

Campus Vision 2023–2030



Acknowledgement of Country

Federation University Australia acknowledges the Custodians of the lands and waters where our campuses are located and recognises their continuing responsibilities to care for Country at these sites of teaching and learning. We pay our respects to Elders past and present and extend our respects to all Aboriginal and Torres Strait Islander First Nations peoples.

The Aboriginal Traditional Custodians of the lands and waters where our campuses, centres and field stations are located include:

BALLARAT		Wadawurrung
BERWICK		Boon Wurrung
BRISBANE		Turrbal and Jagera
EUSTON STATION		Tatti Tatti
GIPPSLAND		Gunai Kurnai
NANYA STATION		Mutthi Mutthi and Barkindji
WIMMERA & ARARAT		Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk





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From the **Vice-Chancellor**

As our communities continue to evolve rapidly, so must we.

At Federation University Australia, our purpose is to transform lives and enhance communities. We've been doing this for over 150 years by delivering real, practical and empowering education experiences that drive economic growth and jobs in our regions.

Our campuses lie at the heart of our partnership with regional communities, providing the foundation for where our staff and students come together to achieve change. Our students leave our campuses enriched by the education and socialisation opportunities afforded by studying at Australia's leading regional university.

But the world in which we live continues to change rapidly. We are experiencing a seismic shift in the higher education sector that has only been accelerated by the global pandemic.

The big challenge before us today is to respond now so we are ready for tomorrow. We need to adapt, evolve and build a strong and sustainable university for the years ahead, built on strong financial foundations. We can achieve this by focusing on growth, seizing opportunities and making smart decisions.

That's what our Campus Vision 2023–2030 is all about. Put simply, it's our plan to create our university for the future.

It's a plan to transform our campuses into places that are agile, integrated and responsive to the needs of those we serve, places where we can work co-operatively with employers and industry.

It's a plan to make better use of our valuable real estate assets and provide flexibility for where they need to be in the future.

It's a plan to build new and better campuses to allow us to embrace new and innovative forms of education for jobs of the future – programs and courses to drive economic growth and jobs in our regions.

It's a plan to use new technologies to connect classrooms, people and communities in new and productive ways.

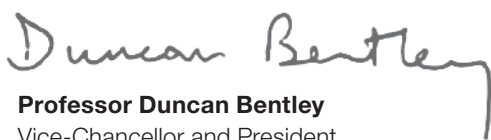
It's a plan to enhance our connection and presence in the heart of our communities, so our precincts can deliver local benefits and community facilities they can access, attract new industry to invest and encourage more people to live and work in regional Victoria.

It's a plan to create the best teaching and learning environment – the best possible experience for what it means to work and study at Federation University.

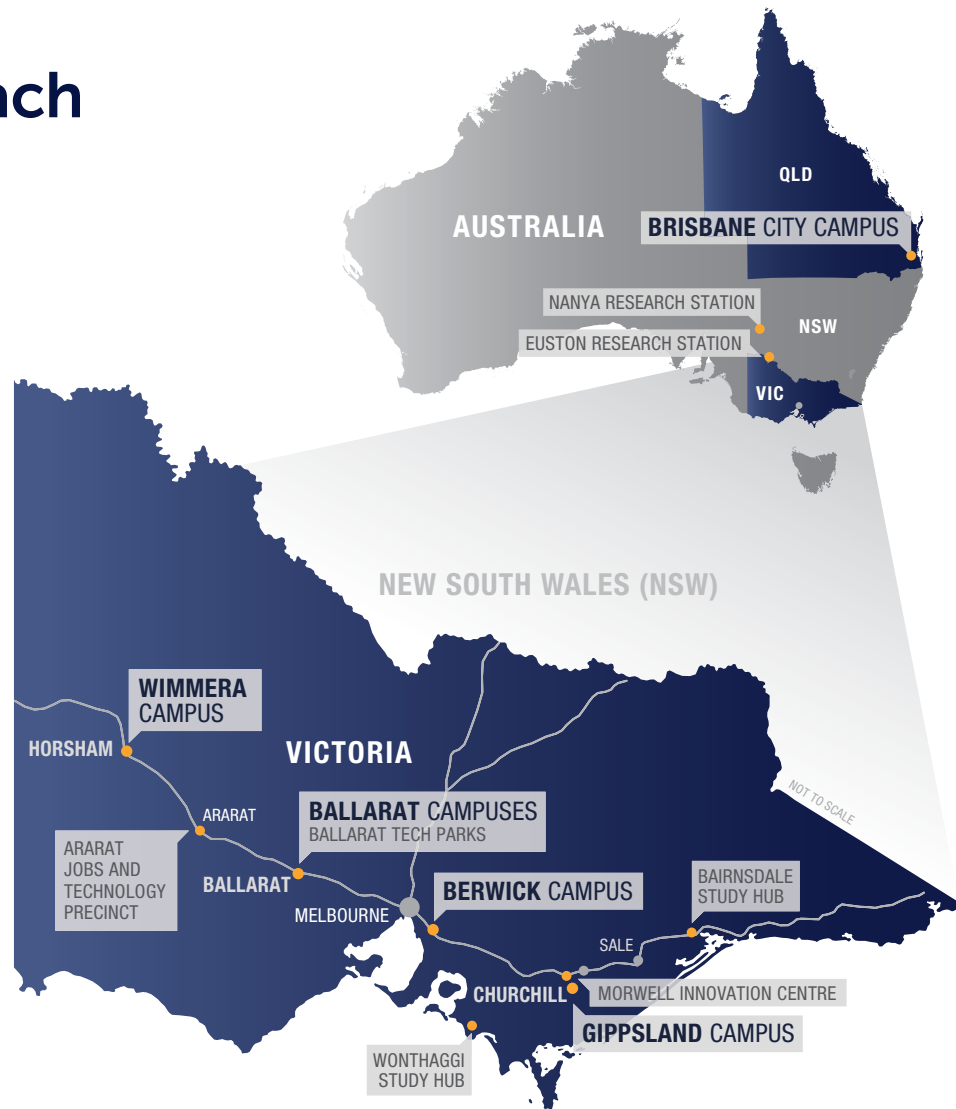
The campus vision presents a model for what a modern university can and should be: a strong, sustainable and thriving university that will transform lives and enhance communities for generations to come.

I look forward to us co-operatively and collectively transforming our campuses in line with this vision.

Yours sincerely,


Professor Duncan Bentley
Vice-Chancellor and President

Our reach



150 years old but seven years young

We are Australia's premier regional university.

We began as the Ballarat School of Mines in the gold rush era and have expanded to become Federation University Australia in 2014.

We are Victoria's only regional multi-sector provider with a mix of university and TAFE campuses in Ballarat, Berwick, Gippsland and the Wimmera, as well as a growing innovation campus in Brisbane City.

We have a 40,000-hectare environmental research station in western New South Wales and a second 1,400-hectare environmental research station in the state's south-west.

We have one of the largest technology parks of any Australian university, with established operations in Ballarat and Gippsland, as well as a new jobs and technology precinct at Ararat that is part of our plans to expand our presence in western Victoria.

With campuses, research stations, technology parks and precincts spanning across Australia's eastern states, we have the experience of age and the youthful drive to innovate and make a difference.

We are Federation.



Co-operative education at Federation

Federation University Australia is becoming Australia's first co-operative university.

As Australia's leading regional university, our aim is to transform lives and enhance communities while building a strong and sustainable university.

In pursuit of this vision, we have made a commitment to embed co-operative learning in every university degree and TAFE course by 2025. We are the first Australian university to make this commitment.

Federation Co-op builds on our core strengths as a multi-sector, regional university, with top ratings in Victoria in graduate employment outcomes – and leadership in industry collaboration.

Co-op involves designing and delivering education in co-operation with employers and businesses.

It benefits students by connecting them to employers and industries throughout their studies and giving them access to new opportunities. Co-op provides a clear pathway from enrolment to graduation and employment – and the foundation workplace skills needed to hit the ground running.

For employers and industry, co-op addresses many of the skills shortages facing regional Victoria and Australia and provides a talent pool of graduates that already understands the real needs of businesses and organisations. Co-op means industry can tell Federation what they need our students to know to succeed.

Co-op reimagines the usual linear study path. Students will be able to start their education at any level and build a learning journey with fully integrated, flexible and stacked programs. They will be more experienced when they graduate and get where they want to go more efficiently.

We have seen the co-op model succeed at Federation through partnerships such as those with IBM – over 25 years, with 70 per cent of students working globally with IBM, others being employed by SMEs and 90 per cent continuing to work in the regions.

What makes the Federation Co-operative Model different?

The Federation Co-operative Model is more than just an extension of traditional workplace learning and apprenticeships.

Co-operative education is different to traditional work placement. It involves working with employers and industry in developing our educational pathways to ensure our programs and courses meet industry needs through:

co-design | co-development | co-delivery

This co-operative engagement with employers and industries will happen at different levels depending on the discipline, course or TAFE unit.

We will expand our network of Industry Advisory Bodies to review and provide feedback across all of our programs and TAFE courses.

We will also consider where we can directly involve industry during the development of our courses – at times through consultation and feedback; and in some cases they will have active involvement in all stages of program or course development.

Co-op also involves delivering our courses in co-operation with employers and industries, bringing learning into the workplace to better integrate it with the world of work.

Every Federation Co-op degree will include:

- foundation workplace skills as well as the technical skills to prepare students for their future careers
- at least 150 hours of industry experiences that contributes directly to course credits and graduation
- a range of workplace learning opportunities to suit our students and employers including
 - > paid cadetships
 - > extended internships
 - > shorter learning in the workplace opportunities
 - > a team-based project for an industry partner

Students will connect with local and international opportunities, with access to major national and global employers opening up opportunities for travel.

Students can have certainty that employers and industry leaders have endorsed the program or course they are studying as providing what they really need to succeed.

About Federation

As Australia's leading regional university, the desire to transform lives, enhance communities and build a strong and sustainable university informs everything we do.

We became Federation University Australia in 2014 – a new entity bringing together more than 150 years of history from our predecessor institutions. We have the energy and optimism of youth combined with the knowledge and experience that comes from our history as one of the oldest universities in Australia.

We have campuses in Victoria across Ballarat, Berwick, Gippsland and the Wimmera, and in Brisbane, Queensland, as well as vocational and trade education at our Victorian TAFE campuses.

Our network of partner providers extends to Melbourne, Sydney and Adelaide, as well as offshore partners in Hong Kong, China, India and Sri Lanka.

We are a diverse community with over 18,500 domestic and international students, 1,650 staff and 123,000 alumni across Australia and the world.

Purpose of the Campus Vision

Creating vibrant and viable campuses for students, staff, communities and industry partners

The *Campus Vision 2023–2030* sets out the future vision for our campuses. But it is more than that.

It aligns Federation University's physical campus environments with the University's bold vision to become Australia's leading regional university.

It creates a framework to allow Federation to make better use of our physical spaces and transform the entire student experience – not just where our students will learn, but how they will learn.

It describes not only the places within our campuses, but the experience we are creating for our students, and our communities and industry more broadly.

Informed by our *Strategic Plan 2021–2025* and *Campus Vision 2022–2025*, our *Campus Vision 2023–2030* outlines the next stage in achieving these goals.

As well as setting out our plans to develop the physical university and TAFE assets, this document also reflects the changes we are making more broadly to ensure we are financially sustainable, drive economic growth and jobs in our regions, are better connected to our communities and produce job-ready graduates with the skills employers need.



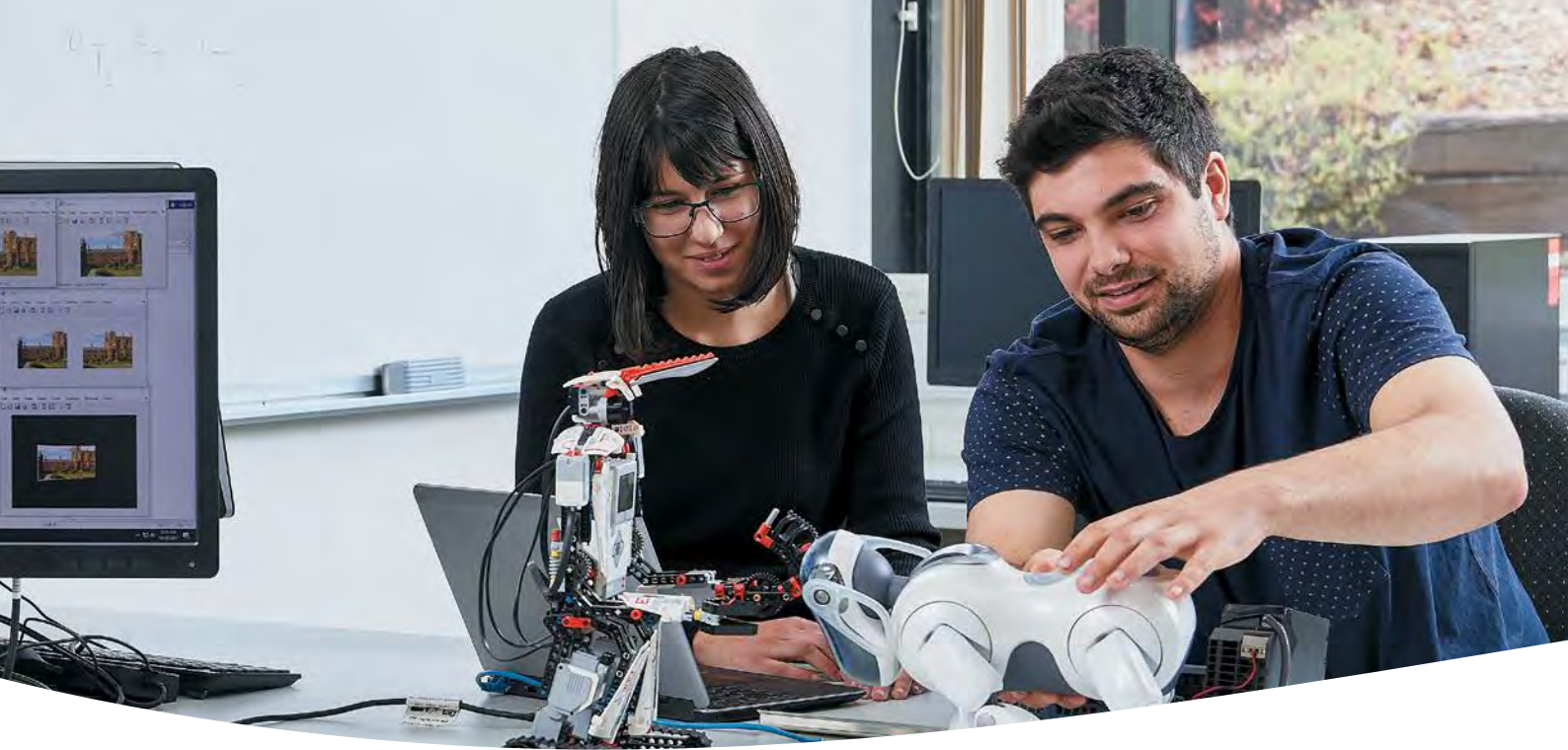
Federation is becoming Australia's first co-operative university. The co-operative model involves extending the student experience beyond the campus and into the community, where it will be embedded within industry and with employers. The campus vision supports the broadening of Federation Co-op by focusing our campus assets around the long-term vision for our University.

The campus vision is intended to continue the conversation with our students, staff, communities, government and industry partners on what Federation means to them and how we can grow together.

It provides the context for how we propose to evolve our campus assets. In the future, the University will be developing detailed plans for how we propose to make these changes.

The *Campus Vision 2023–2030* outlines an exciting vision – one that we intend to deliver over the coming years. We urge you join with us in this exciting vision.





Our people

Our campus vision is driven by our people: the students, staff, communities and partners who make up the Federation University community.

For our students

Our students reflect our society – they are individuals with unique needs and expectations of their Federation experience. Some will want to be on-campus, some will prefer learning completely online and others a blend of both. We need to ensure our campuses and our ways of teaching and learning support all of these options.

We are reimagining not only the courses and programs we offer, but how they are taught. Our course and program offerings will be increasingly focused on areas of jobs growth where there is strong demand from students and employers. Through Federation Co-op, we are co-designing programs with industry and employers to ensure they are relevant and practical, and aim to have every Federation student involved in workplace learning throughout their studies.

In future, all of our students will graduate with a core set of skills developed with industry that will make them job-ready and will future-proof their careers. This will make the Federation experience unique within Australia's higher education sector, and we need to ensure our campuses and learning environment support this.

Making better use of digital technology is essential, as we move towards blending face-to-face teaching with immersive online forums that are accessible across a range of mediums and not tied to a single campus location. Via new Connected Classrooms, we are bringing together teaching staff and students from across our campus network. Classes will be taught simultaneously in-person and online in a highly interactive digital experience that will overcome physical distance.

These new ways of learning must find a home on our campuses. Our campus vision sets out how we are achieving this. It also shapes how we can create a unique Federation experience for our students.

We must provide the social and creative opportunities within our campuses that will help define friendships and relationships that will last a lifetime.

We want our students to be excited to be in our social spaces, to join with new people, to gain new perspectives and to broaden their world outlook. All of this can only take place in high-quality buildings that promote innovation, creativity and joy.

For our staff

Central to providing the best possible learning experience for our students is our commitment to developing our workforce to support these new ways of learning that will evolve over coming years.

Working at Federation is a vibrant, dynamic and innovative experience built on the strong foundation of our Living Values charter: inclusion, innovation, excellence, empowerment and collaboration.

Our campus vision is creating new and positive experiences for our teaching, professional and general staff. Our workplaces will feature cutting-edge design, creating beautiful spaces that are a pleasure to work in. They will include central spaces that are vibrant, dynamic and active, bringing together students, staff and the community.

Hospitality and entertainment spaces will be located alongside classrooms, performance spaces and employers who are located on our campuses to provide better community services and workplace learning experiences for our students.

By locating gyms, cafes and libraries alongside businesses, including health providers and innovation centres, we will create a vibrant and dynamic workplace that will further enhance Federation's reputation as an employer of choice.





For our communities

As a regional university, we are deeply connected to our communities. Almost 70 per cent of our graduates live and work in the regions – they are the nurses, the teachers, the start-ups and the business leaders in our communities.

We are among the largest employers in our regions, with an economic impact of more than \$1 billion each year.

We have a key role to play in driving economic growth and jobs in our regions, providing a pipeline of skilled graduates to local employers and boosting productivity through research and innovation.

Our campuses are an important part of our connection to our communities. Through our campus vision, we intend to make that connection even stronger by better integrating our campuses into our communities, providing facilities and services that are available to everyone, not just our staff and students.

We want our campuses to be places that members of the community feel welcome to come and enjoy – places that will contribute to the character of our regions and improve the quality of life for all who live there.



For our industry partners

Whether through commercialising research to increase business productivity and open new markets, or by aligning our TAFE courses and higher education programs with industry needs to provide a skilled regional workforce – our industry partnerships help us to drive economic growth and jobs in our regions.

Our partnerships with industry will further increase as we shift towards our co-op model, which is driven by jobs growth and demand.

We will expand our technology parks to welcome aligned enterprises into our campus ecosystem.

Workforce skills will be a key driver of economic growth over future years, and Federation will be actively partnering with employers to create a large number of embedded vocational learning opportunities for our students, and employment opportunities upon graduation.

We plan for our campuses to become regional employment and skills hubs that will be linked to providing better services to our regional communities.





Background

The campus vision is the product of a multi-stage process involving a review of strategic documentation, site visits across the University campuses, stakeholder engagement, a review of campus capacity and identification of key space types to enrich the campus experience.

Through this process, several key opportunities and challenges were identified.

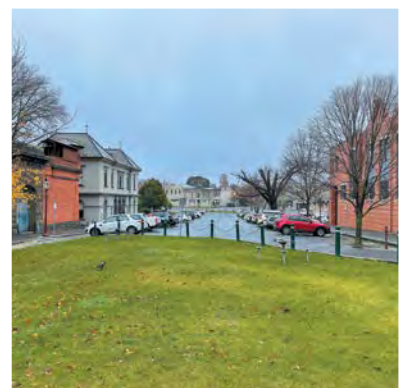
Challenges

- Excluding Berwick, the inherited campuses were not originally organised for a purpose aligned with the current University needs. The legacy campus organisation features a traditional siloed model with sprawling buildings that create difficult wayfinding, legibility and hidden activity, with limited opportunities for interaction across disciplines.
- With the exception of Berwick, campuses appear to lack activity and vibrancy, conveying a message of decline.
- Consistent low investment in maintaining legacy building assets results in poorly presented campuses.
- Due to the large number of assets and area Federation University operates within, it is not feasible to upgrade the entire building stock.
- Mt Helen and Churchill, our two largest campuses, are remote and disconnected from the regional communities within which they operate.
- Campus legibility and wayfinding is generally poor, with a lack of accessibility, transparency and safety.
- A large number of buildings are long and linear, creating empty corridors with a lack of informal learning spaces.
- The majority of buildings are either not optimised or not fit for future purposes.



Opportunities

- The SMB Campus's heritage assets provide an opportunity to enhance the University's identity as a unique attribute of Federation University and Federation TAFE.
- Beautiful landscape settings (flora and fauna) across Wimmera, Berwick, Churchill and Mt Helen enhance the University's identity.
- Higher utilisation of existing building assets and a centralised concentration of activity could remove the perception of an inactive and empty campus.
- Strategic investment in existing assets within the campus heart can provide a focused approach to enhancing the student experience.
- Strategic removal of redundant, end-of-life assets reduces University risk and maintenance costs while enhancing the campus experience and identity.
- We can enhance connections with community and industry.
- We can encourage 24/7 activation through increased amenities and events.
- We can drive the sustainability agenda through removal and refurbishment of built forms in line with our Towards Net Zero 2033 commitment.
- We can create blended and active campuses to develop lifelong learning opportunities and support engagement between Federation TAFE and Federation University.





Goals

Federation University has identified objectives that are to be translated into our physical spaces as part of the campus vision.

The campus vision consultation has also identified several 'big ticket themes'.

Through further stakeholder consultation, these objectives and themes have been distilled into five goals:

1. Industry and community engaged

- Embed the University within the town to create a university town experience.
- Provide an inclusive campus experience with flexible spaces to support community and industry activities/engagement with opportunities for 24/7 or weekend activation.
- Emphasise the campus as a city, connected and vibrant.

2. Enriched learning experience

- Transform campus assets into contemporary learning environments and workspaces.
- Encourage lifelong learning and support the co-operative model.

3. Connected to Country

- Engage with Indigenous culture to explore opportunities for knowledge sharing and storytelling through embedding narrative into physical settings of the campus.
- Encourage engagement with Indigenous communities and provide a welcoming, inclusive campus environment.

4. Optimised and consolidated

- Create a vibrant and viable campus through strategic investments and built form removal to intensify activity at campus hearts.

5. Support sustainability framework

- Explore options to address the United Nations Sustainable Development Goals.

Design framework

From heritage-listed buildings to brutalist architecture and the many design styles in between, our buildings provide a rich history and connection to the past. However, they require extensive work to ensure they are fit for purpose and support the best outcomes for our students, staff and the community more broadly.

We will showcase the adaptive re-use of our buildings with blended architectural designs that integrate the best of the past with the future. Most importantly, we will ensure our buildings meet the needs of our communities who live alongside these buildings and share our streetscapes.







Our design framework also builds on the principle of showcasing environmental sustainability in the built form of our new projects, and adaptive implementation in our legacy assets.

Our campuses will showcase high-quality urban design, featuring recreational spaces, passive gardens, artistic spaces and shady areas to read under a tree, all of which combine to make our campuses inviting places that draw people in and create the atmosphere and creative energy of a university town.

Design drivers

In response to the five goals, design drivers have been developed to translate the goals into frameworks to help guide implementation of the campus vision.

The design drivers are:

					
Memorable to the public	Inclusive and welcoming	Break down the silos	Climate responsive	Fewer but better assets	Clear, walkable and accessible

These drivers aim to provide a dynamic and social experience with activities and facilities for our students, staff, communities and industry partners.

The design also embeds Crime Prevention Through Environmental Design principles to enhance campus safety.



Towards Net Zero 2033

Federation University has developed a plan for its campus infrastructure that will create a built environment with net zero carbon emissions.

Each of the projects identified in our campus vision will seek to showcase the very best practices of environmentally sustainable design, exploring new techniques, technologies and design to further reduce our environmental impact.

To be a leader in environmental sustainability, we must be bold, and we must utilise our position as a university to both educate and innovate.

Federation University has already reduced greenhouse gas emissions by 40 per cent since 2005. This reduction includes scope one emissions that occur from sources controlled by the University, such as fuel combustion in vehicles, boilers and furnaces, as well as scope two emissions associated with the purchase of electricity.

In 2021, we took the next step on our path to sustainability, with the University receiving Victorian Government funding to support the development of both the Towards Net Zero 2033 plan and a broader Sustainability Framework, aligned to the government's target of net zero emissions by 2050.

Beyond net zero emissions, we aim to contribute to positive carbon reduction through commercialisation of our research, patents and other revenue activities.

We will also take advantage of our position as both a dual-sector university and Australia's first truly co-operative university to train the clean energy workforce of the future.

Our strong connection to our communities will provide opportunities to partner with industry and government to work collectively towards net zero emissions in the regions in which we are based.

Sustainability Development Goals

We are committed to not only managing our own carbon footprint, but to becoming a leader in the communities we serve across the United Nations Sustainable Development Goals (SDGs).

The SDGs are a set of 17 goals and 169 targets adopted by all UN Member States in 2015 to end poverty, protect the planet and ensure prosperity for all.

WORLDWIDE RANKINGS FOR UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	
 <p>10 REDUCED INEQUALITIES</p>	86th IN THE WORLD FOR REDUCED INEQUALITIES
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	87th IN THE WORLD FOR SUSTAINABLE CITIES & COMMUNITIES
 <p>5 GENDER EQUALITY</p>	99th IN THE WORLD FOR GENDER EQUITY
 <p>4 QUALITY EDUCATION</p>	TOP 1% GLOBALLY FOR QUALITY EDUCATION
 <p>3 GOOD HEALTH AND WELL-BEING</p>	TOP 1% GLOBALLY FOR GOOD HEALTH AND WELLBEING
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	TOP 1% GLOBALLY FOR AFFORDABLE AND CLEAN ENERGY
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	TOP 1% GLOBALLY FOR PEACE AND JUSTICE
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	TOP 1% GLOBALLY FOR PARTNERSHIP FOR THE GOALS

2022 Times Higher Education World University Rankings
 100 issues ranked by THE on



21st century campus

The *Campus Vision 2023–2030* strives to provide a network of 21st century campuses that support the University’s purpose and ambitions – campuses that transform lives and enhance communities.

The 21st century campus model responds to contemporary challenges and provides an opportunity for further development of the University’s co-operative model.

It looks at the campus as a city, a vibrant space that is deeply connected and engaged with the surrounding community and industry.

Federation is employing the 21st century campus model to foreground the social dimension of learning, where student development extends beyond the classroom.

We are embracing technology to inform our methods of teaching and learning as they evolve, including multi-modal, hybridised learning. We aim to create flexible spaces that support social interaction, collaboration, innovation and entrepreneurship.

Importantly, we seek to break down the siloed nature of campuses, creating spaces that encourage organic interaction across disciplines and campus users to foster innovation and support entrepreneurship.

The model emphasises the primacy of the campus as the centrepiece for learning. We are following this model by transforming our campuses to be significant contributors to the broader community and industry – open and welcoming to all.

Space types

Each Federation University campus will host spaces to accommodate informal and formal learning, social interaction and student life, community and industry engagement, flexible workplace environments, commercial opportunities and recreational activities, as well as functions and events. The campuses will also require a range of specialised spaces to facilitate course offerings, including research programs.

The following space types provide opportunities for the above:

- activated corridors and circulation space with access to daylight and natural ventilation
- informal bleacher space
- general purpose spaces – technology enabled flexible flat-floor across a range of scales
- specialised rooms (e.g. wet laboratories)
- meeting rooms – range of scales
- recording studios
- flexible flat floor spaces (range of scales) to host a range of activities (e.g. lectures, workshops, events)

Connected Classrooms

Federation University has implemented the technology enriched Connected Classroom model across all campuses, with future Connected Classrooms planned for the short-term future. The Connected Classroom provides students with high-quality digital connection to content delivery across multiple campuses.

Benefits of the Connected Classroom include greater accessibility to coursework for remote students, reduced duplication of coursework and a more equitable experience for teaching, instruction and student participation activities.



Connected Classroom example;
Location: Berwick Campus



Flexible Collaborative Learning Space example;
Location: Berwick Campus



Connected Classroom example;
Location: Building A, SMB Campus



Active Informal Learning Space example;
Location: Building S Ground Floor Hub, Mt Helen Campus



Our vision: Western Victoria

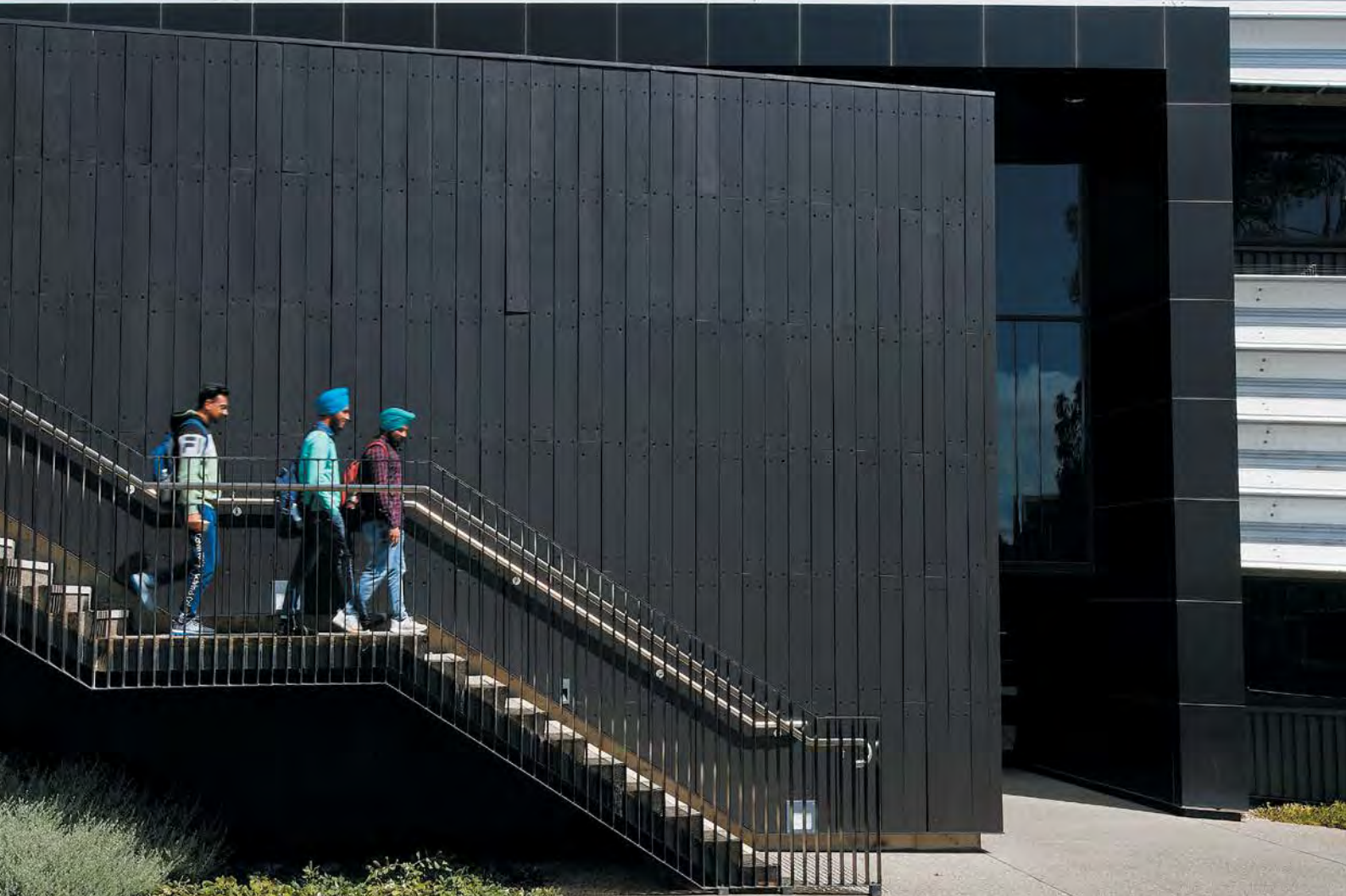


Federation has a rich history in Western Victoria dating back to our foundation in Ballarat in 1870. We now serve more than 600,000 people across the state’s west, with campuses in Ararat, Ballarat, Mt Helen and the Wimmera.

Our strategic direction for the Western Victoria region focuses on developing our historic School of Mines Ballarat (SMB) Campus into a new Skills and Innovation Precinct that will help attract new industry to Ballarat by providing access to a skilled regional workforce as well as cutting-edge research and innovation. The project aims to build Ballarat’s reputation as a ‘university town’ that will attract students to live and work in regional Victoria.

This revitalised campus in Ballarat’s city centre will act as a hub that supports specialisation at the surrounding campuses across Western Victoria that reflects the priorities of their local communities, which in turn will support economic growth and a knowledge-based future for these communities.

These plans are explored in more detail for each campus in the following pages, but in combination our campuses across Western Victoria will be a key competitive advantage for their communities and will continue to drive skills and employment across the region.





BALLARAT

Our vision: **Creating a university town**



City centre campuses bring vibrancy and economic activity to a city, attracting industry investment and the creativity and buzz of thousands of students living and working in the city.

Creating a university town experience in central Ballarat will enhance Federation's connection and presence in the heart of the city, promote jobs and economic growth, and create a vibrant precinct for the whole community to enjoy.

It is a central objective of our *Strategic Plan 2021–2025* and is consistent with the City of Ballarat's Creative City Strategy.

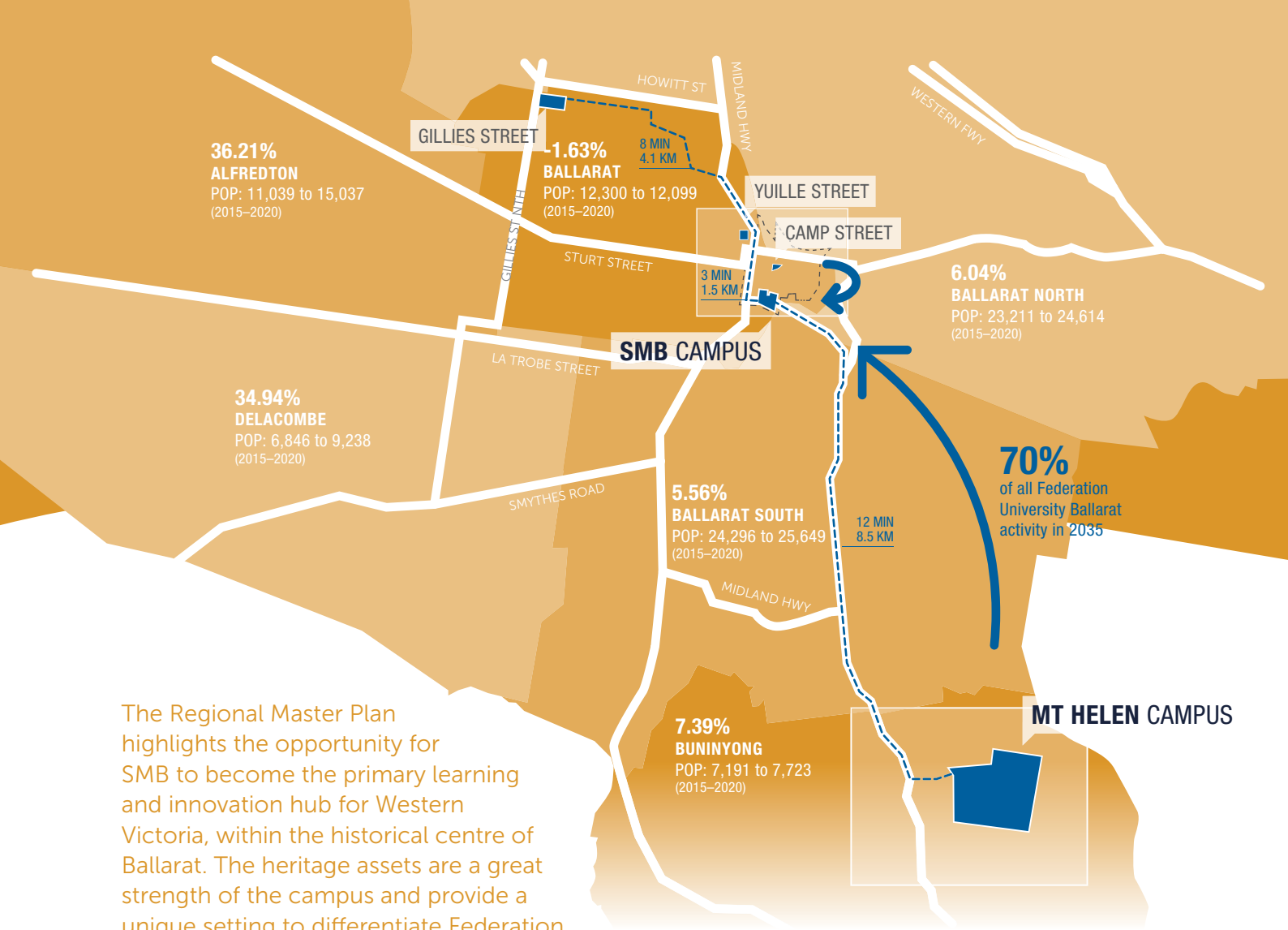
Currently, activity at the two Federation campuses in the Ballarat CBD (Camp Street and SMB) is too dispersed to create this experience.

The assets at these sites are ageing and require significant investment and realignment to achieve our university town objective. In line with this we will also invest in our Mt Helen precinct as our home for experiential learning in Western Victoria.

We plan to consolidate Federation's current operations in Ballarat's CBD into a single Skills and Innovation Precinct located at our SMB Campus on Lydiard Street, with teaching activities shifted out of the current Camp Street campus.

By establishing new state-of-the-art facilities and clustering teaching activity at the SMB Campus, Federation will bring thousands of students into central Ballarat every day.

This will create an exciting and engaging student experience, support economic growth and encourage new traders into the CBD, bringing a new energy and atmosphere to the city centre.



The Regional Master Plan highlights the opportunity for SMB to become the primary learning and innovation hub for Western Victoria, within the historical centre of Ballarat. The heritage assets are a great strength of the campus and provide a unique setting to differentiate Federation University amongst regional competitors.

Priority projects

Planning for the Ballarat University Town Project is well advanced and seeks to capture this new vision to secure Federation’s future in Ballarat.

The following projects are required:

- Deliver a new \$22 million, 300-space car park on the Armstrong Street south frontage with student amenities and support on an activated ground floor.
- Create a learning street and connected heritage buildings through large-scale urban design and streetscape works across the Lydiard Street South precinct
- Refit a further two heritage teaching buildings on SMB Campus to provide suitable contemporary flexible teaching infrastructure and contribute to the University’s leadership in moving towards low carbon buildings.
- Develop a vision to transform the Camp Street precinct to a mixture of arts, events, community, industry, co-operative and university purposes, thereby opening up the heart of the city to the Ballarat community.
- Create linkages and cultural connections to the redeveloped railway precinct – a gateway precinct to Ballarat.
- Leverage the City of Ballarat’s Creative City strategy to drive activation of the Ballarat University Town Project.
- As the campus grows, create a new multipurpose building incorporating library, learning, arts and community use functions.



Flecknoe Building, SMB Campus



SMB

Our vision:

A learning and innovation precinct in the heart of the city



Consolidating teaching and learning into a new Skills and Innovation Precinct at the SMB Campus will allow Federation to give back prime real estate currently occupied by the Camp Street Campus in the city centre to the Ballarat community to reimagine and enjoy.

It will provide an opportunity for the city to create a new precinct in the heart of Ballarat that would incorporate Lydiard Street, the Art Gallery of Ballarat, Alfred Deakin Place and the Camp Street University campus.

It is a placemaking opportunity for Ballarat that will yield significant economic, cultural and social benefits.

We will co-design the Camp Street precinct in partnership with the City of Ballarat to create new community, cultural and business-focused uses that will benefit the entire community.

The Ballarat University Town Project is city-changing

It will act as a catalyst for transformation of the southern precinct of the Ballarat CBD, while creating exciting opportunities for a new art, cultural and entertainment precinct in and around Camp Street.

The significant student in-flow will add vibrancy along the length of Lydiard Street and surrounds, including the Bridge Street Mall precinct that is undergoing a similar revitalisation process.

It will also link to the redeveloped railway precinct, connecting the city centre and creating a new heart of the city.



Reinforcing the central green space through increased accessibility linking heritage buildings with transformed learning and hub spaces for the University, community and industry to occupy and engage with

SMB Campus transformation



EXISTING ASSET CONDITIONS	
EXCELLENT	GFA FOOTPRINT
GOOD	39,500m ²
FAIR	AREA
POOR	8 hectares



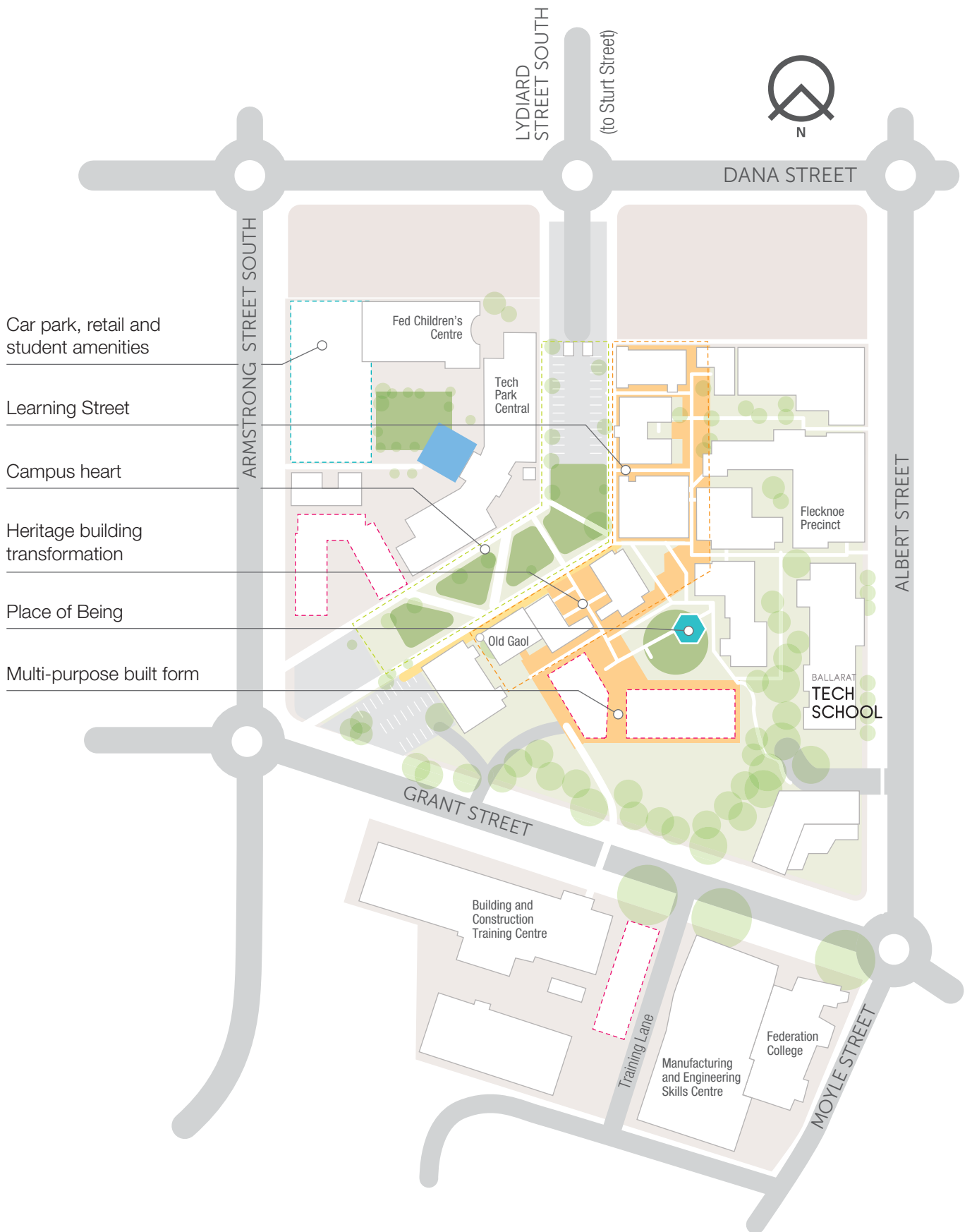
PRIORITY PROJECTS	
RETAIN AND OPTIMISE	
CONSIDER FUTURE USE	
REPURPOSE	
EXISTING/POTENTIAL INDUSTRY PARTNER	



Additional high quality learning spaces



Skills and Innovation Precinct at SMB





MOUNT HELEN

Our vision:

Delivering practical student experiences and better community services



Our Mt Helen Campus is set on a sprawling 110 hectares of parkland and natural bushland surroundings, just a short drive from central Ballarat. It is also home to Federation's Ballarat Technology Park.

It comprises more than 29 academic buildings and around 400 student accommodation units. Federation's Ballarat Technology Park hosts 50 private enterprises that contribute \$700 million per year into the regional economy.

Combined, these features create a unique opportunity to intensify industry investment in the Mt Helen Campus and create practical learning experiences for our students with increased workplace learning opportunities.

Just as we will cluster general teaching activities at our revitalised SMB Campus to create the university town experience with thousands of students flowing into central Ballarat, we will cluster hands-on practical learning activities at our Mt Helen Campus to take advantage of the space and the opportunity for our students to undertake workplace learning with our industry partners.

Our vision for Mt Helen involves:

- developing our core education assets on the campus to create an education precinct with upgraded buildings that are fit for purpose
- welcoming partner investors to establish a presence on surplus land
- expanding our existing Technology Park through private investment

We will also seek to double the size and impact of our renowned Technology Park model. We will seek to attract further private enterprise into our precincts, both within the Technology Park and our campuses more broadly. The Technology Park model offers a perfect example of Federation Co-op in action, with students embedded with employers within our campus precincts, creating impactful education opportunities while also driving regional economic growth through our unique workforce development model.



The education precinct will be a place for hands-on learning.

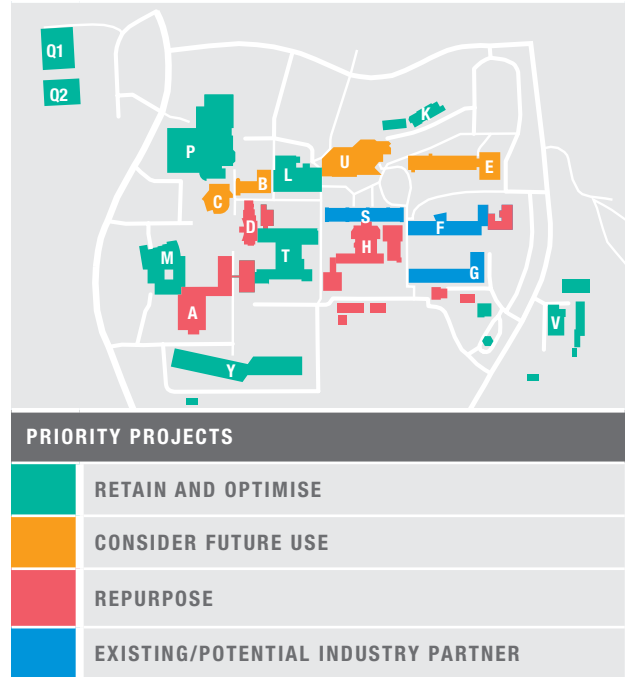
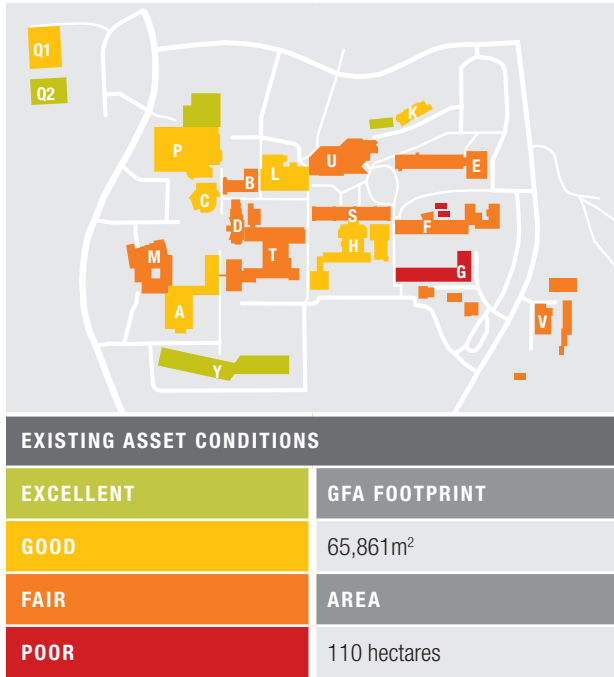
It will be home to our health labs, science, engineering and computer labs, our new sports science facilities, the Asia Pacific Renewable Energy Training Centre and a proposed Future of Automotive Skills Precinct.

Clustering experiential learning supports the work underway to focus course and program offerings on areas of jobs growth, with workplace learning and core job skills embedded in our qualifications.

Unlocking capital value from the existing Technology Park through attractive private investment will provide Federation with funds to support this campus vision.

We will welcome aligned employers into our Technology Park precinct who seek to establish aligned activities that will in turn generate long-term student placement and experiential learning opportunities.

Mt Helen Campus transformation



Y Building, Mt Helen Campus



Connected Classrooms

Priority projects

Planning for the transformation of the Mt Helen Campus is well underway.

The following projects are priorities:

- A classroom intensification program will inform how we design our classrooms to create high-quality classroom environments. Central to this approach will be the refurbishment of Building L to cluster student activity into fewer but higher quality connected and collaborative learning spaces, helping to create a more vibrant experience on campus for students and staff alike.
- Explore the feasibility of creating a solar farm above the carparks to the south of the campus to contribute to the University’s Net Zero Carbon plans.
- Further expand our experiential learning opportunities on site, through delivery of stage two of the Asia Pacific Renewable Energy Training Centre.
- Develop a business case for a Future of Automotive Skills Precinct that will provide a new platform for industry engagement, vocational work placements and cutting-edge research programs.
- Further invest in Connected Classrooms – high-tech teaching spaces that allow teaching to students online and in-person simultaneously from any campus location.
- Identify industry partners aligned with Federation’s vision to locate their activities in the Mt Helen Technology Park precinct, which will expand into other employment sectors such as health and aged care.
- Investigate potential brownfield conversion of excess education buildings capable of being converted into private sector technology park partnership opportunities.



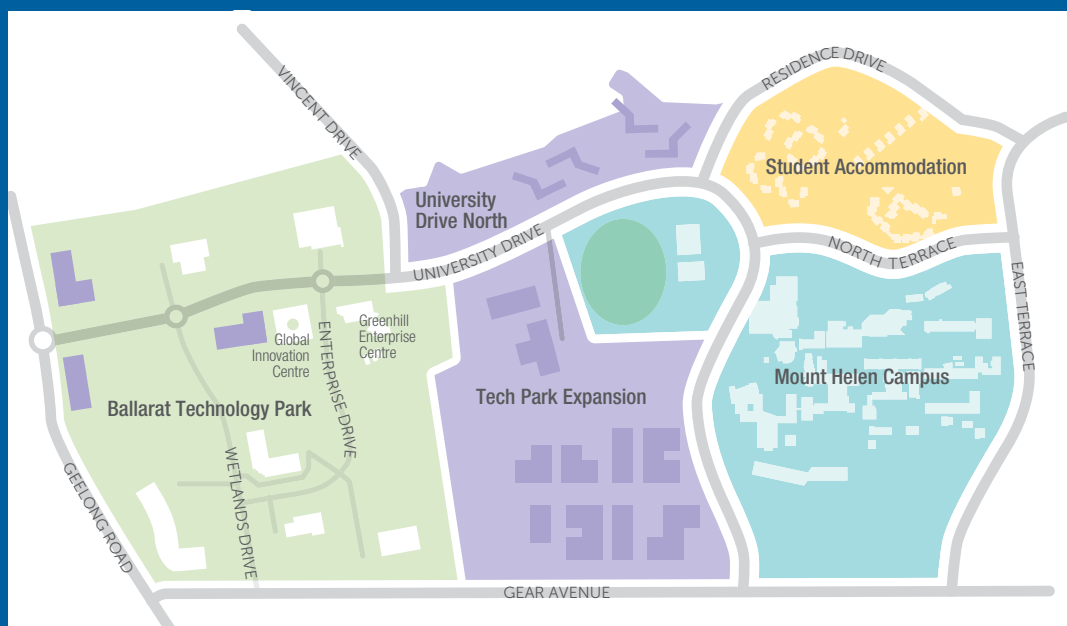


Ballarat Technology Park

Expanding the Technology Park precinct at our Mt Helen Campus will be a critical factor in Federation’s future success and sustainability.

We expect this to double employment within the precinct, which will result in an additional \$700 million of annual activity in the regional economy and more than 2,500 additional direct jobs between now and 2035.

Once completed, it is anticipated that the Technology Park will contribute more than \$1.4 billion of activity per year to the regional economy and support more than 5,000 full-time jobs.





THE WIMMERA

Our vision : **Driving jobs, Indigenous reconciliation and environmental sustainability**



Our Wimmera Campus is located within the Rural City of Horsham, a vibrant, multicultural community situated in the heart of the Wimmera region of Victoria, approximately 300 kilometres north-west of Melbourne.

With a central focus on Indigenous reconciliation and sustainability, the campus will become a vibrant hub for engagement, research, vocational and higher education activity. The Wimmera Campus will celebrate its role as a learning hub and will host a small research presence aligned with Federation's Research Strategy.

The campus will be upgraded with contemporary sustainability features to improve its efficiency and utilisation. The campus will maintain and enhance its strong focus on vocational education and training, its integration with training in local secondary schools and its connections with industry, researchers and students across multiple disciplines and modes of study.

Through technology, innovation and collaboration with industry, the campus will connect rural western Victoria into the Federation community and the world.

The Wimmera Campus will continue to deliver TAFE programs. Bachelor's and master's programs will be delivered through the Connected Classroom, and research will be supported through the Horsham research node. With increased engagement and partnership programs in health and the wider community, the campus has a vibrant and active future.

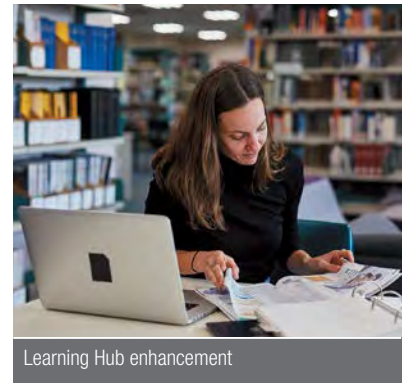
Enhanced permeability and visibility to the street through engaging hub spaces and amenities that encourage community connection

Priority projects

The following projects are required to deliver our vision for the Wimmera Campus:

- Refurbish and expand engineering trades workshops with state-of-the-art equipment that will recognise the importance of local manufacturing to the area and further develop opportunities for local employment training facilities into underutilised areas of Building M.
- Develop accessible ground-floor multipurpose shared and connected learning, library and study spaces with improved amenities for students and the community.
- Improve building performance and comfort and reduce the overall carbon footprint to a net zero position through environmentally sustainable upgrades and development.
- Rationalise building stock and dispose of underutilised temporary structures (portable classrooms).

Building an efficient and welcoming campus will inspire and enable skills development, research and industry engagement. Improved connections between the Wimmera Campus and community, along with better connection to the broader Federation community, will provide greater employment opportunities and improved economic activity for the city and its surrounding communities.

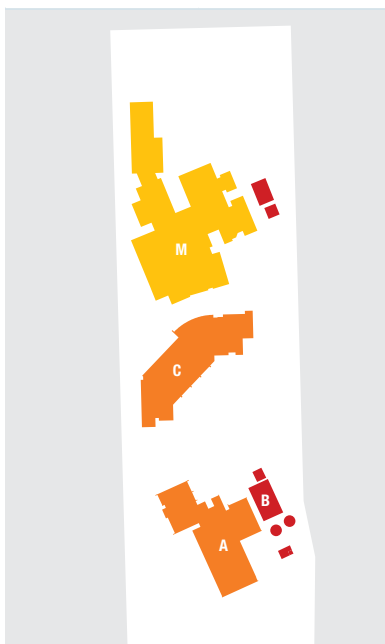


Learning Hub enhancement

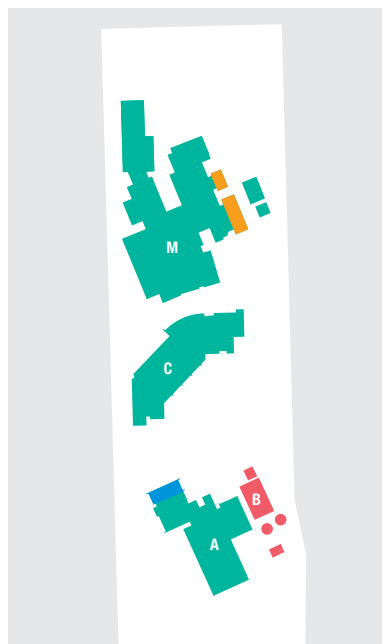


Connected Classrooms project

Wimmera Campus (Horsham) transformation



EXISTING ASSET CONDITIONS	
EXCELLENT	GFA FOOTPRINT
GOOD	7,676m ²
FAIR	AREA
POOR	0.8 hectares



PRIORITY PROJECTS	
RETAIN AND OPTIMISE	
CONSIDER FUTURE USE	
REPURPOSE	
EXISTING/POTENTIAL INDUSTRY PARTNER	



Expanding trades workshops



Dyata – 'Place of Being'

Informal and formal learning space refurbishment, student life and accessibility improvements

Car park consolidation

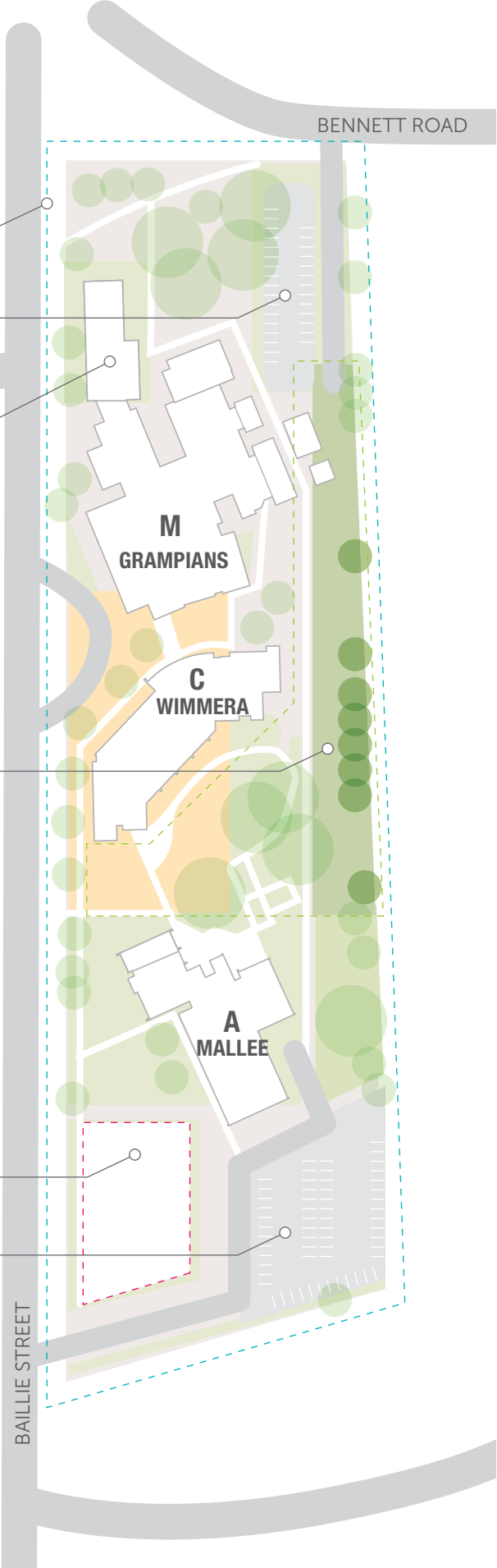
HIGH ST SOUTH

Refurbished engineering workshops

Landscape upgrades

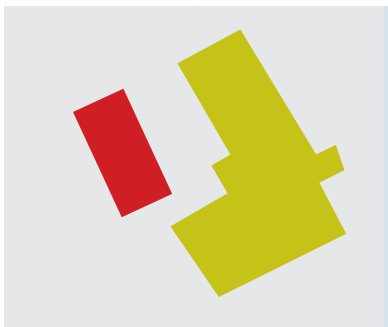
New multi-purpose built form

Car park consolidation



THE WIMMERA: ARARAT

Our vision : Driving agribusiness and advanced manufacturing



EXISTING ASSET CONDITIONS	
EXCELLENT	GFA FOOTPRINT
GOOD	1,006m ²
FAIR	AREA
POOR	0.2 hectares

The dormant campus on Laby Street in central Ararat will be reactivated into a new Ararat Jobs and Technology Precinct, creating a research, business and industry engagement precinct that will help drive economic growth in the region.

A partnership between Federation, Ararat Rural City Council and local industry, the campus will become a research hub initially focused on agribusiness, with the potential to expand into advanced manufacturing.

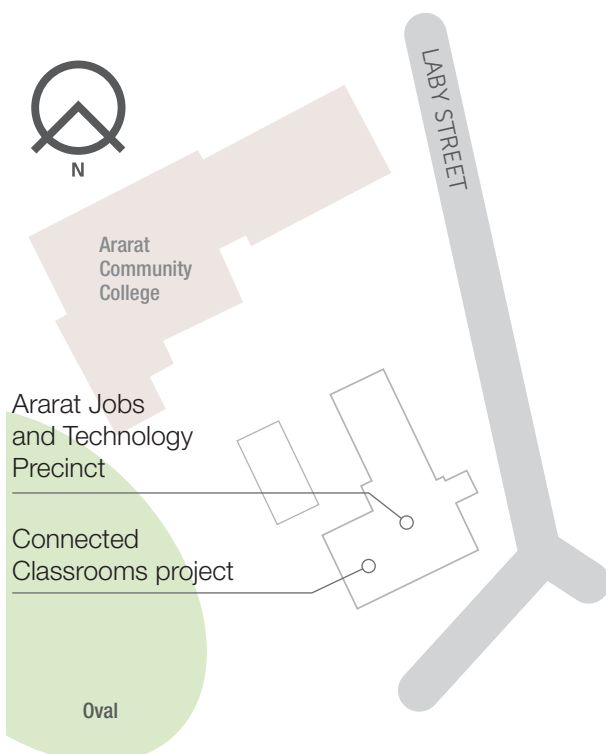
Supported by Federation's Centre for eResearch and Digital Innovation (CeRD) and Federation business academics, the precinct will host seven locally based research positions focused on producing applied research outcomes that will transform the region's agricultural sector from price takers to price makers.

Once established, the precinct is expected to boost direct value-added output and supply chain effects based on current local agricultural production by around \$80 million annually.

The Ararat Jobs and Technology Precinct design will provide improved public access to the campus and will establish a high-speed internet link to connect the precinct to virtual reality and artificial intelligence technology at the new Business Centre of Excellence on Federation's revitalised Ballarat SMB Campus.

ARARAT JOBS AND TECHNOLOGY PRECINCT

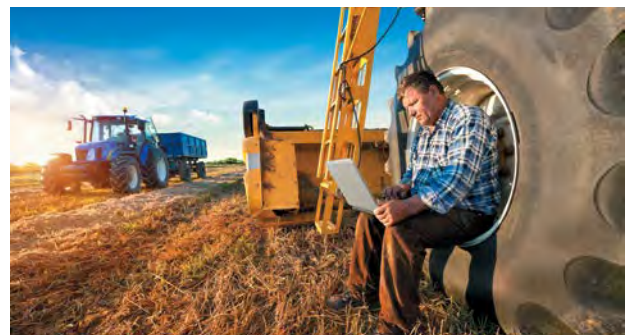
CAMPUS PLAN



Priority projects

A memorandum of understanding was signed between Federation University and Ararat Rural City Council in late-2020 to establish the Ararat Jobs and Technology Precinct.

It will create regional Victoria's most comprehensive trial of an agribusiness research partnership that will be scalable to offer benefits in other areas. Once established, further opportunities exist to expand into advanced manufacturing, which is the region's other major economic driver and area of employment demand.



Research, business and industry engagement



Our vision: Eastern Victoria



Collectively, our campuses serve more than 1.9 million people across Eastern Victoria. Our presence stretches from Gippsland in the state’s east through to Berwick in Melbourne’s growing south-eastern corridor.

We plan to become Gippsland’s university. Our Churchill Campus remains at the heart of this vision, but we will increasingly focus on bringing the classroom to the community by establishing teaching facilities in community buildings right across the region. This will make education and job opportunities more accessible to all Gippslanders and provide increased services, such as health care, to the whole region.

Federation already has a reputation for driving economic growth across the region. Our vision for Eastern Victoria will further reinforce our reputation as the natural partner for higher education in the region.

Our strategic direction for Eastern Victoria also focuses on expanding our Berwick Campus to create a major education and research hub in Melbourne’s south-east, with smaller satellite facilities in surrounding growth suburbs.

These plans are explored in more detail for each campus in the following pages, but together, we see Berwick and Gippsland as core eastern campuses that will support an expanding network of teaching facilities, study hubs, industry engagement sites and innovation centres spanning right across Eastern Victoria.

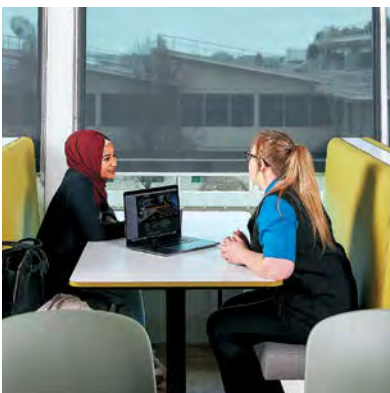




BERWICK

Our vision:

Supporting education and jobs in a growing multicultural community



Our Berwick Campus sits at the heart of Melbourne's south-east and serves a community of more than 1.5 million Victorians.

In the four years since Federation established our presence at Berwick, the campus has driven much of the growth in both our domestic and international student numbers, with our international students highly valued in the multicultural community of Melbourne's south-east.

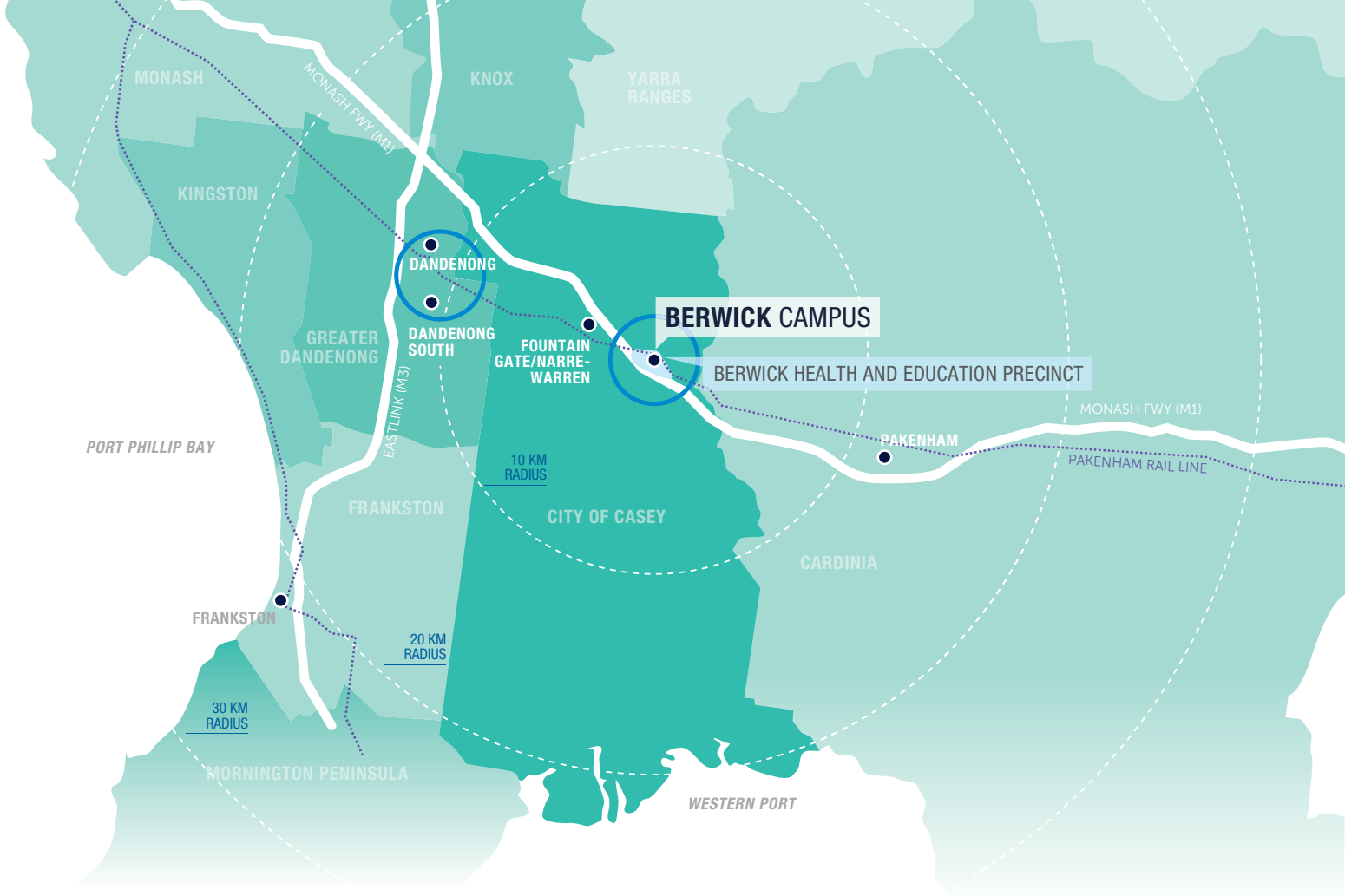
The campus is situated in the City of Casey's recently rezoned Health and Education Precinct, which also includes St John of God Hospital, Monash Health Casey Hospital, Chisholm Institute, Casey Tech School and local secondary schools.

This provides opportunities for increased industry partnerships, work integrated learning for our students and growth of our program offerings in health and social services, education, manufacturing and construction, retail and professional services.

Focusing on these key areas will support employment demand in Melbourne's south-east and provide good employment outcomes for our students.

In future years we expect the Berwick Campus to host the largest cohort of students across our campus network.

To support the demand for education in Melbourne's south-eastern corridor, it is essential that we expand the Berwick Campus to provide an attractive destination for students and staff.



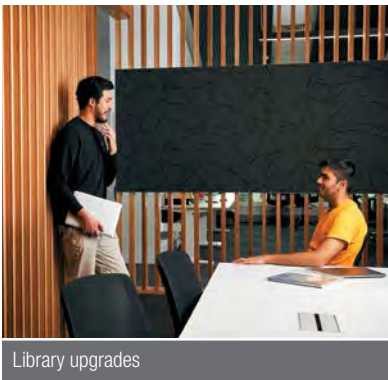
Priority projects

Securing either the purchase of the Berwick Campus or long-term lease of the campus site with development rights is the critical first step for this vision. Priority projects once this is achieved include:

- Refurbish, optimise and activate existing buildings, corridors and courtyards, further building student and staff amenity and creating a new sense of place for the campus. It will include flexible learning, teaching and community spaces, office space, car parking, Places of Being for our Indigenous students and community, business event spaces and recreational areas and facilities.
- Deliver a library optimisation to expand access to high quality, connected collaboration as well as social and informal learning spaces for industry engagement and individual or small group learning.
- Develop a detailed business case to create a Federation Business Centre of Excellence as the first new facility to expand student and staff numbers at the campus.
- Engage with City of Casey Council and associated planning authorities to establish an agreed vision to connect the precinct to the surrounding Health and Education precinct and adjacent high-quality parkland.



Proposed Business Centre of Excellence



Library upgrades



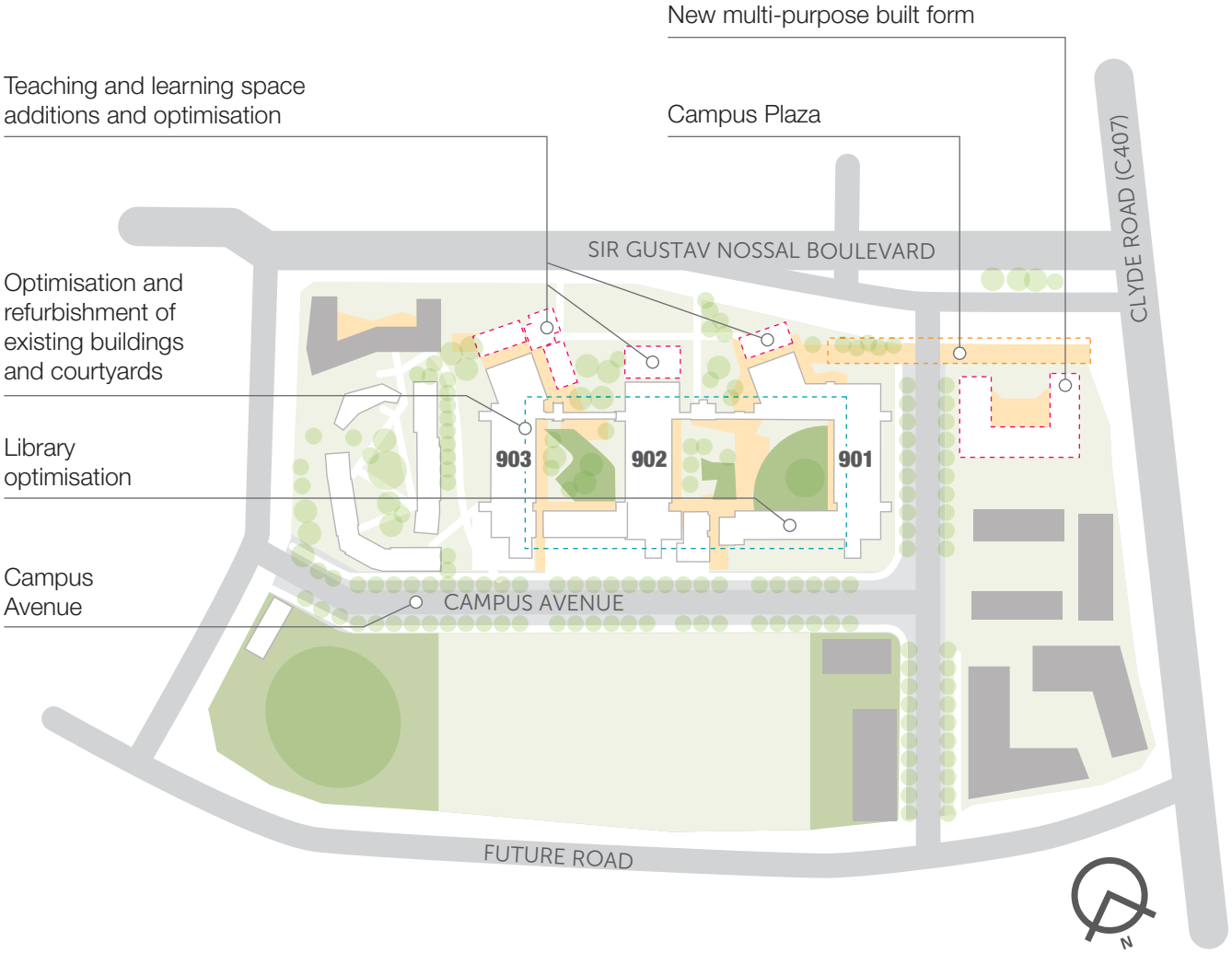
Growing multicultural community

Securing our place at the Berwick Campus site will send a message to the 1.5 million people living in Melbourne's south-east that they are valued and that they should have the same opportunities to access education and the positive employment outcomes it provides.

As the number one university in Australia for students who are the first in their family to attend university, we are uniquely placed to support and grow with our community in the south-eastern suburbs and meet the ongoing skills needs for this growth corridor.

Key transformation of existing assets to provide high-quality collaborative learning spaces and informal learning spaces with increased legibility and identity from the street





EXISTING ASSET CONDITIONS	
EXCELLENT	GFA FOOTPRINT
GOOD	8,039m ²
FAIR	AREA
POOR	6.2 hectares





GIPPSLAND

Our vision: **To become Gippsland's university**



Federation has a key role to play in driving prosperity and long-term economic transition in Gippsland, including the Latrobe Valley. Our campus vision for Gippsland informs how we intend to do that.

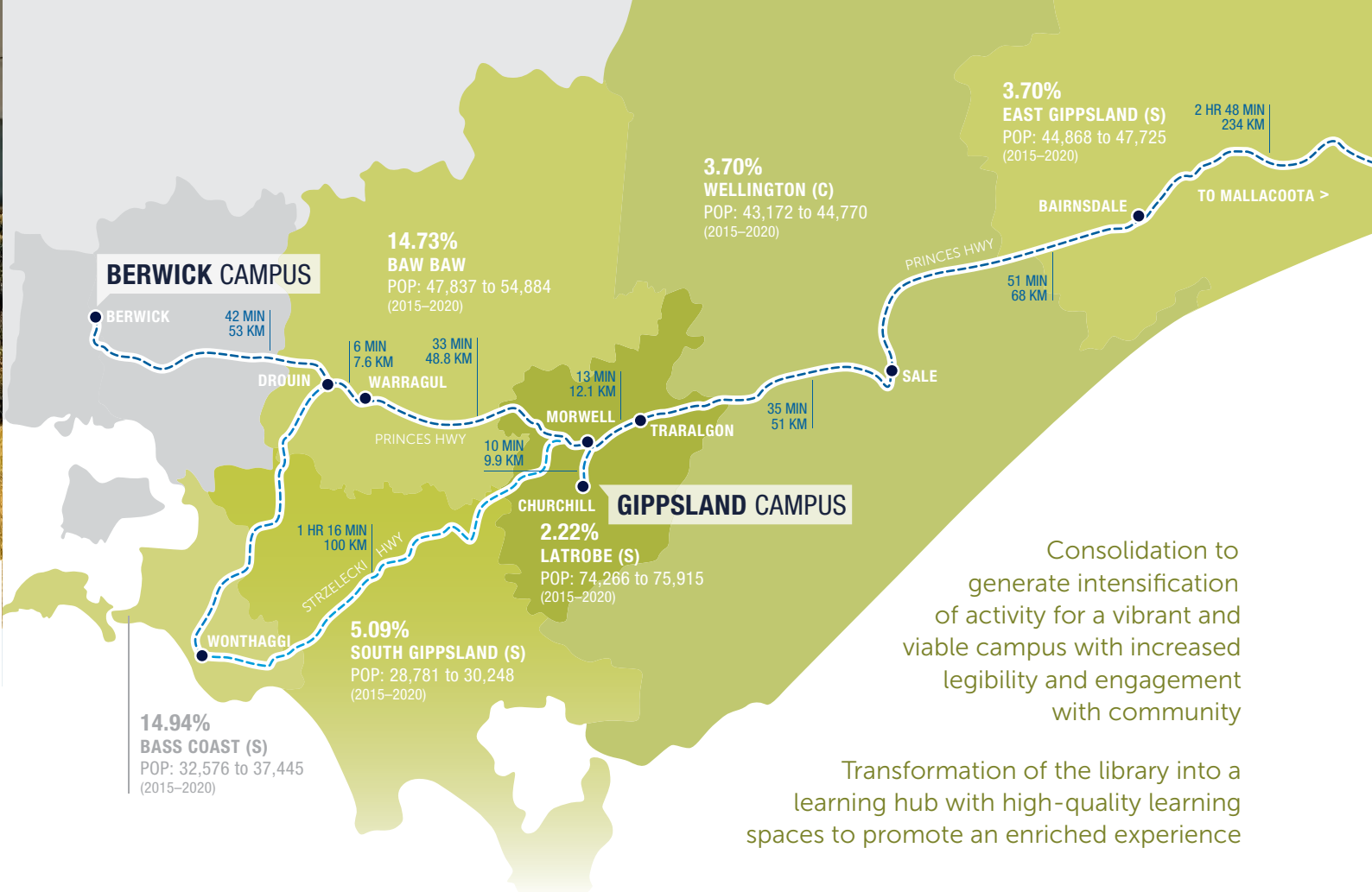
Our vision provides the platform for Federation to support Gippsland as it transforms and evolves into a high-skill, value-add-based economy.

We plan to concentrate more of our activity into key population areas, bringing the classroom to the community and forging new ways of learning. We will do this by putting teaching spaces in community buildings in major town centres to make it easier for people to access education and training opportunities, focusing on areas where there is a demand for skilled workers such as health care.

We have begun making this a reality in Traralgon, with development of a new wellness centre at the Gippsland Regional Aquatic Centre that will provide practical education and training in physiotherapy, exercise physiology, occupational therapy and speech pathology, while also providing these increased healthcare services to the community.

We will continue to look for innovative ways to increase our presence in Traralgon and Latrobe City, as Gippsland's largest population centre. This will include mixed education and employment facilities, building on the success of our Morwell Innovation Centre which hosts more than 200 jobs in the energy and food and fibre sectors.

We will expand our relationships with the study hub network and outreach programs into other rural population centres, building on the existing regional relationships in Wonthaggi, Sale and Bairnsdale. This includes potential expansion into Baw Baw Shire, the fastest growing rural council in Victoria, through shared spaces in Warragul and Drouin.



Consolidation to generate intensification of activity for a vibrant and viable campus with increased legibility and engagement with community

Transformation of the library into a learning hub with high-quality learning spaces to promote an enriched experience



Our existing Gippsland Campus at Churchill will provide the experiential learning base for all of our students in Gippsland. Our high-quality labs and associated learning environments will continue to drive the educational experiences of our students across Gippsland. The Gippsland Campus will also feature new Connected Classrooms technology that will allow students to learn in person or connect to the class virtually from their home or workplace across the region.

This multifaceted approach will provide education and employment opportunities across the entire Gippsland region, including communities traditionally hampered by low population density.



Gippsland Regional Aquatic Centre



Expanded regional presence: Morwell Innovation Centre

Priority projects

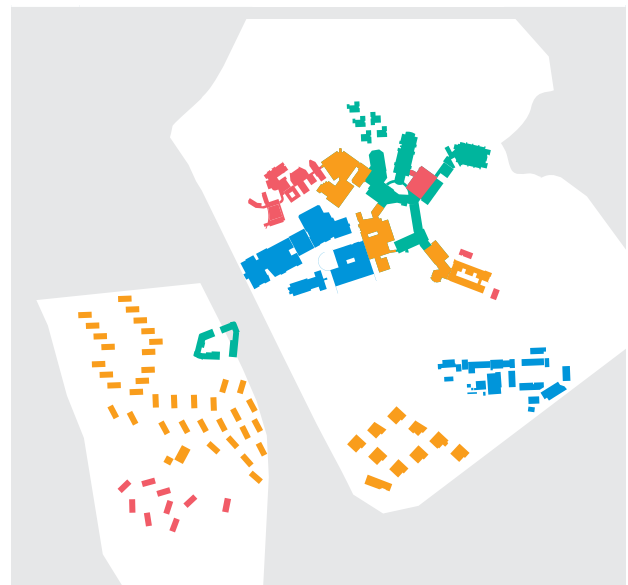
- Undertake a feasibility study to redefine existing library space as a student-centred hub hosting library and support as well as formal and informal learning spaces.
- Establish a detailed student and staff engagement program to support classroom intensification planning and associated classroom upgrades.
- Undertake a feasibility study to determine if the existing student amenities facilities are in the appropriate location and prepare plans to improve and/or relocate them.
- Remove or repurpose unused or dilapidated built forms across the campus.

Delivering our campus vision will ensure that the Gippsland regional economy makes the most of the natural assets it currently has and the emerging skills and innovation assets held by individuals and organisations in the region. Central to this vision will be partnerships with employers, seeking to join with them in creating the skilled workforce, research programs and critical thinking central to delivering a vibrant and dynamic economy and society.

Gippsland Campus transformation



EXISTING ASSET CONDITIONS	
EXCELLENT	GFA FOOTPRINT
GOOD	64,762m ²
FAIR	AREA
POOR	417 hectares



PRIORITY PROJECTS	
RETAIN AND OPTIMISE	
CONSIDER FUTURE USE	
REPURPOSE	
EXISTING/POTENTIAL INDUSTRY PARTNER	



Ampitheatre



Koori mural designed by Marlene Drysdale and Lynne Holten



BRISBANE

Our vision: An innovation campus in the heart of the city



Set in the city centre, our Brisbane City Innovation Campus is ideally positioned to meet the needs of graduates and those already in the workforce, offering a new and fresh approach to a modern university experience.

While we remain committed to the successful degrees we offer, our new programs will further support the local workforce and students' learning needs. We provide students with a holistic approach to education, offering short courses, certificates and micro-credentials through our Degree Plus program. As an innovation campus, all our programs will feature industry engagement and designated industry partnerships exploring the edges of the digital economy and the future of work. As we grow diversity in our student cohort, we will capitalise on opportunities and engage in new ways.

Learning at our Brisbane City Campus will provide access to dedicated campus-based Learning Experience Officers. Providing a one-stop shop from administration to academia through to graduation, they're here to support each student individually.

We provide students access to an integrated Employability, Skills and Jobs Hub and access to innovation and start-up communities and precincts. As we implement the vision, we embrace new and innovative ways of working, creating better, higher-skilled and industry-ready graduates of the future.

Federation University has established a strong reputation for partnering with key innovation programs in the Brisbane innovation ecosystem. Set in the innovation precinct of the city centre, our Brisbane City Campus is designed to be agile and flexible to the needs of all students. We will continue to work with industry to deliver industry-relevant programs that benefit students not only here and now but into their futures.



Researchers at our Brisbane City Campus will work alongside industry partners to deliver solutions to real-world problems, with the initial focus on innovation, business and technology.

Executing our vision for Brisbane City Campus will see us continuing to deliver a premium education experience in a city campus supporting learning for those looking to take the next step in their career, already in the workforce or looking to upskill. Delivering the University's vision for co-operative education and centralising opportunities for work-integrated learning, networking and gaining applied skills across our programs, we will set our graduates up for strong employment opportunities and career progression.

Priority projects

- Embed a formalised program of agile campus operations to reflect our partnership approach.
- Develop guarantee offer programs and launch into the domestic student recruitment market, focusing on priority schools.
- Roll out new programs to support high-quality learning and teaching to attract a variety of learners upskilling, including those taking non-traditional pathways.
- Further deepen and expand industry partnerships to increase work-integrated learning and research collaboration opportunities.
- Provide integrated employment, skills and jobs support and prepare our students for the future through delivery of an Employability, Skills and Jobs Hub. All students will have free access to a short course, micro-credential or certificate via our exclusive Degree Plus program.
- Target development of new and renewed innovative programs to meet local need.
- Support community and industry through a broad range of short programs and partnerships.
- Continue to maximise learners' access to innovation programs through new and deepened partnerships and blended delivery opportunities.



NEXT STEPS

Connecting with our communities and working closely with government and industry partners is at the heart of Federation's campus vision and strategic direction.

This plan is the continuation of an important conversation that will help shape the detailed design of our campuses.

You can find out more and have your say at [Federation.edu.au/strategy/campus-vision](https://www.federation.edu.au/strategy/campus-vision)



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