the Executive to commence staff and public consultation on the draft master planning for the Newnham Campus.

It is hoped that the consultation process will provide a valuable opportunity to gather feedback from stakeholders on the University's vision for capital planning across the State. The Vice-Chancellor [Daryl Le Grew] will chair the initial consultation sessions in Launceston and Burnie, which have tentatively been set for 8 September and 12 September respectively. Consultation will be undertaken in the South of the State at a later date.

The Executive will report on the outcome of the consultative process to BEC by circular. It is envisaged that the final draft master plan will be sent to the BEC for review and referral to Council by end of 2006.

*Academic Senate Minutes*  
15 September 2006

Academic Senate noted the Vice-Chancellor's report on Campus Master Planning.

## **2007**

*Academic Senate Agenda Content*  
2 March 2007

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Update –Health Sciences Colocation Project

UTAS's new development for a 'state of the art' facility for the Menzies Research Institute, a new Medical School and some parts of the Faculty of Health Science is known as the Co-

location Project.

#### 1 Project Site

The project site now includes the existing Menzies Research Institute site at 17 Liverpool Street, further property along Liverpool Street, and the adjacent property of 55 Campbell Street. The new centre will address the corner and have an aspect in the central business district of Hobart.

To enable construction of a new building, all existing buildings (including the current Menzies building) will be demolished other than those with Heritage listing.

#### 2 Project Team

Ms Mary Baker has relocated to Queensland but will be a remote project consultant in the first half of 2007. The new Project Manager is Mr Jim Ovens.

#### 3 Project Progress

The Schematic design (by lead Architects, Lyons Architects, Melbourne in association with JAWs Architects, Hobart) has been endorsed and attached to the Development Application which was lodged with Hobart City Council on 21 December 2006. The Heritage Council negotiated an extension to the advertising period to 09 February 2007.

Assessment of three short-listed tenders for the Managing Contractor construction procurement method was completed and the Steering Committee endorsed the selection of the Preferred Tenderer – the John Holland/Fairbrother Joint Venture (the Managing Contractor from the Risdon Prison redevelopment). It is anticipated that the contract will be let with the Managing Contractor in May 2007.

Practical Completion of the work is anticipated in late 2008.

The Executive Director Finance and Administration has written to the incoming CEO of The Atlantic Philanthropies briefing him on the project, advising progress to date and including a copy of the schematics and project newsletter.

#### 4 Cost issues

The total cost of the project was set at \$43.34 million. Following appointment, the Managing Contractor identified a potential cost overrun of approximately \$2 million. Following consultation with the architects, the project required a reduction to the functional floor area of approximately 1000m<sup>2</sup> to bring it back within budget.

An extraordinary meeting of the Steering Committee was held on 01 February 2007 to discuss ways to achieve the 1000m<sup>2</sup> saving. With concessions made by both Health Sciences and Menzies, a consensus was reached that involved a combination of:

- deferring some work until refurbishment of Holydene House;
- leaving some functions in their existing locations off-site; and
- trimming space from certain areas.

#### 5 Impact of RHH relocation

Mr Rhys Edwards (Deputy Secretary, Department of Economic Development and a new member of the UTAS Council) has been appointed as Project Director for the redevelopment of RHH. The Executive Director Finance and Administration has had discussions with Mr Edwards to establish a dialogue between the two closely related projects.

*Academic Senate Minutes*  
*2 March 2007*

The Vice-Chancellor [Daryl Le Grew] advised that the Masterplan, having been through wide consultation including the general public, had gone to the Built Environment Committee and will then go to Finance Committee. He described the plan as an exciting document – radical, not bland. The Inveresk project is now complete and other Masterplan projects will be identified soon for the three campuses - Cradle Coast, Launceston and Sandy Bay. The size of the Cradle Coast Campus is being doubled by the construction of additional buildings.

*Academic Senate Agenda Content*  
*4 May 2007*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Update –Health Sciences Co-location Project

On 16 April 2007 the Hobart City Council Development and Environmental Services Committee met to discuss the development application regarding the Health Sciences Co-location Building. As a result of 2/2 vote, no decision was reached and the matter has been referred to the full Council meeting of 23 April 2007.

Academic Senate members may have read some coverage of the issues in The Mercury, and noted that the primary objection is to the building exterior.

Campus Master Plan

The campus master plan was formally approved at the March meeting of Council. Full details of concepts for the Sandy Bay, Newnham and Burnie campuses are available (in three volumes) on the Asset Management Services web page.

Display boards will be provided at the Academic Senate meeting.

The next step is for Council to consider the framework for prioritising capital development projects.

*Academic Senate Agenda Content*  
*15 June 2007*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Health Science/ Menzies Co-location Project

The Co-location project has been a project with some unusual challenges. There have been difficulties with heritage issues, the façade and the massing which resulted in the caveated approval of the Development Application (DA). The extended and serial process of the DA has meant that the project has been on the drawing board for much longer than is normal. The result is that the scope has been changing and growing almost continuously whilst the delays have meant that cost escalation has been eating away at the limited budget's capacity to service the user requirement.

The simultaneous re-engineering of the Menzies Research Institute (MRI) and the Faculty of Health Science has seen the dramatic turn-around of their predicted research performance. Latterly, there has been a realisation on behalf of the users that 60 staff could not be accommodated within the reduced-scale building and Council encouraged the bringing forward of a business case for a final tranche of money.

#### Master Plan Prioritisation

The Master Plan itself will be reviewed to identify priority candidate projects. This process will be coupled with a proposal for the prioritising of all capital projects (existing and proposed) to ensure that UTAS's capital budget is directed strategically.

*Academic Senate Agenda Content*  
27 July 2007

#### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

##### Health Sciences Co-location Project

A modified design for the building to co-locate functions from the Menzies Research Institute and the Faculty of Health Sciences was presented to Hobart City Council (HCC) on 02 July 2007. The design draws upon the Tasmanian heritage sandstone colours of the surrounding district. There has been substantial consultation with HCC during the period of redesign.

##### Master Planning Prioritisation

The Capital Management Plan Review Committee (CMPRC), a subcommittee of the Planning and Resources Committee, met on 21 June 2007 to review the Masterplan projects and the list of current projects on the Capital Management Plan. The Strategic Screen criteria endorsed by the Built Environment Committee were used in the initial assessment of proposed projects. CMPRC members individually scored projects and reconvened on 04 July 2007 to discuss outcomes. A paper outlining the outcomes will be prepared for Built Environment Committee's consideration on 25 July 2007.

*Academic Senate Minutes*  
27 July 2007

The Vice-Chancellor [Daryl Le Grew] advised that the prioritisation of the Masterplan was underway together with an exploration of funding possibilities. The Vice-Chancellor advised that the University Library at Newnham could become an iconic structure, linked with the Student Association, commercial activity and possibility the human interface technology laboratory. The Vice-Chancellor indicated that the refit of the Hobart Faculty of Arts building was an additional priority.

*Academic Senate Agenda Content*  
7 September 2007

#### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

##### Health Sciences Co-location Project

The modified design for the building to co-locate functions from the Menzies Research Institute and the Faculty of Health Science was approved by the full Hobart City Council (HCC) on 16 July 2007.

##### Master Planning prioritisation

Draft project priorities were submitted to Built Environment Committee on 25 July 2007 which has requested a discussion paper for the next meeting including both diagrammatic and chronological representation of the Master Plan implementation.

## **2008**

*Academic Senate Minutes*  
2 May 2008

The Chancellor [Damien Bugg] advised that Council had recently held a Planning Session to consider the strategies and plans for the University. The extension of the University Masterplan to encompass CBD sites also was considered.

*Academic Senate Minutes*  
27 July 2008

The Vice-Chancellor [Daryl Le Grew] discussed the Masterplan and the need to replace some existing building stock to address issues of quality, age, condition and suitability. He added that the KPMG model was a useful tool in assessing the effect on the budget of decreasing maintenance and depreciation costs in relation to increasing capital expenditure.

## **2009**

*Academic Senate Agenda Content*  
6 March 2009

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### State Government Partnership

The first meeting of the Partnership Management Group will be held in March. The group has discussed holding a planning meeting to look at potential new projects. It has also been suggested that short presentations are provided by government and university representatives from each project in order to provide members with the background as well as the current position of projects.

#### Health and Hospitals Fund Bid

In mid-January the University, the Menzies Research Institute (MRI) and the Department of Health and Human Services applied for \$45 million in funding for Stage Two building of the Menzies Research Institute through the Health and Hospitals Fund (HHF). Due to a tight deadline, a professional consulting firm was engaged to work with the MRI team and representatives of the State Government to prepare the bid in accordance with HHF guidelines.

*Academic Senate Agenda Content*  
12 June 2009

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### IMAS

UTAS received \$45 million to establish a purpose-built facility for the new Institute of Marine and Antarctic Studies (IMAS) in Hobart.

IMAS will be a significant collaboration between UTAS and the State Government and the University has announced an interest in developing the new IMAS building at Princes Wharf No 2. This location will accentuate the synergies we have with the CSIRO and the University has received strong support from the CSIRO CEO Dr Megan Clark. The potential positioning of the new building at Princes Wharf No 2 will provide an intimate connection and linkages with the CSIRO building on Hobart's waterfront.

The purpose-built facility for IMAS will be a significant infrastructure project for Tasmania and will give Hobart, and Tasmania, an international-standard venue for conferences, symposiums and seminars, and add to the economic benefit for the State. Potentially it might also include cool climate aquaria, discovery spaces, visitor facilities and additional public space for community events.

The University has held initial discussions with the State Government and other key stakeholders, including TasPorts and the Sullivans Cove Waterfront Authority, and the University will consult widely with the community and key stakeholders and ensure that we follow the appropriate planning processes.

Menzies Research Institute

The University also received \$44.7 million for Stage 2 of the Menzies Research Institute building work. This work, which is part funded by UTAS, the State Government and the US-based Atlantic Philanthropies, totals \$90 million and builds on the already \$58 million invested in Stage 1 – making a \$150 million complex. The continued development of Menzies will make an increasingly significant contribution to the economic growth of the State.

*Academic Senate Agenda Content*  
6 November 2009

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

IMAS Update

An architectural company has been appointed to undertake a feasibility study of Princes Wharf #2 – the preferred site for a co-located IMAS - with a report to be delivered around the turn of the year. Their work started on Monday 12 October 2009 with consultations with all entities which are to co-locate to the waterfront site.

*Academic Senate Minutes*  
6 November 2009

The Vice-Chancellor [Daryl Le Grew] discussed the need for infrastructure funding across the sector, noting that contemporary teaching methods meant that ideally in some cases new buildings were needed rather than refurbishing old buildings to fit new teaching paradigms.

## **2010**

*Academic Senate Agenda Content*  
5 March 2010

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

IMAS Update

The proposed Princes Wharf 2 building, which will house much of IMAS and its critical partners, is reaching the design stage. The Feasibility Study is complete, and the University is about to appoint architects to undertake the design and construction phase.

Staff affected by the creation of IMAS were sent a Workplace Change Proposal last year and staff provided very useful feedback. The consultation period was extended to 29 January 2010.

Professor Stoddart is establishing a Senior Management Group which will meet fortnightly. Professor Stoddart proposes that an IMAS Consultative Committee is created comprising

representatives of all parts of IMAS and including general, research and academic staff and including a range of levels. The Committee will provide an opportunity for all IMAS staff and students to have their say on matters of interest and concern.

*Academic Senate Minutes  
5 March 2010*

*Professor Rich reported on the recent Council Planning session, advising members that a range of issues had been discussed including the physical location of some parts of the University and research excellence.*

*Academic Senate Agenda Content  
23 April 2010*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### **IMAS Update**

An architectural consortium (Mr John Wardle from John Wardle Architects Melbourne and Terroir from Hobart), has been selected as Preferred Tenderer for the waterfront building site, and has started work pending formal appointment.

Stakeholder consultant, Ms Tania Parkes, from Canberra, has been appointed for the project and started work. Ms Parkes is currently running stakeholder consultations for both the Parliament Square and Princes Wharf Number 1 developments. A meeting was held on Wednesday 24 March 2010 with TASPORTS to start the consultation process.

*Academic Senate Agenda Content  
4 June 2010*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### **IMAS Update**

Planning for the waterfront building has started in earnest, with John Wardle Associates (Melbourne) and Terroir (Hobart) as architects. A review of the 2000 Site Development Plan for the region of Princes Wharf No. 2 is currently being undertaken for the Sullivans Cove Waterfront Authority and the project team is working with TasPorts to understand and resolve operational issues. A functional brief for the building (7,500 m sq) is nearing completion and the project is on schedule for submission of a Development Application to the Sullivan's Cove Waterfront Authority. A stakeholder consultant is working with the many individuals and groups expressing an interest in this important city site.

*Academic Senate Agenda Content  
16 July 2010*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### **IMAS Update**

Planning for the waterfront building continues apace. The design consultants (John Wardle and Associates, Melbourne) are preparing a detailed brief and will soon have completed a schematic design for the building. The building will have a public access area in the foyer which will carry exhibitions about recent work across the range of IMAS activities as well as to interpret aspects of Tasmania's links to Antarctica. IMAS' public outreach activities will be complementary to other planned interpretations about Tasmania's marine and maritime past situated around the waterfront.

*Academic Senate Agenda Content*  
*24 September 2010*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

State Government property transactions

The Chancellor [Damien Bugg] and Vice-Chancellor [Daryl Le Grew] joined the Premier David Bartlett at the announcement of the property transactions between the State Government and the University. The first outcome is that the Domain House complex has been sold to UTAS, accompanied by a State Government grant of \$3.5 million to assist with the heritage restoration. Plans will now begin on the best use of this building for the UTAS future. The second outcome is the transfer of Princes Wharf No. 2 to UTAS as the site for the Institute for Marine and Antarctic Studies (IMAS). In return for Domain House and Princes Wharf No.2, UTAS will relinquish owner rights of the Royal Hobart Hospital Clinical School building. Community consultation has started straight away to discuss the concept design for the IMAS building at the Princes Wharf No. 2 site, with the consultation feedback to be used to refine the concept design and progress to development application. These sessions were held on 07, 08 & 09 September 2010 and were advertised in the media and promoted widely.

### **2011 – Vice-Chancellor Peter Rathjen (2011-2017)**

*Academic Senate Agenda Content*  
*22 July 2011*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Medical Science 2 Building

The tender for construction of the \$87.9 million Medical Science 2 (MS2) project in the Hobart CBD has been accepted from managing contractor John Holland-Fairbrother. Work has now commenced on the foundations for the six-storey MS2 tower. The facility will contain dedicated research space for Menzies Research Institute Tasmania and pre-clinical teaching space for medical, nursing and paramedic students, as well as infrastructure for clinical researchers from the Royal Hobart Hospital. The current project has completion scheduled for late 2013.

*Academic Senate Agenda Content*  
*11 November 2011*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

NRAS funding

UTAS funding under National Rental Affordability Scheme was announced jointly by the Vice-Chancellor [Peter Rathjen], the Member for Franklin Julie Collins, representing the Federal Minister for Sustainability, Tony Burke, and the State Minister for Human Services and Community Development, Cassy O'Connor, on Friday 7 October. The project is to construct 770 self-contained studio apartments for student accommodation across the State.

The State Government will provide in-kind support of \$17.6 million. Commonwealth support will be as annual indexed payments over the ten years of the NRAS program. Total Commonwealth funding is estimated at around \$75 million.

The total costs of construction will be over \$70 million and will be met by the Commonwealth payments. Construction will commence in 2012 and be completed by 2014. UTAS will select sites for the new accommodation based on highest need. A rigorous planning process will



now begin to determine the distribution of the units.

IMAS site

A communications strategy for the IMAS construction site at Salamanca has been developed and implemented.

## **2012**

*Academic Senate Agenda Content*  
*2 March 2012*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

The Vice-Chancellor [Peter Rathjen] updated members on two large projects – the Education Investment Fund bid for a creative industries and performing arts precinct adjacent to the Theatre Royal and the recent Federal government announcement of significant funding for a large broadband based project based at the University of Tasmania and including the CSIRO, IBM and the University of Melbourne across agriculture, aquaculture and environmental disciplines. Professor Nixon added the project has attracted significant funding over the next five years together with national and international interest in funding and participation. The Vice-Chancellor advised it was noteworthy that a project which was only an idea eight months ago was already gaining resonance with leaders, gaining resources and was being seen nationally as opening a link to economic development.

## **2013**

*Academic Senate Agenda Content*  
*22 February 2013*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Student housing

UTAS announced an up to \$70 million plan to build 430 self-contained apartments in Hobart's CBD, under the National Rental Affordability Scheme (NRAS), funded through the Australian Government and supported with funding from the Tasmanian Government on 21 January 2013. The project will see the redevelopment of the Melville Street car park into a vibrant and cosmopolitan precinct. In addition to the student accommodation a retail hub is proposed for the site's Elizabeth Street frontage. Similar announcements are being planned for Launceston and Burnie.

*Academic Senate Agenda Content*  
*15 November 2013*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

UTAS signs MOU with TasTAFE

The University and TasTAFE today signed an agreement to support significant advances in the delivery of education in Tasmania. The MOU stems from the review of vocational education and training in Tasmania and aims to establish Tasmania as a model for Australia. The MOU will see increased articulation from TasTAFE to UTAS, an investigation into shared library and learning space in the Hobart CBD, shared teaching between the institutions into courses such as engineering, and shared knowledge and experience around teaching, including areas such as eLearning.

*Academic Senate Minutes*  
*15 November 2013*

#### 2014 Budget

Members queried the 21% increase in building operation costs, noting continued increases in expenditure in that area will impact on the resources available for core activities of research and teaching. The Chief Operating Officer noted the increased costs were a result of the recent new buildings, adding that specialised buildings housing technologically advanced equipment were expensive to run. He noted a program is in place to decommission or sell the University's old buildings to reduce ongoing maintenance costs.

#### **2014**

*Academic Senate Agenda Content*  
*21 February 2014*

#### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Recognition of the University's contribution to the Tasmanian economy  
The Tasmanian Government has included international education and creative industries in the updated State Economic Development Plan launched in January. The revised plan aligns strongly with the University's aspirations articulated in Open to Talent and recognises the significant contribution that the University makes to the development of a balanced economy in Tasmania and in the development of these sectors.

The Vice-Chancellor [Peter Rathjen] was recognised in the Mercury's Top 10 in 2013 in January, rated number eight in the business category and then number two in the overall Mercury Tasmanian of the Year category after David Walsh. The Mercury emphasised the University's contribution to the Tasmanian economy primarily through its infrastructure projects and the impact they will have on the city of Hobart.

Airlie Ward interviewed the Vice-Chancellor on ABC News on 1 February about IMAS and further growth plans for the University across the State.

#### Major buildings opened in Hobart

The Medical Science Precinct was officially launched on 19 December 2013. The Precinct encompasses the city's iconic MS1 and MS2 buildings, along with the Domain campus which houses the School of Nursing and Midwifery. The new \$45 million headquarters for the Institute for Marine and Antarctic Studies was officially opened on 24 January. Researchers from IMAS, the Antarctic Climate and Ecosystems Cooperative Research Centre and Australia's Integrated Marine Observing System (IMOS) are collocated in the new five-star Green Star-rated building for the first time.

*Academic Senate Agenda Content*  
*11 April 2014*

#### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

IMAS held its first open day in the new building on the Hobart waterfront on 11 March. "Really Cool Science" was aimed at school students as well as the general public.

*Academic Senate Agenda Content*  
*25 July 2014*

## **Vice-Chancellor's Report on Matters of Current Interest and Importance**

### University Projects Dominate Tasmanian Architecture Awards

The Institute for Marine and Antarctic Studies building in Hobart won five awards at the 2014 Tasmanian Architecture Awards: the Award for Public Architecture, the Award for Steel Architecture, the Award for Sustainable Architecture, the Award for Urban Design and the Award for Interior Architecture. The \$45 million building was designed by John Wardle Architects and Terroir. Part of the University's Medical Science Precinct - Medical Science 2 (Lyons Architects) - also claimed an Award for Public Architecture and a Commendation for Interior Architecture, while the Centre for the Arts in Hunter Street (Forward Consultants and Alex Kostromin and Associates), completed in 1982, won the Award for Enduring Architecture.

### NRAS developments

A revised development application (DA) has been submitted for the \$75 million student accommodation project planned for Melville Street, Hobart. This National Rental Affordability Scheme (NRAS) project will include 430 student apartments, a café, a University information centre, a public plaza, function rooms, secure bicycle facilities and be intersected by pedestrian thoroughfares. The revised DA accommodates changes to the project, including a reduction in height (12 floors above Brisbane Street) and number of car parking spaces at the site.

### Menzies target reached

Menzies Research Institute Tasmania secured the full \$5 million funding required to match the Tasmanian Government's matching grant of \$5 million as stipulated in the agreement between the Department of Economic Development, Tourism and the Arts and the University of Tasmania. This project attracted the largest private donation in the University's history — \$10 million from Atlantic Philanthropies. Additional major benefactions were received from Mr Graeme Wood (\$2 million), the Select Foundation (\$1.35 million), the Estate of Mrs Muriel Horsfall (\$600,000), the Rockefeller Family (\$500,000) and the Blundstone Group (\$350,000). The remaining \$1.3 million required to ensure the matching funding from the Tasmanian government was achieved in three months particularly through the efforts of Mr Bruce Neill, Chair of the Menzies Board in conjunction with the Foundation and Menzies fundraising team.

### *Academic Senate Minutes*

*25 July 2014*

The Vice-Chancellor [Peter Rathjen] commended those involved in the philanthropic efforts for part funding of the MS2 building. He noted that new University buildings had dominated the recent architecture awards with MS2, IMAS and Hunter Street achieving recognition.

### *Academic Senate Agenda Content*

*21 November 2014*

## **Vice-Chancellor's Report on Matters of Current Interest and Importance**

### Melville Street go ahead

The Melville Street NRAS student accommodation project was approved by Hobart City Council on 27 October with a vote of 10-1. Construction will now commence. It is estimated that the project will create 150 jobs, peaking at 260, along with 50 positions ongoing and bring new life and activity as part of a social and cultural hub on the doorstep of Hobart's CBD.

## **2015**

*Academic Senate Minutes*  
20 February 2015

The Vice-Chancellor [Peter Rathjen] advised that the Peter Underwood Centre would be launched on Monday 23 February 2015. The Centre, which is shared between the University and the State Government, represents an attempt by the University to assist the State to solve problems relating to education attainment. The Centre will be a multi-disciplinary research endeavour which aims to provide an evidence base for future decision making. It will also assist to upskill teachers and raise awareness and aspiration from primary school level on the importance of completing year 12 and going on to further study.

*Academic Senate Agenda Content*  
24 July 2015

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Work commences on NRAS Melville Street  
Stage one works commenced on the NRAS Melville Street apartments in Hobart on 6 July with the completion of the archaeological survey. The Black Prince Hotel, the Brown and Banks Building and the Transit Centre will be demolished over the next two months and a three-level car park constructed over nine months.

*Academic Senate Agenda Content*  
18 September 2015

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Early work begins on the Academy of Creative Industries and Performing Arts (ACIPA)  
Construction work has begun on the University of Tasmania's new \$75 million creative industries and performing arts development, on the corner of Campbell and Collins Streets in Hobart. The development will create a new education and research hub to contribute to Tasmania's creative industries, along with a custom-built home for the Conservatorium of Music and state of the art performance spaces for public enjoyment. ACIPA is funded by \$37 million from the Australian Government's Federal Education Investment Fund, \$15.3 million from State Government, and the remainder from University of Tasmania and other sources.

*Academic Senate Agenda Content*  
13 November 2015

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

Memorandum of Understanding

A Memorandum of Understanding (MOU) between the City of Hobart and the University was signed on 9 October 2015 by the Vice-Chancellor and the Lord Mayor [Sue Hickey] of the City of Hobart. This MOU builds on the achievements of the 2009-2012 MOU and is entered into with the recognition and acknowledgement of the importance of both organisations to the educational, social, cultural and economic health and wellbeing of the City of Hobart.

## **2016**

*Academic Senate Minutes*  
4 March 2016

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

The Vice-Chancellor [Peter Rathjen] drew members' attention to the recent announcement by Infrastructure Australia that a University STEM precinct in the Hobart CBD was considered a priority project.

The Vice-Chancellor explained that this program applies to capital cities only and projects that can best improve the nation's demography, increase productivity and maximise economic prosperity. While roads and other built infrastructure projects were more typical of the scheme, investment in education and research was considered to be among the highest priorities for Hobart.

The Vice-Chancellor also noted that the ACIPA Development Application had been submitted as funding for the project has been finalised. The Vice-Chancellor advised the University had signed a Memorandum of Understanding with the Burnie City Council, the State Government and TasTAFE to facilitate the expansion of programs and access in the north west of the state.

#### **Peter Underwood Centre for Educational Attainment**

The (Interim) Director of the Peter Underwood Centre for Educational Attainment, Professor Elaine Stratford noted it had been 12 months since the Centre was established. During that time, the Centre has participated in the Hothouse on education facilitated by MONA which developed 12 statements around educational aspiration and attainment. The Centre has also established the Children's University concept in Tasmania and hosted a Symposium on Education Transformation 2015.

*Academic Senate Agenda Content*  
22 April 2016

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### **Theatre Royal Hotel Purchase**

The University of Tasmania has bought the Theatre Royal Hotel for \$1.7 million with a view to creating a place in which students, staff and business leaders can gather in the heart of their community. Built in 1834 by Cascade Brewery founder Peter Degraes, the property is located next to the Theatre Royal, which will soon be directly linked to the University's \$90 million Academy for Creative Industries and Performing Arts. As the University develops the inner city campus in Hobart, spaces which become social environments are needed alongside those which are devoted to teaching and research.

#### **Development Application approved for the Academy for Creative Industries and Performing Arts**

On 11 April 2016, the Hobart City Council unanimously approved the University's development application to establish the \$90 million cultural and performing arts hub on the corner of Collins and Campbell streets. The new building will be connected to the Theatre Royal by a glass walkway, separating old from new. The target completion date for the project is 2018.

*Academic Senate Agenda Content*  
*3 June 2016*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

**Creative Industries and Performing Arts legislation passes State Parliament**  
The Tasmanian Legislative Council passed legislation on 26 May 2016 that will facilitate construction of the University's \$90 million Creative Industries and Performing Arts project adjacent to the Theatre Royal. Once enacted, the Theatre Royal Precinct Redevelopment Bill 2016 will remove all legal impediments to the Project proceeding and enable the establishment of an ownership and management structure that supports the partnership model underpinning the project.

*Academic Senate Agenda Content*  
*16 September 2016*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

**Federal government engagement**  
The Acting Vice-Chancellor, Professor Mike Calford, hosted visits to the University of Tasmania by the Minister for Education, Senator the Hon Simon Birmingham and the Assistant Minister for the Prime Minister (Cities and Digital Transformation), the Hon Angus Taylor MP. Minister Birmingham toured state of the art facilities on the Hobart waterfront at the Institute for Marine and Antarctic Studies (IMAS), including the Integrated Marine Observing System (IMOS) and Assistant Minister Taylor visited key University buildings in the CBDs of Launceston and Hobart.

## **2017**

*Academic Senate Agenda Content*  
*24 February 2017*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

**STEM Building**  
The STEM Business Proposal, along with additional supportive information provided in December, was considered by the Infrastructure Australia (IA) Board on 9 February. An announcement regarding the outcome of the Board's consideration is expected shortly.

**City Deal and international exemplars**  
The Vice-Chancellor [Peter Rathjen] accompanied Angus Taylor MP, Assistant Minister for Cities and Digital Transformation, to visit Cambridge in the UK in early February. Cambridge has one of the largest university-partnered infrastructure programs, founded on a policy to deliberately change the nature of the connection between the city and the university. The Cambridge City Deal has brought the civic side of town and the University together to face particular challenges to ensure economic revitalisation, with Cambridgeshire now one of the UK's top three growing economies. While in the UK, the Vice-Chancellor also invited the Assistant Minister to tour the new Francis Crick Institute in London. The Crick is an outstanding example of city-centric university infrastructure that could be achieved under the City Deals policy, particularly in the context of the STEM proposal. The Crick is a collaboration between a number of universities and institutes, is open to the public and positioned on major transport hubs.

**State Government Budget Submission**  
The University has made a submission to the State Government's Budget process which

focuses on strategic initiatives that reflect the University's ambitious program of transformation and support the objectives under the State Government and University partnership agreement. The University is working with the Tasmanian Government to develop these initiatives further and establish how opportunity and maximum benefit to the State could be leveraged.

#### The Hedberg launch

The Vice-Chancellor, Senator David Bushby and Premier Will Hodgman unveiled the name for the \$96 million creative and performing arts complex incorporating the Theatre Royal, due for completion in early 2019. The Hedberg will contain three performance spaces, and will lead to significant improvements in access to and amenities at the Theatre Royal.

#### *Academic Senate Minutes* 26 May 2017

The Acting Vice-Chancellor advised the Vice-Chancellor [Peter Rathjen] is currently overseas investigating University Cities in Europe with the Lord Mayor of Hobart and Mayors of Burnie and Launceston.

#### *Academic Senate Agenda Content* 21 July 2017

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### Engagement with Tasmanian Councils

Following the Vice-Chancellor's [Peter Rathjen] recent overseas mission with the mayors of Hobart [Sue Hickey], Launceston [Albert Van Zetten] and Burnie [Alvwyn Boyd] and other council representatives, the Vice-Chancellor was invited to make a presentation to the Hobart City Council as well as the Southern Tasmanian Councils Authority, with a particular focus on the importance of the STEM Centre proposal for Hobart and the State more broadly.

#### National University Precincts Strategy

The University and the Department of Industry, Innovation and Science hosted a stakeholder consultation session at IMAS exploring the potential of a national university precincts strategy to bring together businesses, researchers and educators to enhance economic growth. Stakeholders included representatives from Department of Premier and Cabinet, Tasmanian Chamber of Commerce, the General Manager Planning and Infrastructure, Macquarie Point Development Corporation, the Director of Northern Cities, Office of the Coordinator General, CSIRO, Australian Antarctic Division and University staff and considered a range of discussion questions concerning whether a national strategy was necessary and what would assist precinct development.

#### A New State of Mind Marketing Campaign

A new marketing campaign in the context of the renewed curriculum will be launched at the Hobart Open Day on 30 July 2017. The campaign positions the University's plans to transform higher education in the State, creating 'a New State of Mind' by attracting more students, bringing our campuses into the heart of our cities and building closer connections with industry. The 'New State of Mind' campaign will feature in the upcoming edition of O2t, the University's biannual publication inserted in all Tasmania's daily newspapers in the lead up to our Open Days. Print, television and outdoor advertising will follow with a national campaign planned for later this year.

*Academic Senate Agenda Content*  
*3 November 2017*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### Tour of Hobart CBD

The Hon Angus Taylor MP, Assistant Minister for Cities and Digital Transformation toured the Hobart CBD along with the Hon Peter Gutwein MP, Treasurer of Tasmania and Alderman Sue Hickey, Lord Mayor of Hobart to gain an understanding of the University's presence and aspirations with regard to the Hobart CBD. The tour also provided an opportunity for the Assistant Minister to be briefed on the STEM Centre proposal, which may be part of a City Deal for Hobart. It is understood conversations in relation to a City Deal are continuing with all levels of government.

#### Official Opening of National Rental Affordability Scheme (NRAS) apartments in Melville Street

The official opening of the NRAS apartments in Melville Street was held on 20 October with Senator Eric Abetz, Premier Will Hodgman, University Council members, Senior Executive members and staff and students attending. Those attending heard from Premier Hodgman, Senator Abetz and Monte Bovill, a student from regional Tasmania who shared his experience of being able to attend University because of the access to affordable student accommodation at Melville Street.

*Academic Senate Minutes*  
*3 November 2017*

#### Student Spaces in the Hobart City Precinct

The Director, Student Retention and Success spoke to the paper on behalf of the Chair of the Student Experience Committee. It was noted concerns had been raised regarding access of students to informal meeting and learning spaces in the city precinct, together with access to student services. Adjunct Professor Skalicky noted that currently 17% of student enrolments are studying at city campuses and 430 students reside in the Melville Street accommodation. The number of students studying in the city precinct will increase with the addition of the Hedberg Creative Arts Centre, and potentially the STEM precinct will further enhance the University presence in the city centre. While it was acknowledged there are plans to address this issue in the longer term, there is an immediate need for spaces for informal student learning and the provision of student services.

Academic Senate noted the concerns raised by members of the Student Experience Committee regarding the need for better access to student services, and informal student learning and meeting spaces for the expanding number of students studying predominately or exclusively in the Hobart city precinct.

### **2018 – Vice-Chancellor Professor Rufus Black (2018-present)**

*Academic Senate Agenda Content*  
*23 February 2018*

### **Vice-Chancellor's Report on Matters of Current Interest and Importance**

#### University STEM Centre key to City Deal

On 16 January 2018, the Australian and Tasmanian governments entered into an agreement to negotiate the terms of a Hobart City Deal. The Hobart City Deal will be the second City Deal in Tasmania and follows the signing of the Launceston City Deal on 20 April 2017. The Hobart City Deal will focus on harnessing the emerging opportunities and investment occurring in Hobart. As part of this deal, the Australian and Tasmanian Governments have



signed an agreement that will explore options to deliver a dedicated new University of Tasmania STEM Centre in Hobart's CBD. The STEM Centre will deliver profound economic and social impacts through innovative teaching and research for Hobart and, perhaps more importantly, it will be an anchor for a statewide innovation network which will deliver jobs and new industries in the decades ahead. Prior to, and following the announcement of the Hobart City Deal, the University has been engaging with the Infrastructure and Project Financing Agency (IPFA) on developing a structured funding solution between the University and the Australian Government to secure the \$400 million required to fund the STEM Centre. IPFA is a national agency advising the Australian Government on grant and loan arrangements. The University has engaged the financial consulting services of Flagstaff to assist with the process.

*Academic Senate Minutes  
1 June 2018*

The outcomes of the Cascading Conversations initiative were outlined. The Vice-Chancellor [Rufus Black] noted emerging consensus, including some points of tension and choices to be made, on the questions regarding place-based or global, and right sized or growth. Responses indicated a place-based approach but one that is globally connected and engaged, although there is some nuance around 'global'. Discussion has suggested the University adapt the best from global models and continue our aspiration to make global contributions.

In relation to a 'right size' approach it was acknowledged that this will mean different things for different parts of the University. A sustainable scale with critical mass for achieving excellence is required. It was also noted that 'right size' will evolve and entail ongoing strategic choices.

*Academic Senate Minutes  
29 November 2018*

**2019 Budget**

The Vice-Chancellor [Rufus Black] commenced the session by providing the context for the 2019 Budget presentation noting that in line with the University's strategic direction, the 2019 Budget has been developed with a five- year horizon in mind. From an Academic Senate perspective, the presentation frames the budget in strategic terms to fit with the budget ability to support the academic mission of the University. The Vice-Chancellor also stated that there will need to be a period of consolidation as highlighted in this budget. Members were advised the biggest risk to the University currently is to do nothing.

The Chief Finance Officer, Ms Jo Willsmore spoke to the paper and provided a presentation outlining the 2019 Budget process, challenges and opportunities. Members noted that the 2019 Budget process has been conducted in consultation with a broad range of University stakeholders at various strategic planning sessions since May 2018, with the final budget to be approved by University Council in December 2018.

The Chief Finance Officer provided information to members about the rationale of the budget which has been developed to consolidate spending and culminate in a core operating result of \$9.5M surplus in 2019. A surplus is required due to the changing arrangements in relation to federal grants and ensure that University buildings, spaces and systems are at a level which allows the University to remain competitive. The University needs to consider new innovative ways to manage and use its physical spaces and this will require significant investment.

## **2019**

*Academic Senate Minutes*  
22 February 2019

### **University Performance Report (formerly known as the Vice-Chancellor's Report on Matters of Current Interest and Importance)**

In relation to campus transformations, the Vice Chancellor [Rufus Black] advised that complex engagement is underway with the State Government and Launceston City Council, following which progress toward Northern Transformation will accelerate. The Launceston project will provide learnings for the Southern Transformation Process.

The Studio Theatre in Hobart has been set up to highlight the considerations involved in transforming the University's southern presence and feedback is encouraged.

Architects are currently considering the design for West Park taking into account learning and pedagogical needs (which will be at the heart of the design).

*Academic Senate Agenda Content*  
7 June 2019

### **University Performance Report**

#### Financial performance

The acquisition of the Hobart CBD sites will stretch the University's available cash reserves and will bring forward funding requirements, including the utilisation of dividends, for the fourth quarter of 2019. This is to be assessed along with the requirements of the North and North West projects that will require careful monitoring and review of the timing of cash inflows and outflows for the foreseeable future.

#### Capital Expenditure

The forecast for capital expenditure for the year as at the end of March is very close to the budget estimate. In relation to specific capital projects:

- Hedberg is well underway, with completion expected at the end of 2019
- The MILE vehicle (for University College) is currently being manufactured
- Midcity Student Centre Stage 2 is due for completion late May. Level 7 Student Accommodation is also due for completion in late May
- The Village completion is scheduled for 15 July
- Temporary Solution for Old Commerce is complete. Level 5 was removed from the scope
- Permanent solution for Old Commerce has been placed on hold.

*Academic Senate Agenda Content*  
19 July 2019

### **University Performance Report**

#### Southern Future

The University has been undertaking in-depth planning to progress the Southern campus program, including the steps that lead to articulating a city vision. In parallel with this, academic briefs will be developed in order for us to move into the master planning phase. This process is expected to be completed by mid-2020. There are ongoing projects that will run in parallel to these processes. Conversations have commenced with the local community on potential uses of the ground levels of the Hobart Apartments and the student accommodation that is being constructed on the former Red Cross site. The University has established a working group with the Hobart City Council that will ensure the University and

City of Hobart have a regular forum to discuss the progress of the relocation of the University's Sandy Bay campus to the CBD and resolve issues that arise during that process. The priority areas for the working group include provision of a transparent process for alignment of the vision with community and stakeholder expectations, as well as discussion of issues that require resolution by both the University and Hobart City Council.

*Academic Senate Agenda Content  
6 September 2019*

### **University Performance Report**

#### **Southern Future**

The University continues in-depth planning to progress the Southern campus program. We have engaged with the Hobart City Council to form a working group to ensure that we work collaboratively to deliver positive outcomes. This approach includes articulating a city vision through an "appreciative inquiry" process to engage stakeholders across the University and City about what a city campus could look like. This will provide a transparent process for alignment of the vision with community and stakeholder expectations, as well as discussion of issues that require resolution by both the University and Hobart City Council.

In addition, work has commenced on developing a brief for an indigenous heritage survey of the city campus sites with work also planned for archaeological inspections. The selection of advisers to support the development of academic briefs for the STEM and Library development has also commenced and is expected to be completed in March 2020, whilst the development of briefs to manage the master planning will commence in September 2019.

The community consultation process along with the indigenous consultation will form a key input into the development of the master plan and this process is expected to be completed by mid-2020. This will help guide the subsequent decisions regarding site use, precinct design and urban design. Conversations are continuing with the local community on the use of the Domain as well as potential uses of the ground planes of the Hobart Apartments and the student accommodation that is being constructed on the former Red Cross site.

*Academic Senate Agenda Content  
15 November 2019*

### **University Performance Report**

#### **Southern Future**

The University is continuing with both in-depth planning and some early activities in support of the Southern campus program. The engagement with the Hobart City Council via the recently established working group has provided a collaborative relationship with recent discussion concerning the Council intention for the Elizabeth St precinct adjacent to the Hobart Apartments. Preparations are continuing for the "appreciative inquiry" process and forum now scheduled for late November. This forum will provide a deep stakeholder engagement to assist with articulating and aligning a vision of the city campus. This will provide a transparent process for alignment of the vision with community and stakeholder expectations, as well as discussion of issues that require resolution by both the University and Hobart City Council.

Work has commenced on an indigenous heritage survey of the city campus sites with work also planned for archaeological inspections. The project has also commenced development of the academic briefs for the STEM and Library developments with completion expected by March 2020, whilst the engagement of suitable consultants to undertake the master planning will commence in October 2019.

External works on the caretaker's cottage at the Domain have been completed. This was progressed as a priority to support the upcoming opening of the Rose Garden bridge. Conversations are continuing with the local community on the use of the Domain as well as potential uses of the ground planes of the Hobart Apartments and the student accommodation that is being constructed on the former Red Cross site.

## **2020**

*Academic Senate Agenda Content  
21 February 2020*

### **University Performance Report**

#### Southern Future

Work has now commenced on the development of the Hobart CBD campus master planning. This work will be led by Gensler with support from Realm, Liminal and All Urban Planning. Leigh Woolley has been engaged to act as an independent voice for the University within this team in order to ensure that we develop in a manner that is appropriate for the Hobart context. The master planning process involves significant engagement and consultation with our internal stakeholders, broader community stakeholders and key planning bodies in order to ensure the optimal outcome is reached.

The master plan work will be completed by mid-2020 and will form the basis of the detailed planning for the move into the Hobart CBD. Engagement with both the Department of State Growth and the City of Hobart Council via a working group has provided a strong collaborative relationship, with recent discussions progressing the co-funding of social infrastructure development across the Hobart CBD. Agreement has now been reached with the City of Hobart Council on rates equivalency which will see the University contribute to the City on an annual basis for the life of the agreement.

The purchase of the Phillip Smith Building on the Domain has now been completed and work on the Domain conservation management plans is being finalised to help inform the master plan and potential for activation of the site.

The potential for more cost-effective alternate funding strategies has resulted in the delay in release of the Expression of Interest to counter parties for the sale and leaseback for the STEM and Library building. In line with this, the development of the academic briefs for the STEM and Library development continues with completion now expected in February 2020.

*Academic Senate Agenda Content  
1 May 2020*

### **University Performance Report**

#### Southern Future

The Conservation management plans for the Domain have now been finalised and help inform the master plan and potential for activation of the site. These reports detail the significant history of the Domain site and will be shared broadly with our community. The team has been working closely with the City of Hobart to ensure that our master plan respects the unique aspects of Hobart and adds to the character of the city. Engagement with both the Department of State Growth and the City of Hobart Council via a working group has provided a strong collaborative relationship, with recent discussions progressing the co-funding of social infrastructure development across the Hobart CBD and we look forward to contributing to our community as part of the city move.

Whilst there has been good progress on the development of the Hobart CBD campus master plan, given the impact of COVID-19 in the community at this time and the restrictions that it places on our capacity to get internal and external stakeholders together and contribute in a meaningful way, we have made the difficult decision to pause further master planning activities and engagement at this time.

## **2021**

*Academic Senate Agenda Content  
5 March 2021*

### **University Performance Report**

#### Southern Transformation Program

The Southern Masterplan continues to be refined and is tentatively targeted for an April release. Complete Streets have been engaged to conduct a broad survey of the Hobart community to determine community expectations and desires for the future of the CBD with results expected to be received in March ahead of the Masterplan release. R.E.D. Consultancy and GHD have been engaged to undertake a traffic and transport study to determine the likely impact of the University's move to the CBD and to test the benefits of various proposals to trigger a change away from cars to more active forms of transport. The draft Masterplan has started to be shared confidentially with College Leadership Teams and also key external stakeholders to start to test key assumptions and build a general level of support.

Woods Baggott Architects have been appointed for the refurbishment of the former Forestry Building on Melville Street and are commencing engagement in Q1 2021 with the building targeted for delivery for Semester 2 2022. Lovell Chen and Cumulus Studios are progressing with design works for the restoration of the Philip Smith Centre, Graphics, LARC and Waterworth buildings on the Domain. Development Applications for these buildings are expected to be submitted to Hobart City Council within Q1 2021 with works complete by the end of 2021. Leasehold spaces in the Vodafone and KPMG buildings in the CBD are on track for Semester 1 occupation by COBE and parts of University College.

*Academic Senate Agenda Content  
14 May 2021*

### **University Performance Report**

Southern Transformation Program The Southern masterplan is nearing final form and is currently scheduled for public release on 17 May following consideration at the April meeting of Council. The masterplan has been shared progressively with key stakeholders not involved in the State election process and the reaction received continues to be overwhelmingly positive.

The Community Reference Group is scheduled to reconnect on 3 May and will be presented with the draft masterplan for their input ahead of public release. Focus will turn to internal stakeholders and ensuring that there is as much internal support as there appears to be externally. Change management resources are in the process of being engaged to support staff through the change process and to make sure we use this an opportunity to support staff to building a vision of their future ways of working that is supported by new workspaces. Hobart City Council has approved the Development Application (DA) for the restoration of the Philip Smith Centre on the Domain.

Concept designs for the Waterworth Building on the Domain are progressing towards DA

submission and the two buildings together are expected to support the majority of the School of Psychology as well as some expansion space for the School of Nursing. Concept design on the ex-Forestry Building in the CBD is continuing as we navigate a number of design and engineering complexities that have been encountered.

A contract to acquire the Freedom site at 80 Brisbane Street has been signed with settlement scheduled for September this year (with further information provided in a separate agenda item along with the Southern Masterplan). These 2 buildings are constructed as one conjoined building and integrating the design of both spaces will provide significant efficiencies.

The ex-Forestry is intended to support COBE, Law, University College and parts of Humanities and Social Sciences. At this stage, a Development Application is expected to be submitted in Q3 this year with a construction tender issued in Q4 for works to commence in early 2022. Preliminary planning for Site 9 (on Campbell Street) to support the balance of Humanities and Social Sciences is quietly progressing, with a design brief being prepared to support a tender process for the appointment of an architect. Exploration of the ability to deliver a mass timber construction building on this site is underway with the focus on understanding market capacity to support this innovative approach.

*Academic Senate Minutes*  
*7 June 2021*

### **University Performance Report**

The Vice-Chancellor [Rufus Black] provided an update on:

- the recent University Leaders Network meeting
- progress on the University's Strategy
- Northern Transformation
- Southern Infrastructure
- Review of International Admissions

*Academic Senate Agenda Content*  
*2 July 2021*

### **University Performance Report**

Southern Transformation Program

Following consideration by University Council at the 30 April meeting, the final draft masterplan and Urban Design Framework was released to staff and public on Monday 17 May, with the plans being well received at this stage.

Briefings were held with University staff in Hobart, Burnie and Launceston with strong engagement and generally very positive and thoughtful questions, with a particular focus on how we intend to ensure new workspaces match the needs of staff and the work that they do. Externally, attention has focused heavily on the University's position around transport and parking – with particular focus around the Northern Transit Corridor and the future use of Sandy Bay. Interestingly, the transport debate has been focused on whether that transit corridor should be a light rail or dedicated bus corridor solution – not if the corridor should be activated. The University's position continues to be that we support a high frequency, high-capacity solution.

Over recent weeks, further briefings have been held with key stakeholder groups and this

effort will continue in coming weeks. Key discussions held to date, and some of the key issues raised, include:

- Council of Hobart Community Associations: This group includes representatives from 12 inner city community associations and expressed broad support and excitement for the move and the manner in which the masterplan has been structured. Hobart Not High Rise was represented and were very positive in their support, while one individual representing a new small business group raised a number of objections, however this was an isolated voice in the room which received minimal support from any other part of the group.
- Mid-Town Traders Group: strong support was received from the group following a briefing with no objections raised. Commitment for the provision of some volume of parking on both K&D and Websters site is a key element for this group.
- Greater Hobart Mayors and General Managers: A dedicated briefing was received very positively. This group has a strong view that the Northern Transit Corridor should be an immediate Light Rail solution and indicated it will continue to push for that solution. A briefing to the City of Hobart Councillors and staff was also well received.
- Construction Companies: A briefing was held with 4 major construction companies in Tasmania: Vos, Fairbrother, Hutchison and Hansen Yuncken.
- Infrastructure Australia (IA): A briefing was provided to share the masterplan and discuss the University's continued inclusion on the Infrastructure Australia Priority Listing. IA is to consider further and provide advice on whether the University should update the current listing to reflect the revised plans or consider submitting a completely new submission.
- Heritage Tasmania and Heritage consultants: A separate briefing was provided to ensure there is widespread understanding of the proposed plans and implications for the multiple heritage buildings that are included as part of the masterplan.

We will now start to circle back with key stakeholders to see if there is any further feedback to be provided with the benefit of further reflection, while continuing to provide briefings for Alumni and key University donors.

The announcement of the Southern Transformation Masterplan will have a significant impact on all employees based in Sandy Bay as they will transition to the city over the next decade. For some this has immediate implications, and for others the impacts won't be experienced until well into the future. A robust change and engagement plan has been developed to effectively support people through the experience of the change. This consists of leadership engagement and upskilling, employee design workshops, employee surveys and focus groups, and facilitated change sessions with employees where appropriate.

Design works continue for the refurbishment of the Forestry Building on Melville Street to support COBE, Law and University College. A Development Application is targeted to be submitted to the City of Hobart by August this year with the intention of issuing a construction tender by November and construction commencing in Q1 2022. The design works have now been expanded to incorporate the Freedom Furniture building as part of the one design package. Construction works will need to be phased to start on the Forestry side first as Freedom Furniture has a lease until September 2022.

A Development Application has been approved by the City of Hobart for the Philip Smith Centre on the Domain. Design works are progressing on the Waterworth building, also on the Domain, as well as surrounding landscaping. The proposed final design will be shared with the Glebe community in coming weeks prior to submission of a Development Application. We currently expect to issue the Philip Smith Centre, Waterworth Building as

well as surrounding landscaping works as a combined works package for construction tender in July/ August with completion targeted for Semester 2 2022.

Works are nearing completion at the former K&D site for the basketball centre, with expected opening by the end of June. The site was utilised as part of Dark Mofo in late June. The former timber shed to the rear of the property will also be utilised as part of Dark Mofo and then established as an indoor cricket nets and futsal facility for use by both University as well as community/ school groups. Works on the Podium space in front of PBSA2 to support part of University College is on schedule for completion in early July. Works on Penny Lane and the heritage building surrounding PBSA2 are continuing with expected completion now set for late August.

Discussions are ongoing with Lady Gowrie Tasmania to investigate the possibility of a childcare facility on a University site in the CBD. Lady Gowrie is interested in the possibility of funding a development with potential to lease space back to the University. Hunter Street is a particular interest to be explored for this possibility.

#### Sandy Bay

Sandy Bay Clarke Hopkins Clarke has been appointed as the master planner for Sandy Bay and has commenced work. A final masterplan is expected by the end of the year.

#### *Academic Senate Minutes 3 September 2021*

In the South, the campus transformation work continues, with the current focus on the Forestry Building where design work is progressing well. Members were informed that the current attention to spaces leads to a focus on timetabling and how the University can create great student experiences that optimise spaces well. Currently many spaces experience significantly low utilisation and work was needed to collectively support better use of space. It was noted that the work on the Sandy Bay Masterplan is progressing well and will be ready to view by the end of 2021.

#### *Academic Senate Agenda Content 5 November 2021*

### **University Performance Report**

#### Southern Transformation Program

The Podium space on Melville Street opened for start of Semester 2, as the base for University College preparatory program. Feedback from staff, students and College leadership is extremely positive, including acceptance of the open plan workspace provided. It is apparent that there is an opportunity for classroom spaces to be more heavily timetabled and University College is taking the lead to identify how best to do this. The only building issue that has been identified with the space has been the need for retractable blinds due to the impact of all day sun on the glass façade. A solution has been put in place for installation in coming weeks.

The Former Excelsior Biscuit Works building beside the Podium is scheduled for completion by mid-September. All major works are complete, flooring is in place and carpets installed before 31 August. The only issue has been delays in delivery of cabinetry due to COVID impacts on mainland suppliers.

Demolition of the former McCann's Model World is complete and landscaping works to establish Penny Lane are underway.

Architectural designs are progressing positively for the Forestry and interlinked Freedom



building to support Law, COBE, University College and Corporate Services. Schematic Designs on the Forestry side of the building are agreed with the focus now on finalising workspace layout. Designs for the Freedom building, referred to as the Timberyards, are not as progressed due to a request to find additional floor space to support key elements of the Division of Future Students. Further work is being undertaken both in relation to the need for the additional space, as well as options that could be considered to deliver the space if required.

We plan to submit a Development Application to Hobart City Council in the coming weeks for the establishment of a temporary streetscaping solution on Melville Street between the two accommodation towers. This is a lift-in decking solution with planter boxes and will reduce traffic to a single vehicle lane plus bike lane. Letters of support from surrounding property and business owners have been received which will be submitted with the Development Application. The Royal Tasmanian Botanical Gardens has been engaged to review suggested planting selections for this temporary solution but also to guide future permanent landscaping planning through the City.

The Swisherr Basketball facility in the former K&D warehouse was officially opened on Friday 27 August and is expected to be very positively received.

**2022**

*Academic Senate Agenda Content  
4 March 2022*

## **University Performance Report**

Southern Transformation Program

The Forestry/Timber Yards Development Application was submitted to the City of Hobart on December 17 last year and is currently in the review stage by Council ahead of becoming public, inviting representations from the community. The application and supporting designs have been peer reviewed and a number of minor adjustments have been made to minimise potential grounds for appeal. Page 28 of 249 vii The relocation of IMAS' Fisheries and Aquaculture from Newnham requires new wet-lab teaching facilities at Taroona ready for Semester 2, 2023. Masterplan reviews have been completed for the Taroona site, and an MOU signed with the Australian Antarctic Division to investigate their co-location of a krill research aquarium.

In the Hobart CBD, designs to redevelop a floor of the KPMG building and several teaching spaces for the College of Business and Economics are almost complete which will allow consolidation of all their operations in the city, with work to be complete for the start of Semester 2, 2022. An approach to planning for the next masterplan stage, Campus Heart, has been developed which involves an extensive engagement and co-design process ahead of moving to the appointment of architects and other consultants. Preliminary studies by Hassell on Library and HASS requirements and potential massing are almost complete and will provide a valuable building block for the Campus Heart project.

An engagement plan has been developed and is in the process of being implemented to support the University's CBD move ahead of the Forestry Development Application being advertised. City of Hobart Councillors, State and Federal members of parliament, key stakeholders and local business owners are an early focus, with a mix of earned media and advertising to follow.

*Academic Senate Agenda Content  
13 May 2022*

## **University Performance Report**

### **Southern Transformation Program**

The development application (DA) for the Forestry Building has been publicly advertised and was open for submissions until the extended deadline of 10 April 2022. The DA will be considered for decision by City of Hobart in May. We are continuing to engage with building users, students and the public around the design, this included a well-attended public 'Open Dome' media event on 27 March and several staff building tours.

A high level review of the current masterplan for IMAS Taroona to support relocation of tank facilities from Newnham is complete. Delivery of teaching on the Taroona site will not be achievable until Semester 1 2024 due to the complexity of build. In the interim, teaching is to be facilitated at IMAS Salamanca (wet labs) with 'dry' subject teaching timetabled through Media School at Salamanca.

The KPMG redevelopment is progressing well; whilst the redevelopment will not be completed in time for commencement of Semester 2, 2022, we are expecting it will be ready for start of teaching Semester 1, 2023. This development will house the remainder of the College of Business and Economics. We are continuing to engage with staff including drawing on change support, the next phase of this is being developed and will commence soon.

*Academic Senate Agenda Content  
30 June 2022*

## **University Performance Report**

### **Southern Transformation Program**

Given the continuing public interest in the southern moves, considerable efforts are being undertaken to respond to concerns raised and provide further information to the public, including through advertising campaigns, opinion pieces and direct stakeholder engagement. The overall volume of letters has diminished and are mainly from the same small group closely associated with the Save UTAS Campus group. The Mercury also appears to have adopted a more balanced approach.

Based on recent research findings and feedback the next phase of broader community engagement will introduce:

- A Community Advisory Panel facilitated by an independent expert, transparent reporting to the community with the possibility of broad inclusion by community webinars are the keys to success here
- Engagement plans for individual projects addressing the nuances of the projects and the community's needs. Current local plans in play are for Glebe/Domain, Taroona, Forestry and Midtown traders.

The University will also respond proactively to the Select Committee Inquiry into the University of Tasmania Act 1992, which has been established following a proposal by Legislative Council members Meg Webb and Rob Valentine. This Inquiry process is expected to take some time and will involve the gathering of submissions relating to the terms of reference in writing and the holding of public hearings.

Co-design of the Forestry building included extensive engagement with building users from Business, Law and University College to ensure the needs of future users were prioritised, in addition to publicly available tours to discuss the project. Following development application approval by the City of Hobart in May, the Save UTAS Campus group has lodged an appeal

to the Tasmanian Civil and Administrative Tribunal, mainly on heritage grounds. A hearing has been set for early August, with a mediation session prior to that in mid-June. Planning and legal review of the appeal grounds both indicate that all are likely to be very defensible, and in many cases relate to planning matters approved through the DA process.

Design is underway for the new wet lab and administration/student workspace area for IMAS' Fisheries and Aquaculture courses, and Krill Research Aquarium for Australian Antarctic Division at Taroona. An extensive engagement program has been launched including community meetings and sessions with local schools and groups, prior to lodgement of a development application with Kingborough Council in July. Building works will be undertaken between July – August to accommodate more offices and workstations in the KPMG building to facilitate COBE's relocation to the CBD. A new student lounge will be established in late June, and designs for an Experimental Economics Lab have been approved. Options for location of HDR students are a high priority. Parking for staff can be accommodated on the old Websters site. All spaces are scheduled for availability in line with term 1, 2023.

#### *Academic Senate Minutes*

*30 June 2022*

##### Campus Transformation Feedback Session

The Chair introduced the paper and reminded members that Senate has a key representative role to play in the future of academic staff but also that the academic mission – the future of the University – is the business of everyone employed by the University. The Chair outlined themes identified in the campus transformation discussions, and asked Senate to break into groups to consider prompting questions around a collection of themes including: Learning and Teaching; Spaces, Access and Inclusion; Student Experience; Campus culture, HDR students; Research and; Connecting our Community to the Opportunities of a CBD campus. Feedback submitted by breakout groups will be collated by the Chair and used to inform the Campus Transformation discussions coming up out of session with details to be confirmed.

#### *Academic Senate Agenda Content*

*9 September 2022*

### **University Performance Report**

#### Southern Transformation Program

The Southern Transformation team continues to plan for high levels of consultation across its program. This includes being planful on project streams within our control (for example IMAS Taroona and Domain) and being responsive to emergent issues (elector poll, and community consultation). At the City of Hobart's full council meeting on 1 August, a petition organised by Save UTAS Campus Inc seeking an elector poll covering the question "Do you support the University of Tasmania's proposed relocation of its Sandy Bay campus to Hobart's central business district?" was accepted. The poll will be conducted by the Tasmanian Electoral Commission in conjunction with City of Hobart elections. The poll opens on 3 October and closes 25 October. The outcome of the poll is non-binding on the City of Hobart. The Tasmanian Electoral Commissioner has advised that voting is not compulsory, the vote will be a simple Yes or No and the University has been asked to present the "Yes" case, in no more than 1500 characters, for inclusion in the poll information.

At IMAS Taroona, there has been a lot of engagement with local residents. A public session was held at Taroona Primary School on 7 July with over 60 residents in attendance. The presentation covered updates about the plans for the site and an update from the Australian Antarctic Division. The top issues raised surrounded parking & traffic management in Nubeena Crescent, tree removal and potential impacts on the Swift Parrot, and noise from

operational activities at the site. Following this session, two more daytime sessions were held with residents from Nubeena Crescent where IMAS is located, to primarily discuss traffic management. We undertook to bring residents together with Kingborough Council to discuss traffic management options. Attendees were also taken on a tour of the proposed building site which was received positively.

A presentation to the Glebe Residents Association was delivered on 3 August by architect Lovell Chen as part of our engagement on the Domain. There was general positive appreciation for the restoration works to be undertaken at the Philip Smith, LARC and Graphics buildings. Development applications for the LARC, Graphics, Caretakers Cottage and Waterworth buildings will be submitted in September, and a DA for the landscaping in November. The Philip Smith building will be handed over to construction contractors on 8 September.

EOIs for The Shake Up community Panel closed on 7 August. Enterprise Marketing and Research Services (EMRS) is managing recruitment of a diverse range of 70 representatives across seven key sections of the community: residents, business owners, workers, current university students, staff, year 10, 11 and 12 students and parents. The University also invited people to fill the other ten slots based on their experience, expertise, and specialist skills. An induction meeting of the panel will be held on 2 September, followed by an all-day workshop on 3 September, with four more meetings in October and November. The panel will dig into the work that's been done already and put forward ideas about where we go from here. This panel – and the broader community too – will materially impact how the new campus comes together, with the public being able to view the sessions online and feed into the conversation.

#### *Academic Senate Minutes 9 September 2022*

##### Report from the Chair

The Chair advised that whilst the latest TEQSA developments continued to be monitored, there were no significant updates to report in that area. The Academic Senate submission to the Tasmanian Legislative Council was noted, and members were reminded that those submissions are publicly available now and accessible from the Legislative Council Inquiry website. The Chair thanked members involved in the submissions for their participation, including former Academic Senate Secretary, Ms Sarah Keating.

The Chair updated members on the staff consultations ongoing around the Southern Transformation, noting that she has created a video with the Chancellor on the transformation consultation. The Chair informed members that an in-conversation piece has also been created with the University Librarian Ms Janette Burke, but expressed a desire to engage further in this area with academic staff. The Chair called upon members to provide input into these important consultations and to connect with colleagues in their schools and colleges on the transformation process, and inviting volunteers for in-conversation pieces, and reverse tours as part of the consultation on campus transformation.

#### *Academic Senate Agenda Content 4 November 2022*

### **University Performance Report**

#### Southern Transformation Program

The University has progressed its next phase of community consultation – The Shake Up and undertaken an information campaign to explain the rationale for the city move – The Say Yes campaign. Members of the The Shake Up Community Panel came together for the first

time on Friday 2 September at a pop-up venue at the Forestry Building for an induction process followed by a full day workshop. Key topics for the workshop included:

- In 15 years' time what does Hobart look like if it's at its best?
- What does a good move by the Uni to the Hobart city look like?
- Themes for deeper exploration at future Community Panel sessions

During the sessions, over 60 questions were asked and answers to these have been added to the FAQs (Frequently Asked Questions) on The Shake Up webpage. A full report of what was discussed at both Shake Up sessions has been prepared and distributed back to Panel Members. Key themes were decided upon by the Panel at the face-to-face sessions and follow up online sessions with sub-groups of the Panel took place the week of 26 September.

Panel Members visited the new Launceston campus at Inveresk for a tour on Saturday 1 October, and took physical tours over the key Hobart city campus sites during the week of 17 October, with the full panel to come together again for a full day face-to-face session on Saturday 12 November to continue their input into the next iteration of the City Campus Master Plan.

As noted in the previous Report, the Hobart City Council election will include a non-binding elector poll, seeking a yes or no answer to the question – 'Do you support the University of Tasmania's proposed relocation of its Sandy Bay campus to Hobart's central business district?' The University launched an information campaign on 28 August to inform ratepayers on its rationale for the move, while the Save UTAS Campus group has become highly activated through social media, door knocking, signage and radio in the lead up to the Hobart City Council elector poll.

The development application lodged for the upgrade of IMAS's Taroona facilities became active on 1 September. The development application has now been referred to the Environment Protection Page 202 of 244 8 Authority, Heritage Tasmania and TasWater. Consultation with the community and Kingborough Council around traffic and parking has continued.

#### *Academic Senate Minutes 1 December 2022*

##### Teaching Models

This item and item 2.1.3 were combined in a strategic session on campus spaces and learning and teaching. The Deputy Vice-Chancellor (Education) (DVCE) communicated to members the central points of the forthcoming Integrated Model of teaching delivery, and the work done to date with Associate Deans Learning and Teaching Performance (ADLTPs) and Associate Heads of Learning and Teaching (AHLTs). Members were informed that over one thousand papers had been surveyed, resulting in overwhelming research-based support for an integrated teaching model that best supports student learning. Members were broken into groups to discuss key questions.

Members were first asked 'How could you structure your on-Academic Senate provided feedback to inform the Southern Transformation planning.

From this feedback, members were asked what infrastructure and spaces they would need to deliver these various contact hour models.

Feedback included:

- Flexible timetabling to accommodate shared teaching spaces

- Flexibility in those teaching spaces to work in different ways
- Large flat floor teaching spaces with moveable furniture – perhaps that can also be split into smaller spaces
- Technology enabled spaces
- Easily accessible power supply in rooms
- Technology in rooms to allow for synchronous and asynchronous teaching models
- Cross-disciplinary networking spaces for students
- The inclusion of free items to encourage students into new spaces
- Continue to incorporate collaborative spaces (staff and student interaction)
- Spaces for students to work quietly and independently, but in proximity to other students
- Student social and collaborative spaces near teaching rooms
- An immersive space (360)
- Teaching laboratories that can be used for a range of purposes, with appropriate storage and preparation
- Spaces in for teaching preparation – recording facilities but also spaces for preparation of teaching materials
- Library in close proximity with spaces/galleries that can also be used for teaching
- Everything accessible

Groups also submitted written feedback. This will be included on the Academic Services Wiki as additional documents from the meeting.

#### Southern Transformation Program

The Chair informed members that this item and item 2.1.2 were to be combined in a strategic discussion session. The Chair reiterated for members the context of the Southern Transformation consultation, noting that the continuing aim was to balance the needs of students and staff. The Chair reminded members that one of the consultation programs was 'Reverse Tours', which are an opportunity for staff to showcase spaces that currently work well on Sandy Bay Campus to the Transformation team. The Chair noted pictures of Sandy Bay Campus that were located around the room and conducted a consultation with members as a group, to gather feedback on Sandy Bay Campus spaces in respect of teaching, learning, and campus life.

Feedback from Academic Senate members emphasised the following elements of Sandy Bay Campus that they would highlight as important to teaching, learning and campus life, and considerations in a campus transformation:

- Green spaces and views of green spaces from buildings
- The utility of carparking space
- Active learning spaces such as the space in the Engineering building
- Spaces such as the central avenue which are places to meet people and act as a campus heart
- The Centre for Ore Deposit and Earth Sciences (CODES) geological collection
- A number of tea rooms in various buildings which provide spaces to meet, to rest, and to share ideas
- Important external meeting spaces such as Lazenby's
- Important History and Classics Museum, and the Special and Rare Collections at Morris Miller Library
- The Law library and spaces to work in the libraries
- Riawunna is a central and important centre
- The ability for classes to access outdoor spaces for learning
- Strong support for the bush reserve on Sandy Bay Campus
- The multi-disciplinary clinic in the Old Commerce Building does important work

- The Horticulture Research Centre and the greenhouses are central to learning and teaching, and combine research with teaching

Regarding research spaces, members noted that co-locating office and research space works well in several areas. Groups also submitted written feedback. This will be included on the Academic Services Wiki as additional documents from the meeting.

*Academic Senate Agenda Content  
3 March 2023*

## **University Performance Report**

### **South**

The Shakeup Community Panel process which brought together a group of independently selected Tasmanians to provide feedback on the University's move to the city concluded in December 2022 with the publication of a report.

Construction activities have commenced on the Forestry and Timberyards building, the future home of the College of Business and Economics and the School of Law. Early works will consist of demolition and stormwater and sewer work. The project is expected to take approximately 2.5 years to complete.

A separate Development Application for an accessibility bridge from Brisbane Street into the rear of the Forestry Building was approved by the City of Hobart on 1 February, but may be subject to appeal as occurred with the main works Development Application.

Extensive consultation with the Glebe Residents Association continues, following works which commenced by Hansen Yuncken in December 2022 on the Philip Smith Centre at the Domain. With many mitigation measures in place around construction impact on the local community, positive feedback has been received from various community members. The project will deliver flat floor teaching space and includes significant restoration works and will take about 12-months to complete.

The move of CoBE's staff to the city was completed in mid-December following construction of a new staff workspace in the KPMG building on the corner of Melville and Harrington Streets. In addition to the modern and well-designed workspace, within the KPMG building a new student lounge and study space was completed at the start of Semester 2, 2022 and a new Experimental Economics Laboratory was opened on 14 February.

The remaining works for the CoBE city move will be the development of an HDR student space in the Mid-City building, recently vacated by the Student Life and Enrichment team. A Student Service Hub opened in mid-January in the previously inactivated foyer of Hobart Apartments on the corner of Melville and Elizabeth Streets. This centrally located space for the University's city facilities will provide a broad range of student support services and the workplace for 23 staff. The upper level of the foyer is being repurposed as a multi-purpose space appropriate for study alone or study together use, as well as for social gatherings and events, and available to students from the start of Semester 1, 2023.

A Development Application for construction for new teaching and research facilities at Tarooma, along with a co-located krill research aquarium for the Australian Antarctic Division, will be considered by the Kingborough Council on 6 March. Eleven representations were received opposing the development, centred on amenity impacts on the residential areas adjoining the site including increased traffic and noise from the new site activities and the loss of a number of established trees from within the footprint of the development. Council planners have indicated they believe the University has thoroughly addressed the matters

raised during the design process, which included an extensive “grass-roots” engagement process. It is expected the proposal will be supported by Council planning staff in their report to Council.

*Academic Senate Minutes*  
*3 March 2023*

Report from the Chair

The Chair updated members on a session held in early February, which provided Academic Senate members and observers with an in-depth update on the outcomes of the Shake Up community panel, held in 2022. The Chair noted that the transparency and availability of information that has arisen from the Shake Up is helpful to the academic community and is publicly available.

*Academic Senate Agenda Content*  
*12 May 2023*

## **University Performance Report**

South

Construction continues on the Forestry and Timberyards building, the future home of the College of Business and Economics, the School of Law and some professional staff. Demolition is well advanced, and installation of new Council sewer and stormwater lines is about to commence. Practical completion is now expected in mid-August 2025.

A separate development application for an accessibility bridge from Brisbane Street into the rear of the Forestry Building was approved by the City of Hobart on 1 February but has been appealed by the Save UTAS Campus group. A mediation meeting with the appellant was unsuccessful and the matter is scheduled for a TASCAT hearing on the 17 May 2023.

Kingborough Council approved the development application for the IMAS Taroona development at the beginning of March, and there were no appeals during the appeal period following approval. The design team are now working to complete construction documentation.

CoBE’s move to the city is almost complete with the Behavioural Economics Lab open in the KPMG building and the HDR study space in the Mid-City building ready for occupancy from mid-April.

While the Hobart City Student Hub’s upper level has been activated, final design elements including achieving activation of the Elizabeth Street edge for study space and improved lighting throughout continue to be progressed.

*Academic Senate Minutes*  
*12 May 2023*

## **Report from Student Representatives**

The TUSA student President advised Senate that he would take the report as read, noting the following issues as current student concerns that required consideration by Senate:



- Safety and security, particularly on the Newnham Campus with thirty cars being broken into in one night. Students feel unsafe and demoralised, particularly after dark, as a result of this event. Security has been increased but University staff are only on campus between 7am-11pm. Students have requested a 24 hour presence of UTAS staff.
- Assessment weighting and recorded content are still causing challenges as communication on these topics is not at the required level and students are unaware of the details that would assist them to succeed. These issues have been raised at Senate previously, but have not yet been resolved.
- The Parliamentary Petition on the State Government's Short-Term Social Housing Policy will be debated in Parliament.
- TUSA are now in opposition to the Southern Campus move from Sandy Bay to the city, not in opposition to the move itself, but rather the way it has been done and the ineffectiveness of the consultation and engagement with students that has been undertaken by the University. Conversations between TUSA and the University are currently taking place to address this issue.
- The HECS indexation in the recent Federal Budget will result in an increase to HECS even when students are undertaking the mandatory repayments, noting it was an underwhelming Budget from a student perspective.

The DVCA responded to the issue of student safety, noting that a better governance model was needed for student safety in Launceston, and that an oversight mechanism for areas of risk and improving the student experience would be submitted to the University Executive Team (UET) and to student representatives for consultation. In relation to the Southern Campus move, the DVCA stated that stronger mechanisms for student engagement would be developed and not just for campus transformation, but for a range of issues that impact on the student experience.

**7. With regard to the city move, please provide a timeline showing dates and decisions made by Vice-Chancellors and, separately, the University Council in relation to the Campus move from Sandy Bay to the CBD.**

The University of Tasmania has been enhancing its city-based presence for over 15 years. With support from Federal and State governments, the University has been transforming its southern campuses to provide critical teaching and research facilities in the heart of Hobart's CBD.

The period from 2007-2012 reflects significant Federal and State Government investment to provide teaching, medical and research infrastructure in the Hobart CBD, through funding such as the Education Infrastructure Fund and Teaching and Learning Capital Fund. The Chancellor during this period was Damian Bugg (2006-2012). The Vice-Chancellors were Professors Daryl Le Grew (2003-2010) and Peter Rathjen (2010-2018).

During the period from 2013-2018, the University continued to enhance its presence in the Hobart CBD including construction of the Medical Sciences Precinct, Hedberg and student accommodation facilities, and undertook impact assessments on moving the University campus more fully into the city. The Chancellor during this period was Michael Field (2013-2021) and the Vice-Chancellor was Peter Rathjen, with Professor Rufus Black commencing as Vice-Chancellor in March 2018.

From 2019 onwards, with a substantial portion of the University already in the city and an aged Sandy Bay Campus, the Council needed to make a decision about the long-term future of the Southern Campus. In 2019, it weighed whether to complete the consolidation of the University in the city or develop a multi-campus model with contemporary facilities on Sandy Bay while repurposing the many buildings that would no longer be required. After an extended period of analysis and consultation, the Council decided to consolidate into the city over the next decade.

The University then began a process of further consultation, inviting over 400 stakeholders from across Greater Hobart to a two-day community summit in late 2019. Alison Watkins AM became Chancellor in 2021.

There is further detailed publicly available information including the relevant Council minutes and the 2019 Southern Future Business Case available via the following link:  
<https://www.utas.edu.au/about/campuses/southern-transformation/building-our-hobart-university-presence-since-2007>

**8. 9. 10.**

*Note, responses to questions 8, 9 and 10 were provided to the Committee on 11 May 2023.*

**11. In 2019 the UPPL was listed as a charity. How were the six positions advertised, who selected the successful UPPL individuals, what are the employment conditions and what is the remuneration attached to those positions. Who are the current members on the UPPL Board and what positions do they hold? How are new Board Members identified and selected?**

The recruitment of the CEO role was undertaken through a meritorious process undertaken nationally by an external firm. This role is currently vacant. The remaining five positions identified in the 2019 AIS were University of Tasmania staff seconded under a fractional arrangement (for example 0.5FTE UPPL, 0.5FTE UTAS), based on employment contracts and the University Remuneration Framework.

Other employee expenses represent the costs of employees of the parent entity (University of Tasmania) undertaking the activities on behalf of UTAS Properties Pty Ltd. The employment conditions and remuneration are consistent with other equivalent roles within the University. Per the most recent financial reporting to ACNC, \$1,315,799 was spent on employee costs.

The Directors of UTAS Properties Pty Ltd are currently:

- Mr Paul Gregg
- Professor Rufus Black
- Mr Philip Pearce
- Mr Simon Bayley
- Ms Sarah-Jayne Hall, and
- Ms Jane Beaumont

Mr Paul Gregg is Chairman of UTAS Properties Pty Ltd and is a member of the University's Strategic Resourcing Committee and a former Chair of the University Finance Committee. Professor Rufus Black and Ms Jane Beaumont are employees of the University and do not receive remuneration for their directorship. Ms Sarah-Jane Hall is a member of the University Council. All external directors were directly recruited based on a skills matrix and paid according to an independent benchmarked remuneration report of similar entities.

**12. Please provide further detail regarding who the UPPL reports to, where the UPPL business activity is reported (i.e. is it separated out in the Annual Report) and a breakdown of the cost/income etc for each year since its inception.**

UPPL reports through a Chair to the Vice-Chancellor representing University Council. It is a wholly owned subsidiary. The University's [Entities and Affiliated Organisations Policy](#) provides the principles by which subsidiaries such as UPPL are established and operate.

**13. With regard to the buying and selling of University holdings / property please provide details regarding the properties purchased and sold from 2003 until 2023, the market value immediately prior to purchase or sale and who provided it, the purchase or sale value, who the property was purchased from or sold to.**

As mentioned in the covering letter, the University is in the process of compiling the information pertaining to property purchases and sales from 2003. Due to the extent of the information requested and the historical and technical nature of some of the transactions, we need further time to ensure we provide complete and accurate information in our response. We will submit the information by 30 June 2023.

**14. What estimate of revenue does the University expect, both initial capital and recurrent per annum, from:**

**a) the 2,700 dwelling project; and**

**b) other developments and uses either on or related to the Sandy Bay site, if the developments were to proceed?**

The University has withdrawn its planning scheme amendment for the Sandy Bay campus and has committed to work with the Hobart City Council as the appropriate planning authority on the way forward.

**15. Regarding a response to Question 5 in the previous Questions on Notice - 'Please provide a table indicating any personal or professional connections that exist between members of the senior executive team and members of the University Council and Council sub-committees.' - while the information provided is of value in assessing mechanisms that are in place to guard against conflicts of interest, it is requested that the response be re-visited to reflect the requested information i.e. actual relationships that exist at present between the parties indicated in the original request for information.**

To support an appropriate response to this question, the University would welcome from the Committee a specific definition of 'actual relationships' to ensure that we do not misinterpret or misrepresent information unintentionally. Further, we would appreciate the Committee providing an example of a table, such as the one requested, that has been used by a government-based, state-owned or corporate entity in the past, to inform our approach to this task.

The University would like to reiterate the robustness of the Act, and our current policies and procedures in limiting the risks associated with actual, potential or perceived conflicts of interests that could arise from any existing personal or professional relationships.

The University would welcome the Committee's views on how the Act could be strengthened further, including whether a definition of 'relationship' might be included in a preamble that would help define and make more transparent the interactions that occur across the University.





# Employee Engagement Survey Outcomes

All Staff Sessions

December 2022



A close-up photograph showing a person's hands hovering over a collection of traditional Aboriginal objects. In the foreground, there is a shallow, reddish-brown ochre bowl. Behind it is a woven basket filled with natural fibers and small objects. To the right, a beaded necklace with dark beads and a braided cord lies on a piece of brown animal skin. Several smooth, dark stones are scattered on the skin. The background is a blurred outdoor setting with green grass and other people in the distance.

## Acknowledgement of Country

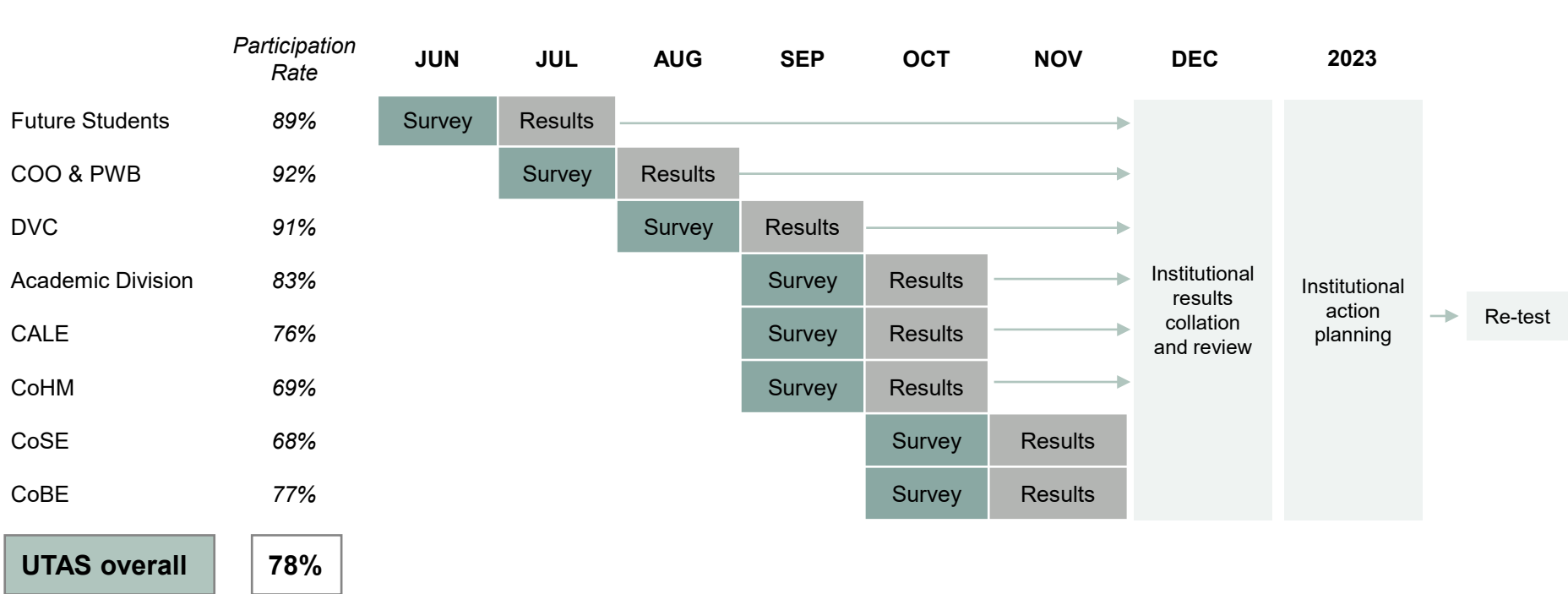
We acknowledge the Gadigal people of the Eora Nation, the traditional owners of the land upon which we currently stand.

We pay respects to Elders past and present as the knowledge holders and sharers. We honour their strong culture and knowledges as vital to the self-determination, wellbeing and resilience of their communities.

We stand for a future that profoundly respects and acknowledges Aboriginal perspectives, culture, language and history.

# Our Employee Engagement Survey has been incrementally rolled out across the institution and our people have shown a strong commitment to participation

**Survey Rollout Schedule & Participation rates** (by college/division, by percent of workforce)



# Our employee engagement results are giving us early insights around how we operate and how we might improve

**Employee engagement varies widely across the University reflecting the important role College, School, Discipline and Division factors play along with university wide forces that shape people's experience**

However, there are some overall patterns of strong local engagement but broader organisational disengagement that we need to address

We are now well placed to learn from our program deployment and overall experience in 2022, and to begin action planning and strategy development to enhance our experience in 2023 and beyond

**Whilst there are broad consistent themes across the institution, we also saw that there can be significant variability within different Colleges and Divisions, reflecting the important role of local factors**

**Factor**

**High Score**

**Low Score**

**Teamwork & Ownership**

**82% for a primarily academic team in a division**

**36% for a primarily academic team in a college**

**Safety**

**82% for a mixed professional and academic cohort in a college**

**58% for a primarily academic cohort in the same college**

**Reward & Recognition**

**62% for a professional team in a division**

**24% for a primarily professional team in the same division**

**Wellbeing**

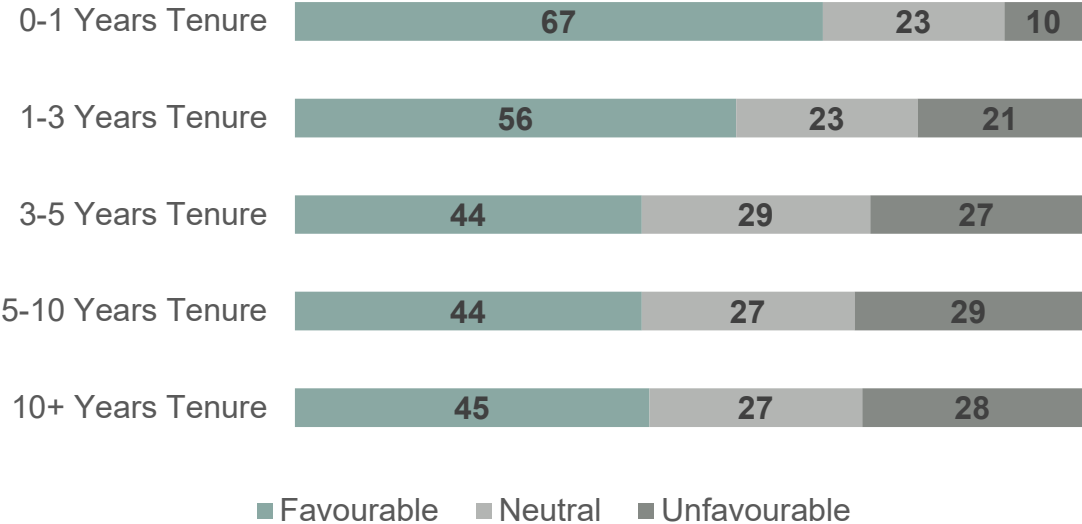
**80% for a primarily professional cohort in a division**

**28% for a primarily academic cohort in a college**

# There is a diversity of experience depending upon how long our people have been with us

**Overall Engagement Scores by Tenure** (all Colleges and Divisions)

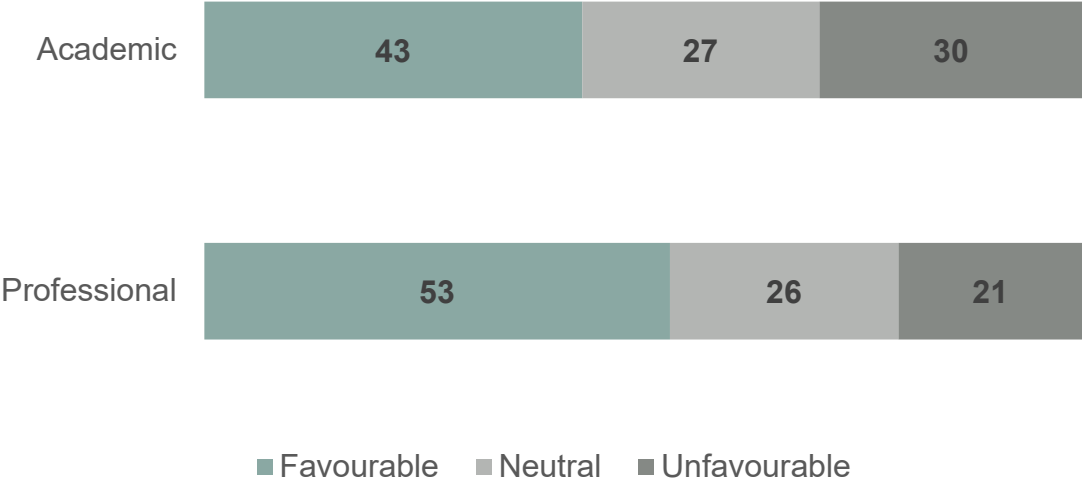
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# Our Academic staff members are experiencing lower levels of engagement when compared with their Professional colleagues

Overall Engagement Scores by Professional / Academic (all Colleges and Divisions)

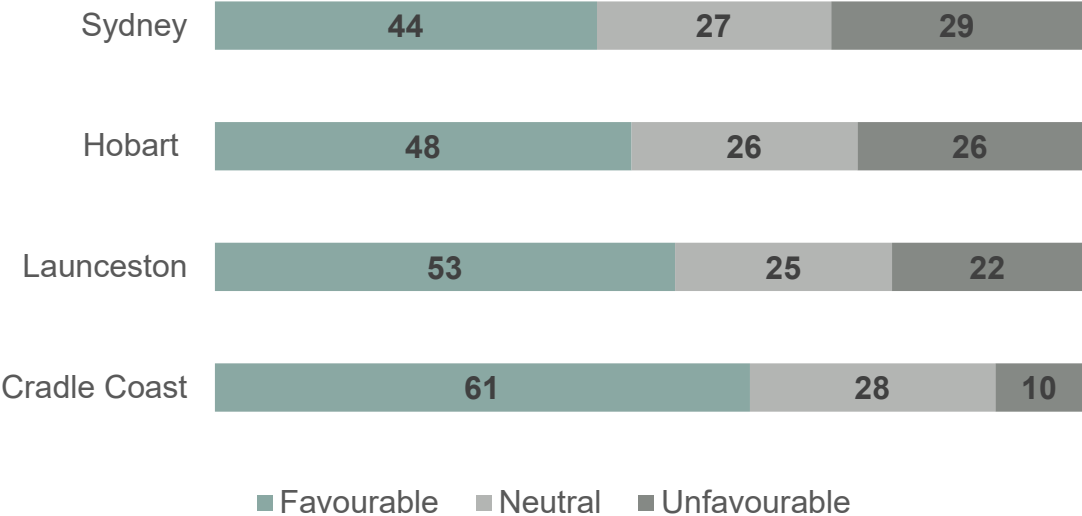
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# There is evidence of a place-based dynamic depending on which location our people live and work

Overall Engagement Scores by location (all Colleges and Divisions)

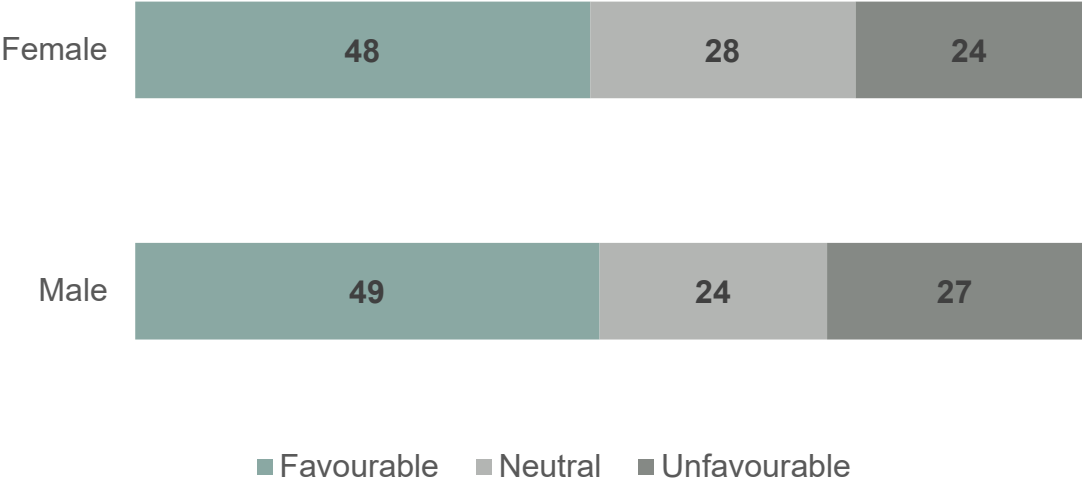
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# An employee's gender, at the whole-of-university level doesn't have a significant impact on engagement

Overall Engagement Scores by Gender (COO, DVC, CoSE, COHM)



NB: Non-binary data was unreportable due to insufficient sample size

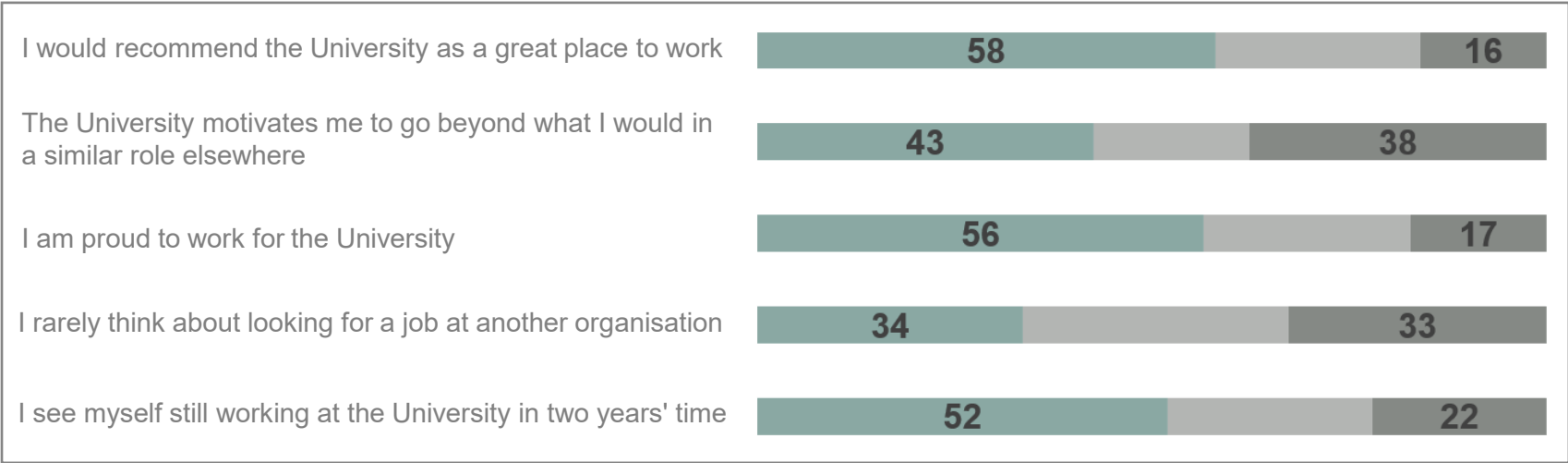
# Our employee engagement results are giving us early insights around how we operate and how we might improve

Employee engagement varies widely across the University reflecting the important role College, School, Discipline and Division factors play along with university wide forces that shape people's experience

**However, there are some overall patterns of strong local engagement but broader organisational disengagement that we need to address**

We are now well placed to learn from our program deployment and overall experience in 2022, and to begin action planning and strategy development to enhance our experience in 2023 and beyond

# Our overall engagement scores for the institution indicate that we've got work to do for our people, and it is important to understand what is driving that



**University of Tasmania Overall Engagement** (all Colleges and Divisions)

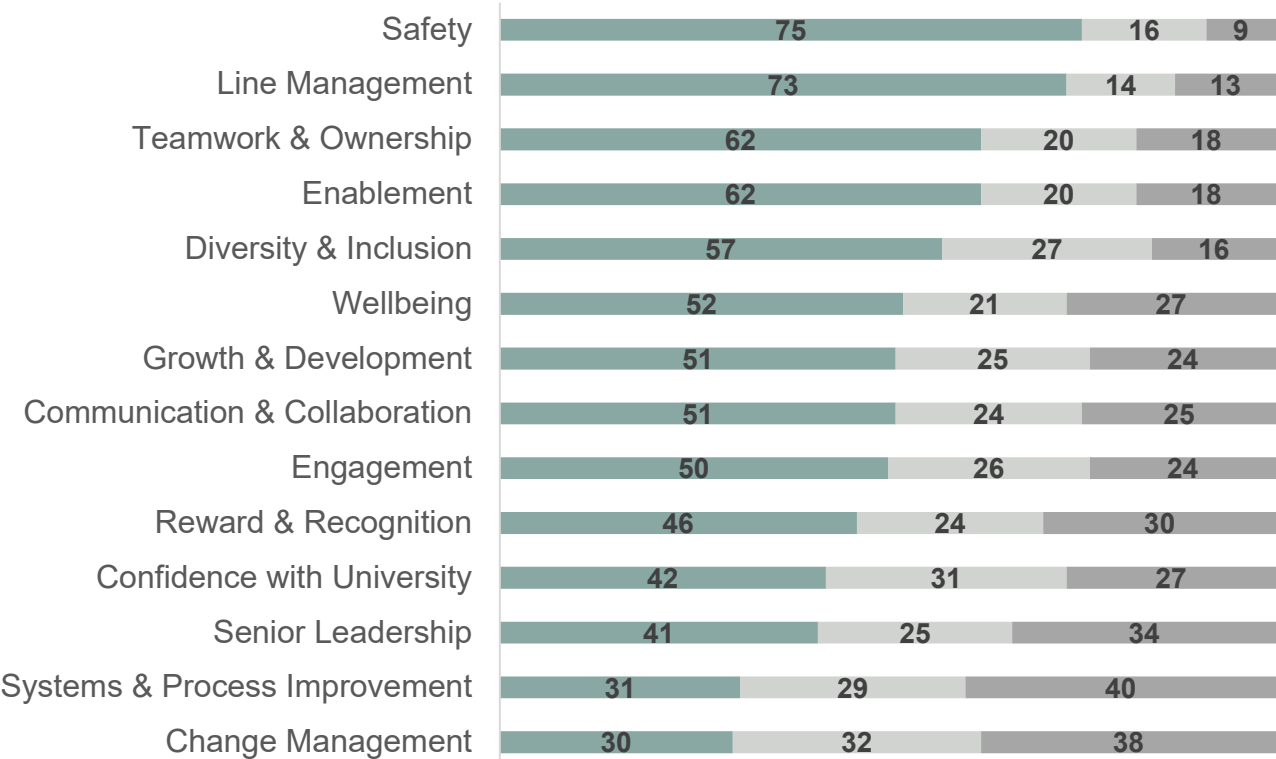


**Higher Education 2022 Benchmark**

**68%**

# There is consistency in thematic areas which represent opportunities for us to address at an institutional level; including how we operate and how we might improve

**Institutional results by Factor** (Average % favourable response for all Colleges/Divisions)



Consistencies between Colleges and Divisions included;

- Strong favourable responses for Safety with all scores between 60% - 81% and;
- Line Management (64% - 82%)
- Lower favourable responses for System & Process Improvement (17% -45%) and;
- Change Management 26% - 37%

# There is strong engagement at a local workplace level

## People feel part of a team

"I feel I am part of a team"



## They value that their manager supports them professionally

"My line manager helps and supports me to be successful in my role"



"My line manager has show genuine interest in my career aspirations"



## They feel valued and cared about

"My line manager genuinely cares about my wellbeing"

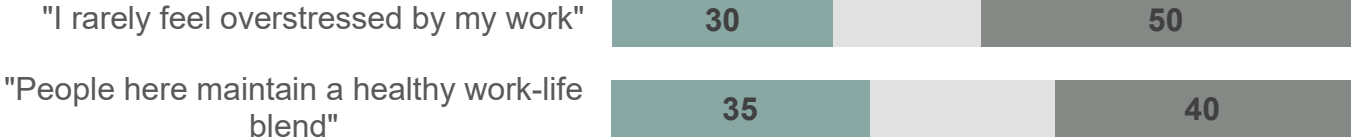


"My line manager values the contribuion I make"



# But the way the University operates doesn't make work easy

## People find work stressful



## Part of it is our systems and processes



## And there are issues with workload



## Where there are attempts to fix things, there is a view that it is not well done, which adds to the stress



# There isn't sufficient local empowerment to address or call attention to challenges

## There is clear evidence that people don't feel sufficiently empowered to fix things



## And what adds to a sense of not being empowered is people feeling like they aren't being heard

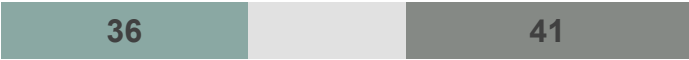


# Understandably it feels like the University doesn't care about the right things

## The conclusion people draw is that we aren't people-centric;

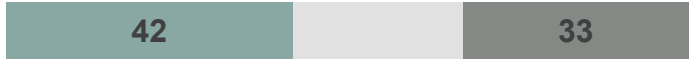
- Our leaders do not demonstrate that people are critical to the University's success

"Our leaders demonstrate that people are critical to the University's success"



- Employee wellbeing is unimportant

"I believe employee wellbeing is a priority at the University"



## If these things aren't being fixed, and people feel like our leaders don't care about them, they conclude that the University doesn't effectively direct resources towards our strategic goals

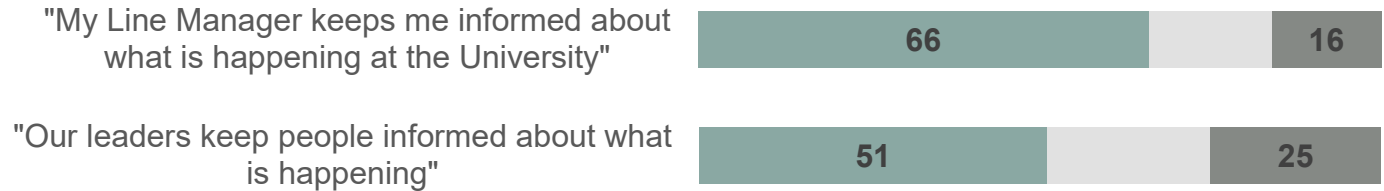
"The University effectively directs resources towards our strategic goals"





# The disconnect is being reinforced where communications aren't working

## The disconnect is reinforced when line leaders don't feel the University is doing the right thing



## With that disconnect, understandably our people struggle to understand what we're prioritising



# Our employee engagement results are giving us early insights around how we operate and how we might improve

Employee engagement varies widely across the University reflecting the important role College, School, Discipline and Division factors play along with university wide forces that shape people's experience

However, there are some overall patterns of strong local engagement but broader organisational disengagement that we need to address

**We are now well placed to learn from our program deployment and overall experience in 2022, and to begin action planning and strategy development to enhance our experience in 2023 and beyond**

# Next steps and planning

We are currently undertaking a 'lessons learned' activity to understand what worked and what could be improved for our next phase of survey deployment. The outcomes of this will be incorporated into our survey plan for 2023 and beyond

We will be engaging with a broad cross-section of our community in the earlier stages of 2023 to have a conversation about how we can improve things, specifically focusing on systems and processes, how we manage change, communication, and building better local empowerment

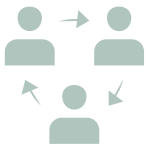
We will consolidate the outcomes from these conversations into a full University Engagement Plan, and ensure that we direct resources appropriately to fixing the problems, and building a better experience throughout 2023 and ongoing

We will survey again, testing what has been working, what hasn't, and what needs adjustment. And we will build this into our regular cycle at the University, ensuring we're continually focused on creating a University we are all proud of

# Discussion questions



What key areas have you chosen to focus on in your workgroup within the University?



What actions have you implemented that you feel are working?



If you could give us any advice on how best to engage with our employees from this point onwards, what would you suggest?





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**Thank you**