The University of Western Australia has a clear vision to be recognised internationally for its excellence in teaching and research and as a leading intellectual and creative resource to the communities it serves. As part of its vision, the University has set a growth target to exceed 20,000 students by 2010 and to move towards a 70 per cent to 30 per cent ratio of undergraduate to postgraduate students.

To achieve its vision, it is essential that the University:

- Establishes high quality benchmarks in all that it does;
- Provides a broad and comprehensive range of teaching and research facilities in the arts, sciences, and professions;
- Has a strong focus on research and actively targets specific areas for more intensive research, particularly in the realm of science;
- Establishes and maintains a strong international profile;
- Retains and expands its role as a major player in the regional economy;
- Is technologically advanced and innovative; and
- Responds to the needs of students, staff, and the broader community.

Much of the above, the University already does. For example, the University of Western Australia:

- Has an operating budget in excess of half a billion dollars per annum, and assets totaling over 1.4 billion dollars;
- Provides teaching and/or employment for over 20,000 people and, together with the QEII medical campus, is the second largest commuter destination in the metropolitan region;
- Provides the premier under-graduate education in the state, and has a student intake with a high proportion of school leavers with TEE marks in the upper percentiles (82.7% of the top 5% students in WA and 79.6% of the top 10% students applying for admission in 2006);
- Has the second highest proportion of higher degree research enrolments nationally (In 2005, 11.4% of enrolments were in higher degree research compared with a national average of 5%);
- Attracts substantial research funding and is a member of the G8 group of Australia’s leading eight universities (for example; The University has a strong research record with 7.2% of the Australian Competitive Grant funds and 6.4% of the total research income funds allocated to Australian higher education institutions in 2004. On a per capita basis, these were the nation’s third highest allocations);
- Is in partnership or with numerous government, industry, business, professional associations and other institutions, for example, the Centre for Medical and Surgical Skills (a global partnership between UWA, Health Dept. of WA, Hill Surgical Trust, Royal College of Surgeons of England, Royal Australasian College of Surgeons and the Centre for Anaesthetic Skills and Medical Simulation which establishes ‘live’ links across the globe offering undergraduate and postgraduate courses for surgeons, anaesthetists and other medical professionals), and major international corporations such as Samsung and Motorola;
- Is part of a global university network involving joint research and teaching, and student exchange programs with over 30 other universities in Asia, Europe and North America;
- Has a strong history of graduates making their mark in a wide range of disciplines throughout the state, Australia and the world (for example; University staff members have won numerous awards for teaching and research; the most noteworthy being Professor Barry Marshall and Emeritus Professor Robin Warren who were awarded the 2005 Nobel Prize in Physiology or Medicine for their discovery of the bacterium Helicobacter pylori and its role in gastritis and peptic ulcer disease);
- Establishes strong infrastructure links with the State Government such as contribution to public transport funding, integration of the University library with the state library service, and significant teaching and research facilities in Western Australia’s major hospitals;
• Provides a wide range of educational courses within the community beyond the traditional under-graduate teaching (such as Summer School, UWA Extension/Community Education, and the University of the Third Age); and
• Provides a range of cultural and sporting facilities in the region including Art Galleries, Museums, contributions to cultural events such as the Perth International Arts Festival, over 30 sports clubs, and a range of community sport training programs including the provision of facilities for elite athletes.

However, the University cannot rest on its laurels. It still needs to look forward in an increasingly competitive and global world. As part of the University’s strategy for the future, it has identified six priority strategic objectives of particular significance to achieving international excellence over the 2006–2008 triennium. These include:

• Teaching and Learning: Improve the quality of the student learning experience;
• Research and Research Training: Improve the quality and impact, and productivity of research training;
• External Relations: Improve the University’s positioning, reputation and strategic relationships;
• Resourcing: Increase and diversify the University’s income, with particular emphasis on general purpose income;
• Staffing: Recruit, develop and retain the highest quality staff, supporting development of their full potential, within a ‘one staff, one University’ philosophy; and
• Management: Improve the efficiency and effectiveness of the management of the University.

In order to facilitate and accommodate these objectives, it is vital that the University ensures that its physical infrastructure and asset base is used effectively and remains appropriate to the needs of the University as it grows and adapts to an ever-changing world. For this reason, in 2006-7 the University undertook a strategic review of its assets to investigate and determine what the University asset base consisted of, how it could be utilised in the future, and what strategic actions need to be taken to influence the relationship between the University and its physical, political, social and economic context.

This report, the University of Western Australia Strategic Asset Review, sets out a high level, flexible land use and transport strategy, providing a framework for co-ordinated and integrated decision making within a long term context. The Strategic Asset Review sets out an Action Plan providing a structure for identification of future actions and strategies to support its implementation.

The Strategic Asset Review integrates the University’s physical and academic planning, to ensure that the research and University growth objectives can be accommodated, in an agreed and desirable way, in the physical spaces available.

The key objectives of The University of Western Australia Strategic Asset Review are to:

• Identify all of the land assets The University has an interest in and understand their current and potential use;
• Understand The University’s high level strengths, weaknesses, opportunities and threats, as well as the strategic drivers for decision making;
• Understand the relationship between academic objectives, growth, drivers, buildings and the land that The University uses in the process;
• Identify how The University might better use the buildings and land that it already owns for development purposes, whether for education or revenue generation;
• Appreciate how what The University does might change in the future;
• Develop a Strategic Action Plan to guide future long term decision making; and
• Guide all development plans for individual University holdings.
The Strategic Asset Review process has been broken into three key phases as outlined below. The subsequent sections of this report document the process and outcomes of each of these phases, which culminate in Phase Three: Strategic Action Plan.

**Phase One: Data Harvesting (refer Appendix 1)**

Objective: To understand what assets The University has available and potential opportunities.

**Outcomes:**
- Identification of all University landholdings in WA, and annotation of the sites on a map;
- Understand strategic data prepared by The University (faculty by faculty) outlining growth projections and requirements;
- First brainstorming session with key high level University players (including Vice Chancellor and Executive Director, Finance and Resources) to discuss and better understand:
  i. University’s Strategic Drivers;
  ii. Potential long term strategies/opportunities for The University;
  iii. Potential changes that lie ahead for how university’s operate, and;
  iv. If/what other universities are doing elsewhere.

**Phase Two: Synthesis (refer Appendix 2)**

Objective: Preparation and refinement of broad conceptual strategy diagrams representing possible University expansion paths.

**Outcomes:**
- Preparation of conceptual strategy diagrams, focused on the western metropolitan area, to illustrate different strategic scenarios and their spatial implications;
- Identification of the main opportunities and constraints associated with each of the expansion paths;
- Second brainstorming session with key University players to discuss the conceptual strategy diagrams and their associated issues.

**Phase Three: Strategic Action Plan**

Objective: Summary of objectives which highlight future growth options and actions for implementation.

**Outcomes:**

**Next Steps:**

These phases then lead to individual component planning projects for the University such as:
- Claremont development plan;
- Sunset development plan (if acquired);
- Sports Park precinct plans;
- Shenton Park precinct plans (Lot 4, Field Station, Research Park);
- Crawley Village Structure Plan (including TPS rezoning and precinct plans);
- Crawley development plan;
- Promotion of the University concept;
- Outlying station plans (Wundowie/Allendale).
UniverCity - A STRATEGIC ACTION PLAN

A 50 year strategic vision of the University of Western Australia and its context
UniverCity rationale

Towns and cities “... were invented to facilitate exchange of information, friendship, material goods, culture, knowledge, insight, skills, and also exchange of emotional, psychological and spiritual support.” David Engwicht

Following the series of workshops that were held in 2006 with senior University academic and administrative staff, a clear set of themes emerged in relation to the future of the University of Western Australia.

Whilst a number of scenarios, which built on these themes, were presented at the second workshop, there was no clear consensus as to a specific direction.

As a consequence, it is important for the University to pursue an asset management strategy and encourage a regional planning framework that allows a high degree of flexibility for the University, without compromising the themes that emerged from the second workshop. These themes included:

- Retaining the University Crawley Campus as the ‘Alma Mater’ or focal point for university activity, and not having multiple undergraduate campuses with a duplication of administration and other resources;
- Working the University assets harder to underpin funding for educational programs and infrastructure;
- Vigorously pursuing opportunities for high quality research programs in partnership with other organisations;
- Providing sufficient land and/or floorspace to establish a high quality research environment;
- Improving accessibility to the University by alternative transport modes to the private motor vehicle, especially in the face of future escalating demand for a diminishing supply of fossil fuels;
- Improving the diversity and proximity of activities to encourage walking and cycling between them, and reduce car dependence;
- Providing more opportunities of staff and students to live within close proximity of the University (and QEII);
- Retaining the ‘garden’ character of the University’s Crawley Campus and extending its influence into Crawley Village and up to QEII;
- Improving the physical and educational relationship between the University’s Crawley Campus and the QEII health campus.

The concept of UniverCity is a vision for a regional planning framework that allows the University to pursue all of the above themes and to grow, mature and form relationships with other activities in the region. Furthermore, because UniverCity extends far beyond just the University’s own landholdings, the University has the flexibility to pursue the development of UniverCity at a level of intensity of its own choosing – whether independently or through partnering with other organisations and Government.

However, UniverCity will not emerge on its own. It is a concept that needs to be championed, and as a major landholder, employer, and focus of educational, recreational, health, commercial and cultural activity in the region, the University is well placed to be that champion. In an era when all levels of Government have dropped the ball when it comes to long-term visionary planning, and when local governments face the prospect of amalgamation, the University can step forwards and fill the breach.

“Dream no small dreams for they have no power to move the hearts of men.”
Johann Wolfgang von Goethe
UniverCity concept plan

1. UWA Crawley Campus
2. QEII Health Campus
3. Hampden Village (the mixed use core of UniverCity)
4. Crawley Village (mixed use fringe of UniverCity)
5. Hollywood Village (mixed use fringe of UniverCity)
6. UniverCity residential frame
7. University Sports Park
8. CSIRO
9. Underwood Research Park
10. Shenton Park Transit Oriented Development centre (based on the relocation of Shenton Park station)
11. City to Sports Park light rail corridor
12. City to Nedlands light rail corridor
13. Stirling Highway activity corridor
14. University Claremont Park satellite
15. University Sunset Park satellite
16. Graylands health campus
17. John XXIII college
18. Potential redevelopment of Irwin Barracks
19. Shenton College Campus and Lemnos Hospital
UniverCity transport context plan

Future principal transit network

The University and the concept of UniverCity would benefit significantly from the augmentation of the existing train and bus network with light rail. An on-street light rail network, focused on the inner suburbs and the Perth CBD, would provide a strong transit framework for the sustainable consolidation of the inner urban region to combat future costs of car-dependency in the Perth metropolitan area.

In line with the principles of Network City, the light rail network, in conjunction with the urbanisation of adjacent suburban areas would deliver a greater public benefit than expending the heavy rail network to distant outer suburbs.

HEAVY RAIL
As existing and under construction

LIGHT RAIL
Route 1: Nedlands via Subiaco (providing access to the University and QEII Hospital)
Route 2: Sports Park via Subiaco
Route 3: Scarborough via Mt Hawthorn
Route 4: Stirling central (possible extension to Kingsway)
Route 5: Morley via Mt Lawley
Route 6: Airport via Burswood
Route 7: Canning Bridge via Victoria Park (providing access to Curtin University)
Route 8: UWA via Mounts Bay Road

Note: Ferry connection from Nedlands to Canning Bridge effectively turns Routes 1 and 7 into an inner circle route

CIRCLE BUS ROUTE
As existing route but with a deviation to Floreat Forum and Research Park with redevelopment of ECU Churchlands site
UniverCity elements

UniverCity Centre
The UniverCity Centre consists of:

1. An education precinct (The Crawley Campus) consisting predominantly of educational and related commercial and research uses.

2. A health precinct (QEII Campus) consisting predominantly of health and related commercial and research uses.

3. Hampden village mixed use precinct (including Hampden Road as a retail-orientated ‘main street’ spine). Hampden village is envisaged as the principal core of UniverCity, the focus of social activity, and the area likely to undergo the greatest extent of redevelopment. Hampden village effectively becomes the CBD of UniverCity.

4. Crawley village mixed use precinct (including Broadway), consisting of high density residential development, commercial and educational and research uses.

5. Hollywood village mixed use precinct consisting of high density residential development, commercial and research uses.

6. Stirling Highway corridor where sites with frontage to Stirling Highway can capitalise on a high level of exposure to passing trade for commercial uses.
UniverCity elements

UniverCity frame

The UniverCity frame consists of predominantly high to medium residential development and provides a transition in scale and density from University to the surrounding suburban areas.

The frame area is generally within 400 to 500 metres of the UniverCity Centre area and/or the principal public transport routes as envisaged by the UniverCity transport context plan.

A higher density of residential development within the UniverCity residential frame provides an ideal living location for students and workers within comfortable walking distance to UniverCity.
In the concept plan for UniverCity and the surrounding areas, UniverCity and the University land to the north-west in Shenton Park/Mt Claremont is served by a pair of activity corridors based on a light rail network.

The activity corridors link a range of existing and proposed destinations and areas with a high intensity of activity and which are a short, comfortable walk (generally less than 5 minutes) from the light rail system.

The destinations include:

- The University Crawley Campus
- The QEII Campus
- Sports Park
- CSIRO & Research Park
- New residential development (e.g. Lot 4)
- District sports fields
- Subi Centro
- Subiaco town centre
- Subiaco Oval
- Commercial areas
- Princess Margaret Hospital
- Kings Park (western lake precinct)
- Hampden village

Existing urban areas within the activity corridor are ideally placed to cater for a higher density of development to help support the transit system with additional patronage.
Stirling Highway activity corridor

As the main route from Perth to Fremantle, Stirling Highway has always been a backbone of activity for the Perth metropolitan area and will continue to be so.

The role of Stirling Highway can be enhanced by accepting what that role is and planning for it to perform the role better, and more efficiently.

As an activity corridor, Stirling Highway can sustain a higher level of commercial and employment-generating uses, including the incorporation of higher density residential development to support public transit along the Highway. However, the design of the street cross section needs to be updated to equally support car, bus, and pedestrian movement and create a perfect setting for business and urban living.

The activity corridor consists of two main areas – an intense mixed use area with valuable frontage to the Highway and a secondary residential frame, suitable for an intensification of development, that is notionally 400-metres wide, and, hence, within a comfortable five-minute walk to the commercial and public transport services along the Highway.

A higher density of residential development along the Stirling Highway activity corridor with excellent access to public transport provides an ideal living location for students and workers in UniverCity.

The Stirling Highway activity corridor passes directly through the University and provides a setting for substantial commercial opportunities.
UniverCity - A STRATEGIC ACTION PLAN

Regional bus routes

In addition to the Nedlands light rail route, UniverCity is located on the circle route (Services 98/99) which is one of the most important bus routes in the entire Perth metropolitan service.

However, the circle route currently follows Selby Street south from Stirling and, as such, bypasses Sports Park and the majority of Underwood Research Park.

With the redevelopment of the Edith Cowan University land in Churchlands and completion of the adjacent short section of Stephenson Avenue from Pearson Street to Empire Avenue, the Circle Route could be deviated to support Newman College, Floreat Forum, Perry Lakes redevelopment, CSIRO, Sports Park, and Research Park.

From Floreat Forum, the circle route would run down Brookdale Street/Brockway, and then along a new road through Underwood Research Park to intersect with Nash Street/Nicholson Road. The circle route could also be deviated from its current route to continue along Nicholson Road to support mixed-use local centres on Nicholson Road and Onslow Road, before continuing along Aberdare Road and Winthrop Avenue to The Crawley Campus.
Completing the grid

Whilst good public transport services are highly desirable, good vehicle accessibility and legibility of the regional and local road network are also hallmarks of a successful urban area.

The underlying grid of the regional network in the inner western suburbs is disrupted by the railway line and well-intentioned but short-sighted traffic management.

If UniverCity and the surrounding area is to reach its full potential, the legibility and connectivity of the regional and local road network should be improved.

Regional connectivity could be improved by:

1. Extending Brockway to Stirling Highway by reconfiguring the existing road network to create a continuous route, or by extending Brockway directly across the railway to Loch Street.

2. Establishing a new underpass (already planned) across the railway at Karrakatta.

Local connectivity could be improved by recognising that the dispersal of traffic through an interconnected grid actually results in generally more manageable traffic volumes on all streets, as opposed to the problems that occur from trying to funnel traffic onto a limited number of streets.
Rationalising the rail stations and creating Transit-Oriented Development opportunities

The current proximity of railway stations to each other along the Perth-Fremantle line results in a slow, and less attractive, service. Additionally, the overlapping walkable catchments of the stations results in an inefficient use of station infrastructure.

Rationalisation of the station spacings would improve the train service and deliver more efficient station infrastructure. For example, the closure of Loch Street, and Daglish stations, along with the relocation of Shenton Park station northwards would enable two stops to be removed from the service with minimal reduction in walkability to the rationalised stations.

Furthermore, the relocation of the Shenton Park Station to Nash Street/Nicholson Road could provide the catalyst for the redevelopment of a large area of underutilised land, whilst a large portion of Research Park would be within walking distance of the metropolitan railway system.
The educational role of UniverCity is supported by a series of nearby satellite sites that perform specialist roles. The three satellites are:

1. **UWA Sports Park** - providing a substantial range of sporting activities, health and human movement research and education in line with the recently completed Sports Park master plan.

2. **Underwood Research Park** - providing a substantial amount of high quality and well-located scientific research and commercial facilities in close proximity to the CSIRO.

3. **Claremont Park** - potentially providing a range of specialist and boutique courses such as post-graduate & education.

4. **Sunset Park (if acquired)** - potentially providing boutique arts-related courses, cultural activities, life-long learning ‘University of the Third Age’ courses for mature students, business training and convention facilities.

The three satellites are linked to the main Crawley Campus by a network of UniBuses - buses that are either operated or co-provided by the University, and scheduled to best fit with educational timetables. Whilst aimed specifically at catering for students, staff and visitors, the UniBuses also provide additional services to the local community, or be amalgamated with 23, 26 services.

The UniBus service to UWA Claremont could extend at peak periods to Claremont station to provide an additional train-UniverCity connection from the direction of Fremantle.

The UniBus service to the CBD is a current service, jointly funded by the University and the Public Transport Authority and could be up-graded to light rail in the future.

The University is currently undertaking a study to investigate improvements to the existing bus services. These improvements include establishing a Campus Loop Service by deviating/extending existing services.
UniverCity elements

The arc of knowledge

The inner western suburbs contain a wealth of educational and health institutions - effectively knowledge infrastructure - within relatively close proximity.

However, because of the lack of legibility and continuity in the urban structure, the relationship of this knowledge infrastructure, which lies in a distinct arc reaching from the University’s Crawley Campus in the south to Sports Park in the north-west, is difficult to perceive on the ground.

The elements of UniverCity, the improved transit and road linkages, and the creation of Transit Oriented Development around optimally located stations will help to improve the physical relationships between the elements of knowledge infrastructure.
The establishment of an intensive Transit Oriented Development node around the relocated Shenton Park station provides the all-important missing piece of the jigsaw for stitching together the arc of knowledge. The station precinct merges seamlessly with the UniverCity frame area to the north of Shenton Village, and merges seamlessly with Underwood Research Park to the west.

In addition, the circle route service and the UniBus service to the University Sports Park provide transit routes to link the arc of knowledge elements together.
UniverCity elements

Recreation

Whilst the built elements of UniverCity - the knowledge institutions, the commercial development, the transit infrastructure and the increased density of residential development - all go a long way to making UniverCity a functional and attractive place to live, work, and learn, UniverCity is also surrounded by recreational activities that make it a place in which to play too.

The recreational areas within easy reach of UniverCity includes:

- Passive recreation and bush-walking in Kings Park
- Passive recreation along the river foreshore
- Yachting and other boating activities in Matilda Bay, and the Swan River
- Golf at Nedlands and Claremont golf clubs
- Swimming at Claremont, The UWA Sports Park and the University Campus
- Basketball, netball and other indoor sports at Sports Park
- Field sports at UWA Sports Park, Rosalie Park, Charles Court Reserve and the University Campus
UniverCity concept plan

1. UWA Crawley Campus
2. QEII Health Campus
3. Hampden Village (the mixed use core of UniverCity)
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17. John XXIII college
18. Potential redevelopment or Irwin Barracks
19. Shenton College Campus & Lemnos Hospital
UniverCity - A Strategic Action Plan: Next Steps

In conclusion, the University is presented with a planning vision that covers the majority of its existing assets (which are predominantly located within a few kilometres of each other in the inner western suburbs of Perth), but what happens next? The following points provide an action framework to consolidate the vision and take the next steps towards realising the vision:

- Establish a consensus within the University on the principles of the vision (the detail can be refined as the vision develops)
- Establish an internal process for intimately linking asset planning with academic planning
- Present and promote the vision and principles to State Government at a ministerial level, to the WAPC, and to relevant agencies (DPI, PTA, Health, Education and Training, etc) at the highest possible level
- Present and promote the vision and principles to relevant Local Governments (Subiaco, Nedlands, Cambridge, Perth, Claremont) at councillor and senior management level
- Publicly visible support for government initiatives that correspond with the vision and principles (i.e. UWA seen to be playing an important role in metropolitan matters and being an active member of the corporate community)
- Review all current plans, projects, and submissions on external projects for consistency with the vision and the principles
- Establish a consensus on general long-term faculty planning (i.e. what faculty goes where) – an initial concept for discussion is presented at the end of this section.
- Identify foreseeable property needs on a faculty by faculty basis
- Prioritise planning, acquisition and purchasing actions based on foreseeable needs, current assets, emerging opportunities, and ‘quick wins’ to establish easily achievable components of the vision
- Prepare precinct plans for major current assets and prioritised areas for future UWA expansion and other developments. For example:
  - Claremont Development Plan
  - Sunset Development Plan (if acquired)
  - Sports Park precinct plans
  - Shenton Park precinct plans (Lot 4, Shenton Park Field Station, Underwood Research Park
  - Crawley Village structure plan, TPS rezoning and precinct plans
  - Crawley Development Plan
- Prepare structure plans for remote assets (eg: Wundowie/Allendale) that can accommodate activities that do not make effective use of high value, centrally located land (eg: the Shenton Park field Station)
UniverCity - A Strategic Action Plan: Next Steps (continued)

- Identify development partners for joint ventures
- Identify strategic property purchases (bridgehead purchases) to consolidate land parcels into developable sites (eg: missing sites in Crawley Village) and to provide the University with a toehold in new growth paths (eg: Hampden Road, Stirling Highway and Winthrop Avenue)
- Initiate preliminary discussion with the residential colleges in respect to potential land swaps (such as in Crawley Village) to enable prime Stirling Highway sites to be developed to a more intensive level
Suggested long-term faculty distribution

- **Architecture, Landscape and the Visual Arts**
  Relocated to campus east - adjacency to Humanities, Engineering and Natural Sciences. Possible relocation of specialist and Post Graduate elements to Claremont/Sunset (if acquired)

- **Arts, Humanities and Social Sciences**
  Retained in current locations and consolidated. Expansion path southwards towards Architecture, Landscape, Visual Arts and Education

- **Business**
  Consolidated at campus south along with Law. Expansion path into Crawley Village

- **Education**
  Relocated with Architecture, Landscape, Visual Arts to campus east. Possible relocation of specialist and Post Graduate elements to Claremont/Sunset (if acquired)

- **Engineering, Computing and Mathematics**
  Retained in current locations and consolidated. Expansion path into Crawley Village

- **Law**
  Relocated at campus south along with Business. Expansion path into Crawley Village

- **Life and Physical Sciences**

- **Medicine, Dentistry, and Health Sciences**
  Retained and consolidated on the QE2 campus. Relative adjacency to Life and Physical Sciences. Expansion path southwards towards UWA campus

- **Natural and Agricultural Sciences**
  Retained and consolidated in current location (except Earth and Geographical Sciences relocated)
THE UNIVERSITY OF WESTERN AUSTRALIA
STRATEGIC ASSET REVIEW

APPENDIX 1

PHASE ONE
DATA HARVESTING
PHASE ONE - DATA HARVESTING

Objective: To understand what assets the University has available and potential opportunities.

Outcomes:

- Identification of all University landholdings in WA, and annotation of the sites on a map;
- Understand strategic data prepared by the University (faculty by faculty) outlining growth projections and requirements;
- First brainstorming session with key high level University players (including Vice Chancellor and Executive Director, Finance and Resources) to discuss and better understand:
  i. University’s Strategic Drivers;
  ii. Potential long term strategies/opportunities for the University;
  iii. Potential changes that lie ahead for how university’s operate, and;
  iv. If/what other university’s are doing elsewhere.

Documentation included:

- Presentation made at the University of Western Australia Strategic Asset Review Workshop No.1.
- Workshop notes and documented outcomes.
The University of Western Australia
Strategic Asset Review
Workshop No 1

29 March 2006
Purpose of the Strategic Asset Review

To understand the relationship between what UWA does and the buildings and land that it uses in the process

To identify how UWA might better use the buildings and land that it already owns for development purposes, whether for education or revenue generation

To appreciate how what UWA does might change in the future, and as a consequence …

To speculate what buildings and land UWA might require in the future, and where
1 **Background information**
   - *Data harvesting*
   - *Asset mapping*
   - *Existing Studies*
   - *Student capacity analysis*
   - *State and national context*
   - *Survey research*

2 **SAR Workshop No 1: Brainstorming (March 29th)**

3 **Compilation of scenarios**

4 **SAR Workshop No 2: Testing of scenarios (June 6th)**

5 **Report – Strategic Action Plan**
SAR Workshop No 1 process

2.15 Introduction
2.30 Background snapshot
3.00 Warming up exercise: SWOT analysis
3.30 UWA strategic drivers (what does the University do and why?)
4.00 Afternoon tea and group discussion (how implicit is the relationship between activity and location? And, what does quality mean in the context of the university?)
4.30 UWA strategic directions (what shape is the university of the future?)
5.00 Introduction to scenarios and “what ifs”
5.30 Close
UWA Strategic Asset Review – Workshop No 1

Background snapshot

Location of UWA property assets
Existing facilities and capacity
Strategic planning work in progress
Survey – the big questions
Comparison with other Australian university campuses
UWA Strategic Asset Review – Workshop No 1

Locations of UWA property assets

State

Southwest

99% of UWA floorspace
Locations of UWA property assets

97.5% of UWA floorspace

95% of UWA floorspace
## Existing educational facilities and capacity (buildings)

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<th>Location</th>
<th>Net floorspace (sqm)</th>
<th>Capacity at 17.7 sqm/student (Students (EFTU’s))</th>
<th>Capacity at 15.5 sqm/student (Students (EFTU’s))</th>
<th>Capacity at 12 sqm/student (Students (EFTU’s))</th>
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<td><strong>Western suburbs</strong></td>
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<tr>
<td>Crawley campus north</td>
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<td>Stirling Highway*</td>
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<td>Claremont</td>
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<tr>
<td>Sunset (Dalkeith)</td>
<td>10,671</td>
<td>603</td>
<td>688</td>
<td>889</td>
</tr>
<tr>
<td>Residential colleges**</td>
<td>5,376</td>
<td>304</td>
<td>347</td>
<td>448</td>
</tr>
<tr>
<td>Shenton Park</td>
<td>30,175</td>
<td>1,705</td>
<td>1,947</td>
<td>2,515</td>
</tr>
<tr>
<td><strong>Metropolitan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitals</td>
<td>29,608</td>
<td>1,673</td>
<td>1,910</td>
<td>2,467</td>
</tr>
<tr>
<td>Waterman’s Bay</td>
<td>147</td>
<td>8</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Wundowie/Allendale</td>
<td>1,408</td>
<td>80</td>
<td>91</td>
<td>117</td>
</tr>
<tr>
<td>Hope Valley-Wattleup (Harry Waring)</td>
<td>346</td>
<td>20</td>
<td>22</td>
<td>29</td>
</tr>
<tr>
<td><strong>Regional WA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gingin</td>
<td>2,384</td>
<td>135</td>
<td>154</td>
<td>199</td>
</tr>
<tr>
<td>Albany</td>
<td>1300</td>
<td>73</td>
<td>84</td>
<td>108</td>
</tr>
<tr>
<td>Geraldton</td>
<td>835</td>
<td>47</td>
<td>54</td>
<td>70</td>
</tr>
<tr>
<td>Kalgoorlie</td>
<td>612</td>
<td>35</td>
<td>39</td>
<td>51</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>264,373</strong></td>
<td><strong>14,936</strong></td>
<td><strong>17,056</strong></td>
<td><strong>22,031</strong></td>
</tr>
</tbody>
</table>

* Leased  
** Not including residential component  
*** Current utilisation
### Existing educational facilities and capacity (land)

<table>
<thead>
<tr>
<th>Location</th>
<th>Land area (ha)</th>
<th>Building area at a notional plot ratio of 0.33*</th>
<th>Capacity at 15.5 sqm/student (Students (EFTU’s))</th>
<th>Building area at a notional plot ratio of 0.66</th>
<th>Capacity at 15.5 sqm/student (Students (EFTU’s))</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western suburbs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crawley campus</td>
<td>47.5</td>
<td>156,750</td>
<td>10,113</td>
<td>313,500</td>
<td>20,226</td>
</tr>
<tr>
<td>Park Avenue</td>
<td>2.3</td>
<td>7,590</td>
<td>490</td>
<td>15,180</td>
<td>979</td>
</tr>
<tr>
<td>Crawley Village (UWA owned)</td>
<td>8.6</td>
<td>28,380</td>
<td>1,831</td>
<td>56,760</td>
<td>3,662</td>
</tr>
<tr>
<td>Nedlands (North of Stirling Highway)</td>
<td>3.5</td>
<td>11,550</td>
<td>745</td>
<td>23,100</td>
<td>1,490</td>
</tr>
<tr>
<td>Claremont</td>
<td>3.5</td>
<td>11,550</td>
<td>745</td>
<td>23,100</td>
<td>1,490</td>
</tr>
<tr>
<td>Sunset (Dalkeith)</td>
<td>7.5</td>
<td>24,750</td>
<td>1,597</td>
<td>49,500</td>
<td>3,194</td>
</tr>
<tr>
<td>Residential colleges</td>
<td>6.9</td>
<td>22,770</td>
<td>1,469</td>
<td>45,540</td>
<td>2,938</td>
</tr>
<tr>
<td>Shenton Park (field station)</td>
<td>63</td>
<td>207,900</td>
<td>13,413</td>
<td>415,800</td>
<td>26,826</td>
</tr>
<tr>
<td>Sports Park (McGillivray)</td>
<td>56</td>
<td>184,800</td>
<td>11,923</td>
<td>369,600</td>
<td>23,845</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>656,040</strong></td>
<td><strong>42,325</strong></td>
<td><strong>1,312,080</strong></td>
<td><strong>84,650</strong></td>
</tr>
</tbody>
</table>

* Equates to existing Crawley campus
Strategic planning work in progress (UWA)

Shenton Park field station master-planning
Shenton Park residential land master-planning
Crawley Campus master-planning – precinct by precinct
Crawley Village planning consolidation
Sports Park master-planning (with others)
Sunset Hospital master-planning
UWA Claremont site master-planning
UWA Nedlands master-planning
Park Avenue master-planning
Residential colleges master-planning
Travelsmart/transport initiatives (as per Crawley Village)
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Strategic planning work in progress (others)

Network city

Nedlands to Canning River and other light rail lines, including the UWA/QEII Access Plan

QEII master-planning

Shenton Park planning for Lot 4, Field Station and Brockway Research Park

Western Suburbs road network (various)

Stirling Highway visioning

Hampden Road precinct design guidelines

Town planning scheme reviews
UWA Strategic Asset Review – Workshop No 1

The big questions

Why do people come to UWA?
Quality of the University (Students) – but what does quality mean?
Academic achievement and professional prospects (Students)
Quality of the environment (Staff)
Professional autonomy (Staff)
Reputation of the university (Staff)
People (Staff)
Residential provision nearby is a very minor consideration

How do people come to UWA?
Students: Car (34%)… public transport (28%) … walk (11%)
Staff: Car (61%)… public transport (9%) … bike (8%)
Comparison with other Australian universities

Group of Eight:
Australian National University
University of Melbourne
University of Queensland
Sydney University
University of New South Wales
University of Western Australia
Monash University
University of Adelaide

As appears in the Shanghai Jiao Tong University ranking
Comparison with other Australian universities – size and number of locations

**National Rating**

<table>
<thead>
<tr>
<th>University</th>
<th>National Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>70%</td>
</tr>
<tr>
<td>ANU</td>
<td>100%</td>
</tr>
<tr>
<td>Melbourne</td>
<td>100%</td>
</tr>
<tr>
<td>Monash</td>
<td>75%</td>
</tr>
<tr>
<td>New South Wales</td>
<td>84%</td>
</tr>
<tr>
<td>Queensland</td>
<td>87%</td>
</tr>
<tr>
<td>Sydney</td>
<td>93%</td>
</tr>
<tr>
<td>UWA</td>
<td>77%</td>
</tr>
<tr>
<td>Curtin</td>
<td>50%</td>
</tr>
<tr>
<td>Curtin</td>
<td>40%</td>
</tr>
<tr>
<td>Murdoch</td>
<td>53%</td>
</tr>
</tbody>
</table>

**Size**

<table>
<thead>
<tr>
<th>University</th>
<th>Student enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>10,000</td>
</tr>
<tr>
<td>ANU</td>
<td>20,000</td>
</tr>
<tr>
<td>Melbourne</td>
<td>30,000</td>
</tr>
<tr>
<td>Monash</td>
<td>40,000</td>
</tr>
<tr>
<td>New South Wales</td>
<td>50,000</td>
</tr>
<tr>
<td>Queensland</td>
<td>60,000</td>
</tr>
<tr>
<td>Sydney</td>
<td>70,000</td>
</tr>
<tr>
<td>UWA</td>
<td>80,000</td>
</tr>
<tr>
<td>Curtin</td>
<td>90,000</td>
</tr>
<tr>
<td>Murdoch</td>
<td>100,000</td>
</tr>
</tbody>
</table>

**Campus locations**

<table>
<thead>
<tr>
<th>University</th>
<th>Number of locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>4</td>
</tr>
<tr>
<td>ANU</td>
<td>1</td>
</tr>
<tr>
<td>Melbourne</td>
<td>6+</td>
</tr>
<tr>
<td>Monash</td>
<td>6+</td>
</tr>
<tr>
<td>New South Wales</td>
<td>5</td>
</tr>
<tr>
<td>Queensland</td>
<td>6+</td>
</tr>
<tr>
<td>Sydney</td>
<td>1+</td>
</tr>
<tr>
<td>Curtin</td>
<td>1+</td>
</tr>
<tr>
<td>Murdoch</td>
<td>2</td>
</tr>
<tr>
<td>Curtin</td>
<td>1+</td>
</tr>
</tbody>
</table>
Comparison with other Australian universities – main campus

University of Adelaide

- Urban campus - high density
- Adjacent to CBD
- Excellent access to public transport (bus, train, and O-bahn)
- Area of high amenity
- Adjacent to major hospital and cultural facilities
- CSIRO on campus
- Close to major restaurant strip
- Student residences close by
- Proximity to sports facilities
Comparison with other Australian universities – main campus

- Formal suburban campus - modest density
- Adjacent to Canberra CBD
- Public transport access by bus only
- Area of high amenity
- Adjacent to CSIRO
- Close to restaurant precinct
- On-site student residences
Comparison with other Australian universities – main campus

- Urban campus - high density
- Adjacent to Melbourne CBD
- Excellent public transport access by bus and tram
- Adjacent to major hospitals and close to cultural facilities
- Close to major restaurant strip
- Close to RMIT
- Underground parking on and close to campus
- Student residences close by
Comparison with other Australian universities – main campus

Monash University

- Suburban campus - modest density
- Suburban location (17km from Melbourne CBD)
- Public transport access by bus only
- Adjacent to CSIRO and business park
- Remote from anything fun or interesting
- Multi-deck parking
- On-site student residences
Comparison with other Australian universities – main campus

Urban campus - high density with high-rise
Inner suburban location (6km from Sydney CBD)
Public transport access by bus only
Adjacent to major hospital
Close to local commercial centre but remote from anything else fun or interesting
Multi-deck parking
On-site student residences
Comparison with other Australian universities – main campus

Formal suburban campus - modest density

Inner suburban location (4 km to Brisbane CBD)

Public transport access by bus and ferry

Area of high amenity

Close to major restaurant area

Multi-deck parking

On-site student residences
Comparison with other Australian universities – main campus

University of Sydney

- Garden campus - low density
- Adjacent to CBD
- Excellent public transport access by bus and train
- CSIRO on campus
- Adjacent to major hospital
- Close to major restaurant strip
- Close to UTS
- On-site student residences
Comparison with other Australian universities – main campus

- Formal campus style of modest density
- Inner suburban location
- Public transport access by bus only
- Area of high amenity
- Adjacent to major hospital
- Close to minor restaurant strip
- On-site residences
UWA Strategic Asset Review – Workshop No 1

**Warming-up exercise**

S.W.O.T. analysis

**Strengths**

**Weaknesses**

**Opportunities**

**Threats**