



UNIVERSITY OF
TECHNOLOGY SYDNEY

ALTERNATIVE EDUCATIONAL OPTIONS FOR KURING-GAI

Report to the Vice-Chancellor

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**Prepared by the Working Party into Alternative Educational Options
for Kuring-gai Campus**

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CONTENTS

1	EXECUTIVE SUMMARY	1
1.1	Rationale	1
1.2	Background	
1.3	A vision for Kuring-gai	2
1.4	Recommendations	5
2	CONTEXT AND ANALYSIS OF ISSUES	5
2.1	Kuring-gai campus location and buildings	6
2.2	Academic programs and student enrolment	7
2.3	Academic and administrative units and staff	11
3	COST CONSIDERATIONS	12
3.1	Student accommodation	13
3.2	Utilisation of buildings and facilities	13
3.3	Transport	14
4	DISCUSSION OF OPTIONS	14
4.1	Mixed use of campus	14
4.1.1	<i>Partnership between UTS, local community colleges and TAFE.</i>	14
4.1.2	<i>A land “swap” with North Sydney TAFE</i>	15
4.2	Strategic partners	15
4.3	Leasing by external bodies	16
4.4	Re-location of current University activities	16
4.4.1	<i>Consolidation of the Faculty of Education to a single site</i>	17
4.4.2	<i>Re-location of research centres</i>	18
4.4.3	<i>Other relocation options</i>	18
4.5	Additional courses at Kuring-gai	19
4.5.1	<i>Campus specific undergraduate courses</i>	20
4.5.2	<i>Postgraduate courses</i>	20
4.6	Transfer of administrative functions to the Kuring-gai campus	21
4.7	Block delivery of city based courses and provision of short courses	21

5 RECOMMENDATIONS

22

APPENDICES

24

- (i) Working Party methodologies
- (ii) Submissions received

ATTACHMENTS

28

1. Membership and terms of reference
2. Call for submissions and guidelines
3. Criteria for assessment of submissions
4. Kuring-gai space profile
5. Courses offered in 2005 at Kuring-gai

1 EXECUTIVE SUMMARY

1.1 Rationale

During the nineteen-nineties, the Executive of the University of Technology, Sydney increasingly focussed on questions of the long-term sustainability of the Kuring-gai campus. These questions arose for a number of reasons, including:

- a developing trend of flattening demand for Kuring-gai-based programs in Nursing, Midwifery and Health and in Teacher Education;
- the relative lack of income generating capacity of these disciplines at a time when universities were being required to earn increasingly higher proportions of total income from non-government sources;
- broad changes in student expectations that could be attributed to social and other causes;
- lack of appropriate student accommodation in the immediate area;
- lack of convenient transport options and associated infrastructure (particularly when compared with the location and surrounding facilities of the City campus).

In the mid-nineties, the prospect of a Chatswood-Parramatta rail link seemed likely to address these issues in ways that would benefit the University and its students. The inclusion in the proposal for a new rail link of a station at the Kuring-gai campus (as well as one at Macquarie University at North Ryde and one at the Parramatta campus of the University of Western Sydney) presented the opportunity to improve access and services markedly, and to create much greater potential for growth and sustainability not only of the Kuring-gai campus of UTS but of the other two universities as well.

However, the proposed rail link was subsequently reduced in scope to extend only from Chatswood to Epping, rather than on to Parramatta, and in a later variation to the original plan the proposed station at Kuring-gai was not included in the final project. The construction of the modified Chatswood to Epping rail link has now been underway since 2003, and a station is currently being built at Macquarie University, providing that University with a significant competitive advantage over the Kuring-gai campus in terms of future attractiveness to potential students from the North Shore and west and north-western Sydney.

This outcome led the UTS Council to the view that maintaining the status quo, or simply building upon current activities, was not feasible in the long term. As a consequence of this view, the University began the process of reassessing its long-term strategy for the effective use of the Kuring-gai campus. It was agreed that in order to provide the University with as full a range of options as possible, all possibilities would need to be explored.

As part of this strategy, the University has sought to have the Kuring-gai campus rezoned from its current educational-only usage to include other possible uses for the site. Preparations for this process began over two years ago, and the process itself is still in train. In the meantime, the Vice-Chancellor has also sought advice and input, both formally and informally, on future educational options for the Kuring-gai campus that would ensure its long-term sustainability and its continuing contribution to the profile and success of the University.

This latter process was formalised in 2004 when the Vice-Chancellor established a Working Party to consider the range of possibilities for the educational future of the campus, and to provide him with a report. In September of 2004 he invited Professor Richard Johnstone, Pro-Vice-Chancellor (Teaching and Learning), to convene the Working Party in order to explore the full range of

options for the best educational use of the Kuring-gai campus. Membership and terms of reference for the Working Party are contained in Attachment 1.

The first priority of the Working Party was to develop guidelines for its operation and to invite submissions from within the University and from interested external parties. Information concerning the activities of the Working Party were posted and periodically updated on www.uts.edu.au/about/executive/kuringgai/index.html (For details of the call for submissions, see Attachment 2, and for submission guidelines see Attachment 3.) In response to this invitation, eighteen submissions were received, with ten from external organisations and individuals and eight from within UTS.

The Working Party drew upon these submissions in the development of an 'options presentation' which formed the basis of two forums held at the City and the Kuring-gai campuses in February 2005. These forums were attended by members of the University staff both past and present, student representatives, and members of the community and local organisations. The forums were followed by an extensive process of data gathering and consultation with relevant UTS units, and the drafting of this final report.

Early in the process, the Working Party decided on a set of principles to guide its work. It was agreed that any proposed variations to the current educational activities on the campus should have the clear potential to achieve:

- The re-invigoration of the Kuring-gai campus and an increase in its profile, significance and income generating capacity
- Demonstrable benefits to the entire University
- A vision for Kuring-gai campus that emphasises its particular contribution to the wider University

See Appendix (i) Working Party methodologies; and Appendix (ii) Submissions received

1.2 Background

The series of amalgamations of institutions of higher education that took place in Australia in the late nineteen-eighties and early nineteen-nineties were often protracted affairs and involved significant periods of consultation and administrative and policy work to ensure that different practices and different cultures were effectively combined in a single institution. The process by which the Kuring-gai CAE was amalgamated with the newly created UTS was relatively smooth and timely by comparison with many such amalgamations that took place at around the same time. Nevertheless, all such processes, and UTS was no exception, must strike a balance between achieving necessary structural reform in all participating partners in the amalgamation, while at the same time ensuring continuing staff support and commitment to the process, and ensuring too that all staff are able to envisage both the short term and long term benefits of the process.

In order to ensure the commitment of all parties to the amalgamation process, there is a tendency to wish to preserve as much as possible of current activities and priorities in the individual combining institutions, and not to introduce radical proposals for varying the academic profile that might encourage resistance to the process itself. While this is advantageous in the short term, in that it facilitates a speedy administrative outcome, there are disadvantages that tend to emerge over a longer time frame. These include the continuation of different organisational cultures

existing as sub-sets within the amalgamated institution, and a continuing scepticism amongst many staff at the need for any further change, on the assumption that the significant change - the amalgamation itself - has been implemented.

In making its recommendations on alternative educational options for Kuring-gai, the Working Party was mindful of these factors, and of the desirability of being able to signal a new approach, rather than simply advocating a maintenance or enhancement of the status quo, or indeed a return to the way things may have been in the past, when very different external conditions applied. At the same time it recognised that the more radical the change proposed, the more it is possible to identify the kinds of objections that would inevitably arise from a range of interested parties, and which could have the effect, if fully articulated, of disabling the entire process.

In the years since amalgamation, Kuring-gai's identity has tended to become blurred as a result of being a campus that offers both unique courses and courses that are also taught at the City campus. The Faculty of Business, the Faculty of Education, and the Faculty of Nursing Midwifery and Health have significant academic presences on both the City and the Kuring-gai campuses, while the Faculty of Humanities and Social Sciences, the Faculty of Law and the Institute for International Studies each maintains a small teaching role at Kuring-gai with the overwhelming proportion of their activities located at the City campus. The School of Teacher Education, within the Faculty of Education, and the School of Leisure Sport and Tourism, within the Faculty of Business, offer campus specific programs that have particular and longstanding associations with the Kuring-gai campus.

The implications of this mixed model, and the impediment it has, in some ways, been to the establishment of a clear identity for the campus, are explored further in the main body of the report and addressed in the recommendations.

1.3 A vision for Kuring-gai

In its deliberations and in making its recommendations, the Working Party was mindful of the strong attachment felt by many students and staff, both past and present, to the Kuring-gai campus.

This strong attachment, and the value placed on the unique characteristics of the site, was reflected in many of the submissions from alumni and the community, as well as from the Students' Association. In making its recommendations, the Working Party has endeavoured to acknowledge the force of this attachment by presenting options that both build upon the past but at the same time offer possibilities for innovation and new departures. However, in doing so, the Working Party was conscious of its core responsibility to focus on ensuring sustainability in the future, rather than on simply recreating the past and the conditions that applied at an earlier time.

This decision in turn reflected members' recognition of the major changes that have taken place in higher education over the last ten years, and the ways in which the conditions governing long-term sustainability have themselves changed. To take only the most obvious example, Kuring-gai has moved from a relatively small institution fully funded by the government during the 1970s and 80s, to a campus of a major institution that must look to sustainable growth strategies to generate income from a variety of non-government sources, particularly through increased enrolments of full-fee paying students, both international and domestic (the latter being currently at the postgraduate level only.)

It became clear to the Working Party during its investigations that a valuable opportunity was being made available to the University (a) to re-examine Kuring-gai's identity as an individual campus, with its own unique characteristics, (b) to reassess the position of the campus within the University as a whole (c) to review the years since the amalgamation of Kuring-gai College of Advanced Education and UTS in 1989 to identify trends and (d) to consider how best to move forward in a very different climate in higher education. It has not been possible in the time available to undertake detailed studies of all these aspects, but it has been possible for the Working Party to identify the major factors bearing on the future of the campus, and to make recommendations for further action that will put the University in the best position to take important strategic decisions in the future.

In seeking to establish a potential vision for Kuring-gai campus that would not simply be seen as 'more of the same', the Working Party looked closely at the configuration of academic programs currently on offer. It was recognised that while there had been changes to individual programs, some of them quite significant and arising out of a succession of curriculum reviews and in some cases the introduction of cognate programs (eg in Midwifery), the overall academic profile and the representation of broad discipline areas remains essentially the same as that offered by the Kuring-gai College of Advanced Education.

If the campus is to continue as a vibrant location in its own right, and as a major contributor to the overall success of UTS, there needs to be a sense of innovation, of opening up to new opportunities and initiatives rather than simple consolidation of current practice. That does not mean that current strengths should not remain at the core of any future strategy. However, while the Working Party considered that building on past strengths must be a primary aim, there must also be room to introduce new strengths and new ways of operating, in order to ensure the goal of long-term sustainability and the continuing contribution by Kuring-gai campus to the profile and reputation of the University as a whole.

The Working Party was also conscious of the University's key commitments to ethics and social justice, and recognised that it is part of the culture of UTS to ensure that we continue to provide excellent programs in the broad area of the human services (specifically in Nursing and related areas of health, and in Teacher Education), and that these programs must remain at the heart of intellectual life at the University. Although members recognised the full range of practical impediments to any strategy that would bring these areas geographically closer to the other activities of the University, it was also recognised that in the longer term as an organisation we should be aiming to ensure as productive and fruitful interactions as possible between the human services and the other academic disciplines offered by the University.

It was further recognised that one major disadvantage of recommending a strategy that would see the areas of Education and Nursing, Midwifery and Health located exclusively at Kuring-gai (as suggested by many commentators) is that it could tend to send a very different message—depending partly on how it was managed—by suggesting that these areas were not necessarily seen as core to the future of the University. Specifically, the Working Party considered that one of the risks of any strategy that in effect identified Kuring-gai as a 'human services' campus in terms of its academic profile, is that it would have the potential, once again unless carefully managed, to isolate those activities from the larger University, just at the time when there are considerable opportunities to capitalise on the links that increasingly are emerging between Health and Education on the one hand and on the other hand areas such as Science, Design, Engineering and Information Technology. At the same time there are very real constraints on the extent to which the University can institute radical changes to the academic profile of the campus. These competing constraints, which are ones of cost (including opportunity cost) and administrative effort, are further explored in this report.

In trying to balance pragmatism with the requirement for innovation in order to come up with a strategy that may be workable, the Working Party has favoured a set of recommendations that invites the University to look at a combination of :

- consolidation and enhancement (of some or all of the programs currently offered at Kuring-gai)
- innovation (by the introduction of new undergraduate programs in Business and of new postgraduate programs from a number of Faculties)
- some relocation of administrative services

The rationale behind concentrating the innovative aspects of the proposal on undergraduate programs from the Faculty of Business is based on the longstanding attractiveness of Business courses at UTS and nationally, their capacity to attract full fee-paying undergraduates (both international and domestic), and their contribution to the attractiveness of the campus to any joint arrangements that might be entered into in the future with commercial providers. Furthermore, the fact that Business is by far the largest faculty at UTS makes the fact that it would continue to operate as a 'split-site' faculty of less concern than might be the case with a much smaller faculty, for the reason that there is greater potential, given the total size of the faculty, to achieve necessary economies of scale at both sites (something that has proved more difficult for a much smaller faculty such as Education to achieve.)

1.4 Recommendations

In its deliberations, the Working Party has made no attempt to predict the outcome of the current application for rezoning. It has however, recognised that the realities that led to that application apply equally to any consideration of future educational options, in that the building and other constraints that currently apply to the campus are significant impediments to educational development. Another way of saying this is that any proposal for educational change on the campus will have cost implications and investment implications, and that these will need to be fully explored before any final decision is made.

The recommendations which are outlined in Section 5 of this report are drawn from the discussion of options in Section 4 of the report which examines the advantages and disadvantages of a series of alternative educational options for Kuring-gai. These were in turn drawn from submissions received and other data gathered during the processes undertaken by the Working Party. The recommendations are all couched in the form of proposals for additional action that must be taken before a final decision can be made on the viability of all or some of the options to which they refer.

See Section 5 Recommendations.

2 CONTEXT AND ANALYSIS OF ISSUES

The Kuring-gai Campus of the University of Technology, Sydney has its origins in the Balmain Teachers College, founded in Balmain in 1946. The College moved to the current 22 hectare site at Lindfield in 1971, when Stage One of the buildings was completed, and, over a period of 18 years, expanded from a single purpose Teachers' College with approximately 400 students to a multi-purpose College of Advanced Education with six teaching schools and 4,000 students. In 1989, Kuring-gai CAE amalgamated with the University of Technology, Sydney to become the Kuring-gai campus of UTS.

There have been some changes to the educational profile at the campus since that time (for example the inclusion of Information and Knowledge Management into the Faculty of Humanities and Social Sciences at the City campus), but by and large the key disciplines present at the time of amalgamation (Teacher Education, Nursing and Leisure Sport and Tourism) have continued to be taught almost exclusively from the Kuring-gai campus. In addition to the courses arising from these three discipline areas, the Bachelor of Business program is taught at both the Kuring-gai and the City campuses. More recently, a decline in preferences for Nursing at Kuring-gai led the University to introduce a City based cohort of the full time Bachelor of Nursing in order to maintain the numbers of suitably qualified students entering the program and to meet the University's load commitments to the Commonwealth.

In recent years, there has been a growth in the number of students whose programs of study involve attendance at both Kuring-gai and city campuses. Generally this is because Kuring-gai-based students are choosing to study electives or sequences at the City campus which are not offered at the Kuring-gai campus on the grounds that total demand does not justify it.

2.1 Kuring-gai campus location and buildings

The UTS Kuring-gai campus is located in Lindfield some 10 kilometres to the north of the UTS City campus. The campus consists of 208,134 square metres of land, 35890.50 square meters of building area with a total useable floor area (UFA) of 19,243.96 sq metres. In addition to teaching and office spaces, buildings include a library, the North Shore Conference Centre and the 600 seat Greenhalgh Theatre. Sporting facilities include two squash courts, a basketball court, gymnasium and sports fields. The campus buildings have been recognised by a Sulman award and are widely regarded as being significant buildings from the period. (For further detail on the space profile of the campus see Attachment 4.)

Transport between the City campus and Kuring-gai is provided by the UTS shuttle bus service. Demand on the shuttle service is difficult to predict or analyse. The University maintains three buses in constant operation, and demand can often exceed the number of seats, obliging the University to make alternative arrangements for students (such as the supply of taxi vouchers). There are however strong indications that the use of the service is not confined to students who need to travel between campuses, but that as a free service it is also an attractive option to students who can travel to the city and connect with the shuttle bus rather than make the entire journey from their homes to Kuring-gai by public transport. However, a drawback of the shuttle service is that the time of the journey can vary enormously, depending on traffic build-up particularly on the bridge or its approaches.

The journey by public transport to and from the campus, or between campuses, may be undertaken by train to Lindfield or Chatswood stations, with private and public bus systems operating between these stations and the campus. However, these various modes of public transport are seen by many students as less than satisfactory, because they can involve several changes, depending on the starting point, and connection times are often less than ideal. There may be the capacity to improve public transport, particularly by a service (that could be public or private, or a combination of the two, with the possibility of a UTS subsidy to ensure viability) to and from Chatswood station, but the Working Party has taken the view that this issue should be a response to, rather than a precondition for, the implementation of any proposed changes to the academic profile of the campus.

It nevertheless remains the case that issues of accessibility and transport are a serious obstacle to the growth of student numbers (particularly numbers of international students), and that this is the

major reason why the University so strongly supported the case for a train station adjacent to the site. This is particularly true when students increasingly see themselves as 'time-poor' and are often balancing study, work and in many cases family obligations and commitments. Travel times, and convenience of transport, become crucial factors both in making decisions about where to study, and in determining the quality of the learning experience.

On the other hand, a major advantage for those who are able to drive themselves is the parking available on campus. This is an important consideration in any proposals to move city-based courses to Kuring-gai or to create new courses. Clearly some courses - for example fee paying post graduate degrees, block delivery and short courses - are more likely to attract students who are able to drive to campus themselves, or in the case of block teaching can be transported using 'one-off' arrangements. By and large, undergraduate courses are more likely to attract students who are regularly dependent on public transport, and this consideration needs to be factored into the assessment of possible options for the future.

A number of submissions received by the Working Party pointed out that the facilities were purpose built, and are ideally suited for teacher education. While the Working Party accepted that this was the case, it also recognised that with modifications the space was well suited for other academic purposes, though the cost of those modifications would vary according to the discipline and the nature of the infrastructure associated with that discipline. As referred to above, it was also noted that none of the options considered was cost-free, and that even expanding existing activities on the site would involve some refurbishment and modification of facilities.

It has proved difficult to establish in the time available to the Working Party the extent to which the space and facilities at the Kuring-gai campus are effectively utilised. While the majority of space is allocated for identified purposes, there is considerable evidence to suggest that utilisation rates are lower than they could be, and that there is a good deal of spare capacity for further utilisation of the site. (See Attachment 4.)

2.2 Academic programs and student enrolment

The basis of most submissions and also of the comments made at the two forums, together with other feedback from stakeholders and interested parties, was that Kuring-gai had been a viable campus in the past, prior to amalgamation, and that there was no valid reason that it could not continue to be so. Concerns were expressed regarding reports of declining student numbers including a perception that these had deliberately been allowed to decline (for example, as a result of poor marketing) in order to bolster the approval chances of the re-zoning application for the Kuring-gai campus. There was also a questioning of any actual decline in real terms and a view expressed by some submission writers that UTS could increase student numbers by offering campus specific courses, or courses which matched more closely the needs of the geographical area.

Indeed, some submissions felt that no substantive change to the profile was required, but rather advocated maintaining the status quo at Kuring-gai in regard to academic programs while supporting it with improved marketing and a new management structure as a way to increase enrolments. In examining these issues and the submissions that raised them, the Working Party considered it worthwhile to look initially at some archival data including past enrolment numbers and academic programs offered, taking 1989 as the benchmark year as it was the last year of Kuring-gai CAE prior to amalgamation with UTS. (A detailed analysis of comparisons of enrolments at Kuring-gai and city campuses is available in C. Bajada, *Estimating Future Student Demand at Kuring-gai*. Report to the VC, June 2003. This Report, the conclusions of which were

questioned by some writers of submissions, predicts declining student demand and declining entry scores over time as a direct result of the decision not to proceed with a railway station at the campus.)

Table 1: Comparison of campus load at Kuring-gai CAE in 1989 (EFTSU) and UTS Kuring-gai Campus 2005 (EFTSL)

School /Faculty	Kuring-gai CAE	UTS Kuring-gai
Teacher Education	711	644
*Financial and Administrative Studies	1036	1534
**Library and Information Studies	299	N/A
**Practical Legal Training	314	N/A
*Leisure Tourism and Community Studies	372	(Faculty of Business- see above)
Nursing	481	996
TOTAL	3213.5	3124

* now UTS Faculty of Business

** no longer offered on Kuring-gai campus

Source: *Kuring-gai CAE Management Information and Statistical Review 1989*; CASS Report Kuring-gai campus load April 2005 NOTE: final numbers will be confirmed mid April)

As the table above shows, there are similarities between Kuring-gai as it was in the year prior to amalgamation with UTS, and the Kuring-gai campus in 2005 in regard to the total EFTSU numbers, the academic disciplines on offer (with the exception of Library and Information Studies, and Practical Legal Training), and the fact that Business courses continue to attract the largest number of students. The major difference which is not reflected in the table, is that in 1989, Kuring-gai was fully funded by the government whereas in 2005, this funding accounts for approximately 35% of the University's total budget.

Owing to the decrease in government funding to higher education as a proportion of total budget, the increasing reliance on alternative sources of income, notably fee-paying international and postgraduate students, and the imperative to seek additional sources of income, it has been clear for some time that Kuring-gai's (as indeed the University's) sustainability is dependent on growth in student numbers, with the emphasis on full-fee paying students.

The Working Party recognises that in theory at least this could be achieved in a variety of ways and through a combination of strategies. It is however by no means clear that the existing set of courses has the capacity to generate significant non-HECS income, either at the undergraduate or the postgraduate levels (although recent growth in international numbers in Nursing and in Leisure Sport and Tourism is encouraging.)

In relation to courses that depend largely on HECS students, the Working Party also noted that while there has been an increase in the 2004 and 2005 rate of applications to Nursing and Teacher Education, and a rise in enrolments to both these courses in 2005, it is not certain that this will continue in the long term while maintaining current entry standards, or that these programs will be able to grow sufficiently to provide the required sustainable income.

This is particularly important to bear in mind when considering the likely competitive position of these courses in the future. The new strategic plan for Macquarie University envisages massive growth in student numbers after 2008 and the completion of the rail station, and the Australian Catholic University is implementing a very significant increase in Nursing numbers at its campus at North Sydney. This means that while the North Shore is likely to become intensely competitive in attracting students to Nursing, the relative position of UTS will grow stronger in the City with the decision of Sydney University to withdraw from Nursing Education.

In order to understand these issues further, in particular the areas where future growth may be possible, and inform the selection of potential educational options, the Working Party sought to clarify the academic programs currently offered on campus, in particular those which were unique to the campus, and those which operated on dual campuses. A useful starting point was to consider the history of such academic programs at Kuring-gai campus.

As at Kuring-gai CAE in 1989, the School of Teacher Education (now incorporated into the Faculty of Education) and the School of Leisure, Sport and Tourism (now incorporated into the Faculty of Business) are located in their entirety on the Kuring-gai campus providing courses that are unique to this campus and are seen by many people as very closely associated with the campus. (For a description of courses offered in 2005 at Kuring-gai campus, see Attachment 5.)

The nature of the buildings, referred to above, and Kuring-gai's history, particularly support this impression of the campus as being a natural home for Teacher Education, while the availability of sporting facilities is particularly appropriate for the courses in Leisure Sport and Tourism (although an increasing number of practical activities for these courses are now taking place at remote sites).

Courses which operate on both the City and the Kuring-gai campuses include the Bachelor of Business and Bachelor of Nursing.

The Bachelor of Nursing is offered in part time and full time modes on Kuring-gai campus, and there is now a full time City-based cohort. Currently, third year City-based students are required to attend laboratory classes at Kuring-gai. Students seeking consultation with academic staff may also be required to travel for face-to-face meetings. All fee paying international undergraduate students are taught on the Kuring-gai campus (which has resulted in objections from some of these students). The Bachelor of Midwifery, introduced in 2005, is also taught in full-time mode at the City campus. Larger postgraduate courses in Nursing, Midwifery and Health are taught on the City campus under the Centres of Health Services Management, Midwifery and Family Health respectively, and the remaining post graduate courses are taught at Kuring-gai.

Over time, and in order to achieve economies of scale while ensuring appropriate expertise in staffing, students in the Bachelor of Business in particular have been required to travel between campuses particularly if they wish to undertake certain subjects and sequences of subjects. Only the higher demand majors are offered at the Kuring-gai campus, which means that students who wish to undertake the lower demand majors, or less popular electives, must commit to regular intercampus travel. In addition, a small number of postgraduate students in the Faculty of Business, in particular those undertaking Arts Management courses, travel between campuses on a regular basis.

Students in all combined Bachelor and International Studies degrees where the Bachelor's degree is based at Kuring-gai are also required to travel to the City campus to undertake their Language

and Culture subjects, and students in the small program in secondary education may have to travel to the City for their specialist subjects (eg in Science).

This requirement for intercampus travel is not in itself unusual in universities (the University of Western Sydney and the University of Sydney for example require undergraduates in some courses to travel between campuses, as do many other multi-campus universities in Australia.) However, because of the nature of the journey and its susceptibility to delays, the requirement can be seen as burdensome by some students and does present the University with significant logistical problems.

In respect of those courses that are taught on both campuses, there is some variation in the Universities Admission Index required for entry to the course, depending on the primary location nominated by the applicant as is shown in Table 2 below.

Table 2: UAI Scores 2002-2005 for entry to dual campus courses

Course	UTS City 2002	UTS KG 2002	UTS City 2003	UTS KG 2003	UTS City 2004	UTS KG 2004	UTS City 2005	UTS KG 2005
B.Business (FT/PT)	91.25/91.90	86.80	93.25/93.95	88.95	92.05/92.05	87.05	90.15/90.25	85.55
B.Nursing	74.30	73.10	77.40	74.40	81.35	78.10	82.25	75.65

Source: *UAC Guide 2004*

These differences in UAI are largely a reflection of the attractiveness of the City campus to potential students compared to the relative attractiveness of the Kuring-gai campus. (That some twenty Australian universities and private tertiary colleges have either established or are looking to establish a physical presence in the Sydney CBD is further evidence of this fact, and incidentally of the enormous value of the City campus location to UTS).

It is important to acknowledge that the discrepancy is merely relative, and that the characteristically lower UAI for the Kuring-gai version of these degrees is nevertheless set at a level that provides more than adequate assurance of the capacity of students to undertake the course and to complete it successfully. Relative progression and graduation rates confirm this assessment.

There are however organisational difficulties associated with admitting students to what is in effect the same course at differing minimum UAIs. These difficulties are compounded when the students travel between campuses to undertake certain subjects, thereby blurring the definition of the 'home campus'. It is in the interests of the University to admit the best qualified students it can attract, and it is very likely that by allocating all current University places in, say, the Bachelor of Nursing and the Bachelor of Business to the City campus, the overall UAI cut-off would be maintained at a significantly higher level than is currently the case for these courses at Kuring-gai.

There are various explanations for the difference in attractiveness to potential students of the two campuses, as evidenced by this discrepancy in minimum UAIs for courses taught at both campuses. These include the changes that have occurred over the past ten years to students' expectations of the university experience. Many students now view the university experience in a more instrumental way, as a means to obtain a professional qualification and entry to a career path, rather than as an important experience in itself or a 'rite of passage'. As many are working

part time and a growing number studying and working fulltime, they are looking for a convenient and fully serviced location close to transport and other services and facilities such as those offered by a CBD location.

The City campus of UTS benefits enormously not only from the convenient transport links but from the vast range of facilities both on campus and close by. There are also qualities that are more difficult to articulate but nevertheless real for many students, such as the image projected by a campus in the heart of Australia's most vibrant commercial and cultural centre, as opposed to a campus with a more suburban or even rural atmosphere. While fully acknowledging the attractiveness of this latter kind of campus, it must also be recognised that it does not sit as comfortably with UTS's projected image of urban vitality, industrial and professional up-to-datedness, and high employment prospects.

If Kuring-gai is to increase its student numbers and maintain and enhance its attractiveness to potential students, then many of the services and facilities that are associated with the City campus will need to be replicated on or near the site. This is likely to include accommodation on campus and in due course an improved bus service from the hubs of Chatswood and Lindfield, possibly via a UTS subsidised service connecting to these stations. Increasing the shuttle bus service between campuses is unlikely to be economically viable and will compound some of the existing problems of providing this service, including providing convenient and safe collection and drop-off points at the City campus. For these reasons, the Working Party is of the view that any proposals for varying the educational profile at the Kuring-gai campus should have the effect of limiting the requirements for inter-campus travel by students.

See Recommendations 5.1, 5.2 ,5.3, 5.6

2.3 Academic and administrative units and staff

Clearly there are additional costs associated with providing courses on dual campuses and with operating Faculties on more than one site. These include:

- Dual offices and other facilities for academic and administrative staff
- Requirements for intercampus travel
- Possible duplication of subjects and consequent loss of efficiencies
- Under-utilisation of buildings and facilities on one or both campuses

The Working Party was advised that all members of the academic staff of the School of Leisure and Tourism are located at Kuring-gai as are a small number of Faculty of Business academics from the areas of Accountancy, Management and Economics. A cross campus office is provided on the city campus for Faculty of Business academics who travel between campuses. There are no dual offices maintained for Faculty of Business academic or administrative staff on the Kuring-gai campus.

In the School of Teacher Education, 25 permanent academic staff are located at Kuring-gai, 15 casual staff and 12 general staff. There are two dual offices provided for staff members of staff who travel between campuses. In the Bachelor of Nursing, a total of 38.2% of full time equivalent staff are involved in cross campus activity. In addition, some administrative divisions/units are also located at Kuring-gai including Student Services, ELSSA/Maths Study Centre, FMU (Building Services and Grounds, North Shore Conference Centre, Security and Mailroom), Student Administration Unit and Information Technology Division.

Although the need for duplication of various kinds has been kept to a minimum, it is safe to say that the additional costs of dual campus operation for a Faculty are significant. On the other hand, additional costs of further academic initiatives on the Kuring-gai campus could be kept within reasonable limits by focussing on the requirement of staff to travel (ie to be located on the City campus but undertake regular assigned teaching duties on both campuses). In the opinion of the Working Party, requiring staff to teach on more than one campus is much more cost effective than requiring students to travel between campuses. A proportion of staff, particularly in Nursing and Business and to some extent in Education, already travel regularly and see it as part of their normal workload.

However, this requirement to travel regularly between campuses remains the experience of a relatively small number of the total academic staff of the University. The requirement for intercampus travel is not part of the wider culture of the University (as it is for example in regional universities such as Charles Sturt or Central Queensland) but there is no reason why it could not become so. If the University were to proceed for example with Recommendations 5.2 and 5.3, then intercampus travel by staff would need to become much more widespread.

Some submissions identified as a drawback the absence on the campus of a member of the Executive with assigned responsibility for overseeing the campus. The Working Party however notes that there is already a position of Campus Manager, and is not convinced that anything would be gained in the short to medium term by proceeding either to make an additional appointment to the senior executive or to vary the statement of duties of a current senior officer. This may be a strategy that the University wishes to pursue in the longer term, but only after a range of other decisions have been made concerning the future of the campus.

3 COST CONSIDERATIONS

The Working Party was not required within its terms of reference to carry out any detailed analysis of the financial implications of submissions and options that were under its consideration. It was however mindful of the costs that would be involved in any proposal for change, and particularly where income generating activities were proposed (for example, an increase in student numbers) such as the level of infrastructure required, additional costs such as new buildings, refurbishment, administration and transport. In addition, the Working Party considered potential costs and the cost effectiveness involved in re-locating city based faculties and/or administrative units to Kuring-gai campus, or indeed vice-versa.

During its investigations, the Working Party came to the view that the full utilisation of the Kuring-gai campus buildings and facilities is an area that requires further investigation in the interest of both present and future cost effectiveness. For example, the campus features high day use and low evening use. This is an important factor in the consideration of any re-location of city-based programs to Kuring-gai. (By contrast, space utilisation at the City results in a much more cost-effective balance of day and evening use.)

It was not within the brief of the Working Party to examine current operational costs of Kuring-gai campus buildings and facilities, which would need to be established before proceeding with the proposed recommendations. Three areas in particular are briefly addressed below as they are especially relevant to the options discussed in Section Four and the recommendations made in Section 5.

3.1 Student accommodation

Most of the submissions that were received suggested student accommodation should be built, or would need to be provided in some form, which could also be used for conference and short course participants. It is generally agreed that such accommodation would greatly enhance the market attractiveness of Kuring-gai for fee paying students (local and international) as well as generating income for residential short courses.

The Working Party considered that the construction of student accommodation was virtually essential for the sustainability of Kuring-gai as a campus of UTS, and certainly so if the campus was to retain its academic functions (as opposed for example to housing administrative units of the University only.) It recognised however that this particular priority was entirely dependent on a range of factors currently outside the control of the University. At this stage, the Working Party does not recommend proceeding any further with this option, although it should remain a consideration in the longer term when the University's capacity for action is clarified.

3.2 Utilisation of buildings and facilities

In considering options that involved the re-location of city faculties and/or administrative units to the Kuring-gai campus, the Working Party was assisted by the Facilities Management Unit (FMU) in clarifying the Useable Floor Area (UFA) and current allocation of this space. In considering proposals that involved the move of city-based programs to Kuring-gai, the leasing of space to external organisations, or co-location of UTS with external organisations at the campus, the Working Party sought answers to questions such as:

- How much useable floor space is available at Kuring-gai campus?
- What is the nature of that space?
- To whom has it been allocated?
- How cost effectively is this space being utilised?
- What other facilities are available and how are they allocated and utilised?

As has been noted earlier in this report, FMU advised that the useable floor area at the Kuring-gai campus is 19, 244 sq m and currently all but 100sq m is allocated. Determining the full extent of utilisation would require further detailed analysis, but preliminary indications are that there is significant potential for further use of the nominally allocated space.

In other words, while all useable floor space at Kuring-gai may be allocated, it may not be utilised in as cost-effective a way as possible. An analysis of room usage rates provided by the Facilities Management Unit for hours between 9 am and 9 pm, Weeks 10-24 in 2004, indicates that usage rates for the 30 teaching rooms is at its highest of 49% of total hours (Tuesdays only) and at its lowest, 23% of total hours (Fridays). After 6 pm on Fridays, there is 0% usage of these rooms. A comparison with the then Kuring-gai College of Advanced Education 1989 shows that for these same rooms the overall utilisation rate averaged 70% (Kuring-gai CAE Management Information and Statistical Review 1989).

Several implications can be drawn from this:

- an increase in academic and other activities could be located and supported at the campus as it currently stands,
- the amount of space required to accommodate current Kuring-gai activities at the City campus (in the event of a transfer of those activities) may not be as high as first appears

- some spaces are being utilised for purposes other than those for which the spaces were originally designed and fitted; for example, the Greenhalgh Auditorium (900 capacity), the seven sound studios (currently used as for storage and other non-academic purposes) and the twelve music rehearsal rooms.
- the Library at Kuring-gai could also comfortably cope with larger user numbers
- the University's timetabling software could ensure that more classes could be accommodated in the space available.

See Recommendation 5.4

3.3 Transport

Issues related to the accessibility of transport between campuses and also to and from the Kuring-gai campus have already been discussed earlier in this report. The costs associated with the existing provision of the UTS shuttle bus service and any increases that would arise if this service was to be extended to the Chatswood and Lindfield hubs need careful investigation. If the proposed new vision for Kuring-gai campus which involves the development of campus specific courses becomes a reality, then it is likely that inter-campus travel will be greatly reduced. However, there will be an even greater need to improve the connections with the hubs of Chatswood and Lindfield, particularly if fee paying students (local and international) are to be attracted.

At this stage, the Working Party was not able to provide any recommendations regarding strategies for improved transport to the Kuring-gai campus other than to note the difficulties and flag that any business plan for recommendations such as those in 5.1, 5.2 and 5.3 would need to investigate and fully cost such improvements.

4 DISCUSSION OF OPTIONS

The options outlined below were drawn from consideration of proposals put forward in submissions, the forums, discussions and feedback from UTS staff and other stakeholders, and a data gathering process drawing on UTS resources. The selection of options for consideration was also guided by the Working Party's desire to put forward some fresh educational alternatives for Kuring-gai rather than simply re-visiting the past or maintaining the status quo.

The Working Party's view of the options discussed, and relevant recommendations in Section 5, are noted.

4.1 Mixed use of campus

A number of submissions included proposals for mixed use of the Kuring-gai campus including various kinds of co-location and partnerships, as outlined below.

4.1.1 *Partnership between UTS, local community colleges and TAFE.*

One version of this proposal used the Ourimbah Campus of the University of Newcastle as a model. This campus is a partnership between the University, the Central Coast Community College and TAFE NSW Hunter Institute. The Working Party did not consider this a viable option for several reasons, most importantly the substantial cost involved in mounting and maintaining such an operation. In addition, UTS is an urban university with Kuring-gai a

suburban site, while Newcastle and Ourimbah serve regional needs and, in the case of Ourimbah, the needs of a clearly defined regional community. An examination of the subjects and courses offered by the Central Coast community college and TAFE Hunter show that they provide educational pathways and offer synergies with subjects and courses offered by Newcastle University at the Ourimbah campus. The situation at Kuring-gai is very different with little evident match between subjects and courses offered by UTS Kuring-gai and those offered by local community colleges and TAFE colleges.

The Working Party does not recommend proceeding with this option at this stage.

4.1.2 A land “swap” with North Sydney TAFE

This proposal, part of the submission of Kuring-gai Council, advanced the idea that UTS and North Sydney TAFE College could negotiate to “swap” sites in some way. The Working Party considered that this would require a great deal of preparation and negotiation, including seeking approval from the State Government. As the Kuring-gai Council submission itself acknowledges, such a re-location of the TAFE college to the Kuring-gai site would require substantial transport improvements. While the possibility cannot be ruled out, it seems unlikely on the face of it that TAFE would wish to forego the significant advantages of its current locations. To sum up, it is difficult to identify the advantages to either party that would justify the enormous upheaval involved.

The Working Party does not recommend proceeding with this option at this stage.

4.2 Strategic partners

Two submissions proposed partnerships with international colleges which would provide pre-tertiary courses on the campus and prepare students for entry into UTS programs and the programs of other universities. The Working Party considered the risks associated with such partnerships to outweigh the potential advantages. In addition to the question of competition with Insearch, members felt it was important to ensure that any partnership entered into by UTS, particularly one that involved co-location, needed to be one that would ensure mutual reputational benefit.

However, the Working Party still considers that a version of this option—one which focuses on tertiary rather than pre-tertiary courses—may become more attractive in the future, particularly in the light of the current regulatory changes in the higher education sector in Australia. It is possible to envisage scenarios, for example, in which the Kuring-gai campus could accommodate an organisation called UTSPRivate, which would offer domestic and international full-fee paying undergraduate and postgraduate courses in designated disciplines. In the proposed new vision for Kuring-gai, a campus offering a range of campus specific courses in Business would increase the attractiveness of such an arrangement to potential partners.

It is also possible to envisage an inter-University partnership based on the campus, in which the expertise of two or more universities in a particular discipline or disciplines (eg Education or Health) is combined to create a set of flagship programs in teaching and research. There are several instances in which Universities have collaborated in this way (for example the Australian Graduate School of Management jointly operated by UNSW and the University of Sydney) and there are likely to be more such examples in the future as Universities seek both economies of scale and market advantage. However, the Working Party saw the option of identifying and developing appropriate strategic partnerships, whether it be with commercial partners, other

universities or other course providers, as very long-term, requiring detailed analysis and negotiation, and difficult to recommend with any confidence at this stage.

In addition to the expressions of interest in leasing and/or co-location, serious interest was expressed by a number of outside bodies in the possible purchase at some future date of the existing buildings for educational purposes. Again, this is a long term option which could be re-visited in the future if an appropriate proposal was made. It will be important for the University to actively monitor and explore such potential opportunities as they arise.

See Recommendation 5.9

4.3 Leasing by external bodies

Two submissions proposed leasing space at Kuring-gai campus and a number of additional enquiries were made following the closing date for submissions. Most of these submissions or enquiries were at very early stages of development and were not supported by documentation. An exception was a proposal from National Aboriginal Islander Skills Development Association (NAISDA), the indigenous dance company currently located in space leased from the State Government within the approaches to the Sydney Harbour Bridge. NAISDA is required to re-locate by the end of 2005. The chair of the Working Party had several meetings with representatives of NAISDA, and detailed requirements and costings were exchanged. The Working Party recognised that there would be potential synergies between the activities of NAISDA and the programs on Kuring-gai campus in Teacher Education and Leisure Sport and Tourism, and that these activities would contribute to UTS's longstanding commitment to indigenous education. However, it became clear after further discussions that there was not a match between NAISDA requirements and the availability of appropriate space.

The Working Party operated on the principle that any leasing of space to external bodies and/or arrangements for co-location of commercial partners would need (at an absolute minimum) to cover all UTS costs and demonstrably add value to current education provisions. While it was possible to envisage some potential benefits to UTS in the various proposals received under this heading, particularly in the proposal from NAISDA, the Working Party concluded that it was unlikely that UTS costs would be covered and that the benefits that would accrue to our educational programs would be unlikely to outweigh the financial cost to the University.

The Working Party does not recommend proceeding with this option at this stage.

4.4 Re-location of current University activities

In most submissions and discussions regarding alternative education options for Kuring-gai campus, various re-locations of current University activities were proposed, and the Working Party spent quite some time weighing the advantages and disadvantages for re-locating UTS faculties/units or parts thereof to Kuring-gai campus. Significant considerations included:

- the size of existing city programs
- synergies with the CBD
- infrastructure and IT requirements.
- logistics of such large-scale moves
- manageability of changes including most importantly, how to maintain current programs while any transfer is being effected.

Some background may be useful here. University amalgamations, particularly those that involve establishing a workable relationship between a large campus and a small one, have tended to follow one of two organisation paths. In the first of these, the smaller campus is encouraged to develop its own identity, whereby the smaller scale of the campus and the provision of ‘boutique’ or other forms of campus specific courses combine to create a ‘separate-but-equal’ culture in which the smaller campus benefits from the prestige, influence and range of academic and administrative support of the larger organisation, while at the same time preserving and enhancing its image as a specialist institution. (Examples in Sydney include the Sydney Conservatorium of Music in the city and the Sydney College of the Arts at Rozelle, both of which are part of the University of Sydney.)

The second pathway is for the smaller campus to develop as a provider of University-wide courses, albeit on a smaller scale. By no means all of the University’s courses can be offered, and amongst those that are offered, the full extent of provision on the larger campus may not be replicated on the smaller one. Nevertheless students benefit from the range of learning opportunities and staff expertise provided by the institution as a whole, whilst enjoying the smaller scale of the campus and the particular learning and social environment that it provides. (There are numerous examples of this practice in Australian universities, particularly the multi-campus regional institutions.)

As noted already in this report, UTS Kuring-gai is a mixture of both these models. This situation has developed at UTS not necessarily as a result of any deliberate strategy but as a consequence of a series of decisions taken over time. One of the unforeseen effects of the current mix of campus-specific and University-wide courses is that the identity of the campus and the role it plays in the larger institution has become somewhat blurred, and this in turn has become apparent in the uncertainty expressed widely in the University about the real identity of the Kuring-gai campus and how it fits into the larger picture.

As a result of its deliberations, the Working Party developed a view that whatever educational options may be pursued at Kuring-gai in the future, they must be in the context of a clear commitment to one or other of these two possible models.

The Working Party favours a model that provides for an increasing emphasis on campus-specific courses.

4.4.1 Consolidation of the Faculty of Education to a single site

This emerged from the consultation process as being for many people the most self-evident option for internal reorganisation. It was suggested in several submissions and repeatedly at the consultation forums. Amongst the reasons advanced for consolidating the Faculty at Kuring-gai were the fact that the campus was built for the purpose of teacher education, that the University would be restoring this historical role, and that infrastructure and other costs associated with transferring the activities of the part of the Faculty currently located in the city would be less than for other options for relocation.

There is no doubt that consolidation of the Faculty would produce advantages in both teaching and research. There are, as noted, costs associated with administering any Faculty—particularly a relatively small one such as Education—that is located on more than one site, and there are opportunity costs for staff (when complementary skills are not co-located) and students (who have reduced access to the full range of academic opportunity within the Faculty). Consolidation would provide a platform by which the Faculty of Education could build its profile as a leading tertiary provider in the discipline, possibly moving to a College or Institute model which would

open the way for partnerships and even co-location with other universities of the kind envisaged above, all of which would be in line with State and Federal Government priorities for Education.

It is important however, to emphasise that the advantages of consolidation of the Faculty would be equal and perhaps greater if the consolidation were to take place on the City campus. In other words, the advantages of consolidation are not necessarily dependent on the actual location. Additional positive outcomes of consolidation of the Faculty on the City campus could for example include the capacity of the Faculty of Education to pursue opportunities for productive links with other faculties, particularly in research and in postgraduate coursework, and the development of greater synergies between the pedagogical expertise in the faculty and the provision of academic support to all staff and students of the University (through such organisational support units as ELSSA and the Institute for Interactive Media and Learning).

This would have the effect of binding the Faculty much more closely to some of the more exciting pedagogical and research opportunities likely to emerge for the University in the coming years. On the other hand, the consolidation of the Faculty at Kuring-gai would be likely to lead it in the other direction, towards a semi-independent status. This may not be a bad thing, and in fact such an outcome could be advantageous in helping to build the external profile of Education, Nevertheless, there is a real question over whether the University wishes to support a strategy that is in effect a reversion to the past, in which Education as a discipline was taught in independent institutions, without the advantages of co-location with the full range of University activities.

The Working Party supports a strategy to consolidate the Faculty of Education on a single site, but recognises that the selection of that site must be dependent on further investigation.

See Recommendation 5.1

4.4.2 *Re-location of research centres*

In some ways this seems a relatively straightforward option. As research centres tend not to be major teaching units (as distinct from the roles they have in research supervision and research training), it could be argued that any negative impact on undergraduate and postgraduate coursework students of relocating research units would be minor. In fact, however, the relationships between research units and the teaching programs are often strong and mutually supportive, particularly for the many individual staff members who are actively involved in both.

Moreover, with the increasing emphasis on the need for the University to highlight the links between teaching and research (and particularly of the influence of research on the curriculum), locating major research activities remotely from the associated teaching would not be in the University's long term interests. The Working Party therefore considered re-location of existing UTS research centres from the city to Kuring-gai as not viable unless it could be established that there are clear connections with the existing or proposed Kuring-gai teaching profile.

The Working Party does not recommend proceeding with this option at this stage.

4.4.3 *Other relocation options*

Consideration was also given to other examples of academic reorganisation and relocation, although no such options were proposed in the submissions. Assuming a blank slate, a number of models would be perfectly viable and would have the capacity to add to the attractiveness of courses on both campuses. Such scenarios might involve, for example:

- the transfer of most or all of the academic activities currently at Kuring-gai to the City campus
- the relocation to Kuring-gai of (again for example) (a) the Faculty of Law and/or (b) the Faculty of Engineering and/or (c) the Faculty of Design, Architecture and Building and the Faculty of Humanities and Social Sciences
- the consolidation on the site of the whole of the Faculty of Business including the Graduate School of Business.

This list of possibilities is by no means exhaustive, nor mutually exclusive.

The problem with these scenarios however and with others like them is that while they might be perfectly workable and even advantageous in theory, enacting them would be logistically overwhelming for the organisation. In addition to the long period of discussion, negotiation, and administrative effort that would be needed to effect any such reorganisation, the risk to the viability and effectiveness of day-to-day operations while the University was engaged in this task would be too great to contemplate.

Pursuing just one of the above options would become the major task confronting the University for a minimum of three years. In a climate of such rapid external change, in which the University must retain its capacity to act quickly and decisively on a range of issues, there is a real question mark over whether the University can afford to set such an overwhelmingly demanding priority at this stage in its development.

The Working Party does not recommend proceeding with these options at this stage.

Another option is to reverse the development of a presence on the city campus of the Faculty of Nursing, Midwifery and Health and to confine its operations in the future to the Kuring-gai campus. The Working Party did not consider this to be a realistic scenario for the following reasons: (a) the demand for Nursing is overwhelmingly greater in the city and likely to grow for reasons referred to above; and (b) the clinical relationships and synergies that are essential to the effective operation of the programs are increasingly outside the Kuring-gai area. If the Faculty is to grow in response to additional government places without compromising standards or quality of intake an increasing presence in the city is inevitable.

For these reasons, the Working Party believes that in the long term it is inevitable, and in the interests of the University, for the Faculty of Nursing, Midwifery and Health to consolidate on the City campus. However, this is not practicable in the short to medium term, unless significant amounts of space can be identified on the City campus for that purpose. Furthermore, while the Working Party believes that there is a strong case for the consolidation of the Faculty of Education and for the consolidation of the Faculty of Nursing, Midwifery and Health, it has suggested that priority in effect be given to Education, for the following reasons. The Faculty of Nursing, Midwifery and Health, while geographically split, is organisationally integrated to a far greater extent than the Faculty of Education. The relative lack of integration in the Faculty of Education means physical consolidation will provide opportunities for significant improvements in this area.

4.5 Additional courses at Kuring-gai

The Working Party considered that there was clear potential for the development of campus specific undergraduate and postgraduate courses which would increase income through additional

full fee paying enrolments, and also provide a new focus for the campus, aiding the development of a unique identity.

4.5.1 Campus specific undergraduate courses

In many submissions to the Working Party and in subsequent discussions, a range of opportunities were identified which could offer additional campus specific courses both HECS based and fee-paying.

A significant proposal which emerged from this process was the discontinuation of the generic Bachelor of Business to be replaced by a campus specific undergraduate program (or programs) in Management or Marketing or other cognate areas. The Faculty of Business has considered such a proposal in the past but for a variety of reasons decided not to proceed at that stage. That process could be revived, in a context in which it is staff and not students who would be required to travel regularly between campuses.

The advantages of this strategy are that it would:

- eliminate unproductive comparisons between the UAI cutoffs of the generic course
- involve minimum transfer of staff offices while increasing the requirement of city-based staff to teach on two campuses
- minimise the requirement for inter-campus travel by students
- provide the Kuring-gai campus with its own unique undergraduate course(s) in Business which would then be closely associated with the campus and contribute to its identity

It may be that this kind of development together with those proposed for postgraduate courses, would provide the Faculty of Business with a new direction for its growth strategy. However, further investigation of potential student markets – particularly international students—is an essential part of the development process.

See Recommendation 5.2 and 5.7

4.5.2 Postgraduate courses

At present, approximately 12% of Kuring-gai's EFTSL load is fee paying (mainly local post graduate and some international students). This compares with a proportion of approximately 30% for the city campus. In its deliberations, the Working Party considered how feasible it was for Kuring-gai campus to increase its post graduate student enrolment, what kinds of courses - current and proposed - would attract additional students, and what may militate against an increase in post graduate fee paying students (both local and international).

The Working Party was of the view that only a small increase in postgraduate enrolments was likely given the current courses offered. However, various proposals were considered regarding the development of Kuring-gai-specific postgraduate courses within the Faculty of Business as a way to target the local market (particularly those living in the north, north-west and central coast areas) and the international market. Such courses might focus on identified growth areas, such as Human Resource Development and Risk Management. (It was however recognised, in line with comments made above, as unlikely that international post graduate students would be attracted to such courses unless student accommodation could be provided on campus and other services which are readily available on the city campus could also be provided, or access to them greatly improved.)

The Working Party also considered that there would be opportunities for faculties, particularly those that have been less active in the postgraduate coursework area, to develop campus specific courses that would appeal to the large numbers of professional people who live and work on the North Shore, and would be much more likely to drive to campus rather than rely on public transport. The advantage of developing such courses for offering at Kuring-gai is that they would be offered part-time in the evenings, thus making use of severely under-utilised space, and would be staffed by academics who are based in the city and thus do not require relocation. However, further investigation of potential student markets is essential

See Recommendation 5.3 and 5.7

4.6 Transfer of administrative functions to the Kuring-gai campus

Although none of the submissions focussed on this option, the Working Party considered that the transfer of some of the University's administrative functions to the Kuring-gai campus would have the advantage of increasing effective utilisation of the available space, while at the same time having the potential to free up space at the city campus for academic use. The relocation of some significant support functions to Kuring-gai would also act as a strong statement of the role played by the Kuring-gai campus in the larger organisation, by emphasising the importance of that administrative support to the successful operation of UTS as a whole.

In the past such an option would have been difficult to contemplate because of the logistical difficulties involved. However, the University has now invested considerable sums in the implementation of software systems in student administration, finance, human resources and timetabling, as well as the digital library and similar academic support services. Much of this administrative support provided for example by the Financial Services Unit and the Human Resources Unit is accessed and effected online and does not require regular face-to-face contact. For these reasons, it is now possible to contemplate a scenario in which certain essential services can, to a significant extent, be operated effectively from a location remote from the main body of users.

See Recommendation 5.5

4.7 Block delivery of city based courses and the provision of short courses

Many UTS courses are delivered by the so-called 'block' method, in which students attend for short intensive periods of instruction. This practice, while it has many educational advantages and is especially attractive to certain categories of students, can be difficult to timetable, and can lead to ineffective utilisation of space. It was suggested to the Working Party that it would be possible to timetable block delivery at the Kuring-gai campus, thus freeing up space at the city campus for regular classes.

Similarly, as several submissions pointed out, there is room to offer more short courses at Kuring-gai and take full advantage of the facilities of the North Shore conference centre.

However it is difficult to see how these could be major strategies to change overall university practice because both block delivery and short courses often entail the need for residential accommodation for students and this presents obstacles for the full development of such a strategy at Kuring-gai. Nevertheless the Working Party is of the view that both possibilities merit further exploration.

See Recommendations 5.4 and 5.8

5 RECOMMENDATIONS

The following ten recommendations summarise the action that the Working Party believes should be taken in order to put the University in the best possible position to make the right strategic decisions relating to the educational future of the Kuring-gai campus. Depending on the outcomes of these recommendations, it is likely that the University will be facing one of three key long-term scenarios (although some combination of those three scenarios cannot be ruled out at this stage). These three broad scenarios entail a Kuring-gai campus that:

- Focuses on campus-specific programs in Education and in Leisure Sport and Tourism, possibly in partnership with another University or tertiary provider. With progressive growth in these areas, there would be likely to be a consolidation of the Faculty of Nursing Midwifery and Health on the City campus followed in the longer term by a possible consolidation of the Bachelor of Business on the City campus. This scenario would also entail some transfer of University-wide administrative functions.
- Focuses on campus-specific programs offered by the Faculty of Business, together with a range of postgraduate coursework programs offered by a number of faculties; with progressive growth in these areas, there would be likely to be a consolidation firstly of the Faculty of Education on the City campus and in the longer term the Faculty of Nursing, Midwifery and Health. This scenario would also entail some transfer of University-wide administrative functions.
- Entails the consolidation of all Kuring-gai campus activities on the City campus, with an entirely new suite of educational activities on the Kuring-gai campus as the result of sale, lease or partnership arrangement

It is recommended:

- 5.1 That the Dean of the Faculty of Education be requested to oversee the preparation of a detailed plan for the consolidation of the Faculty on a single site, itemising the costs, the advantages and disadvantages, and other relevant implications of such consolidation both on (a) the Kuring-gai campus and (b) the City campus.
- 5.2 That the Dean of the Faculty of Business be requested to oversee the development of a proposal to discontinue the offering of the generic Bachelor of Business on the Kuring-gai campus and to introduce campus specific undergraduate Business program(s) with the capacity to attract both HECS-based and full-fee paying students, including in the proposal any implications for the organisational structure and administration of the Faculty.
- 5.3 That each Dean be requested to nominate two to three postgraduate programs (either existing or foreshadowed) that might be offered uniquely from the Kuring-gai campus, and that these proposals be referred to the PVC (Teaching and Learning) for the development of a proposed suite of postgraduate coursework programs to be offered from the site under a single administrative arrangement
- 5.4 That the Facilities Management Unit be requested to prepare a detailed assessment of current levels of utilisation at the Kuring-gai campus and the capacity that exists for further utilisation of existing space, with particular focus on the potential for block delivery and for part-time evening programs

- 5.5 That the Chief Financial Officer, the Registrar and the Executive Director (Organisational Support) be requested to prepare reports on the feasibility and implications of transferring sets of University-wide administrative functions (eg aspects of financial services, student administration, technology support) to the Kuring-gai campus
- 5.6 That the Director of Marketing and Communication be requested to prepare a brief summarising a proposed strategy for a marketing campaign emphasising the unique nature of the Kuring-gai campus and its proposed suite of campus-specific programs
- 5.7 That the Director of International Programs be requested to investigate the market potential of proposed campus-specific courses at Kuring-gai for attracting international students with particular focus on the level of students services that would be required
- 5.8 That the Pro-Vice-Chancellor (Teaching and Learning) be requested to prepare, with the assistance of the Short Courses Management and Policy Group, a summary statement of the potential for short courses to be offered at Kuring-gai
- 5.9 That the Pro-Vice-Chancellor (Teaching and Learning) be requested to pursue discussions as appropriate with those external bodies and organisations that continue to express interest in the utilisation or part-utilisation of the site for educational purposes, by means of partnership, leasing or possible sale, and to provide regular updates to the Vice-Chancellor on the progress of those discussions
- 5.10 That the Pro-Vice-Chancellor (Teaching and Learning) be requested to prepare terms of reference and proposed timelines for the implementation of the above recommendations as and when they are adopted

APPENDICES

Appendix (i) A Working Party Methodologies

In October 2004, UTS launched the consultation phase of its investigations into alternative educational options for its Kuring-gai Campus at Lindfield.
(Attachment 1: Membership and Terms of Reference)

The activities of the Working Party were undertaken in three phases as follows:

Stage 1 took place over a two-month period in which guidelines for submissions were developed, a call for submissions circulated via the UTS website and letters to previously identified individuals and stakeholders in the community (Attachment 2 Call for submissions and guidelines). The Marketing and Communication Unit set up a website containing information on the working party's brief and activities taking place.

Eighteen submissions from external and internal individuals and organisations were received. These submissions were assessed using a set of criteria developed by the Working Party (see Attachment 3: Criteria for assessment of submissions) and common themes documented (See Appendix (ii) below) In addition, feedback was sought where relevant from a range of sources, and further research carried out where appropriate.

The information thus obtained informed the consultative forums in Stage 2. These were held at the UTS city campus and the Kuring-gai campus with all submission writers being invited to attend as well as broadcast emails to all UTS staff and students. Both forums were well attended with the one at Kuring-gai attracting some 70 people of whom about half were external community members. The forums provided additional material for the working party to consider in their work in the third stage of the process.

In preparing their final report for the Vice-Chancellor, the working party reviewed all the data so far collected and undertook additional research where appropriate. A set of options were identified. Section 4 of this report discusses the advantages and disadvantages of these in order to arrive at a set of recommendations outlined in Section 5 of the report.

Guiding Principles

During the first stage of its activities, the working party came to see that the work being carried out - including assessment of submissions and the articulation of options and recommendations - should be informed by a set of guiding principles which would also help to ensure productive debate and discussion at the forums. The guiding principles adopted were:

The re-invigoration of the Kuring-gai campus and an increase in its profile, significance and income generating capacity.

The working party recognised that this could be achieved in a number of ways: by the expansion of existing courses, the introduction of new courses, increases in full-fee paying students (both local and international), and a range of other educational activities designed to generate income and reduce or contain costs.

Benefits to the entire university

In considering the options put forward in this report, the working party was concerned with ways in which any changes at the Kuring-gai campus would be of benefit to the university as a whole. For example, with space already heavily utilised at the city campus, any proposals for change at the Kuring-gai campus should also free up more useable space in the city rather than simply add to the total space demands of the university. While mindful of the importance of ensuring the viability of the campus itself, it was also important to see that viability in the context of the whole institution. Changes to the profile at the Kuring-gai campus might well create new opportunities at the City campus, thus having an overall positive effect on the University's position.

A vision for Kuring-gai campus

It became clear to the working party as it progressed that it was important to address the issue of the image of Kuring-gai both within UTS as a whole and as a campus with its own, distinct identity. In marketing the University, a disjunction has arisen between the characteristics of the City campus and the characteristics of the Kuring-gai campus that has been difficult to capture in a single, clear 'brand'. The characteristics of the City campus - its convenient location, its proximity to the CBD, its appeal to a generation of students with competing demands on their time - have been crucial to the outstanding success of UTS in attracting high-quality, motivated students, but at the same time these characteristics have meant that the characteristics of the Kuring-gai campus have not fitted easily into this broad picture. This has implications for the way in which Kuring-gai is presented in the future as a campus with its own unique identity, offering a particular kind of educational experience, rather than as an extension or smaller replica of the City campus.

Appendix (ii) Submissions received

Eighteen submissions were received. Five were from organisations external to UTS, five were from external individuals and eight from within UTS. These submissions varied in length and detail with some merely providing a brief letter, others a list of possibilities for new or supplemented activities on the campus with, generally, little detail given on actual implementation of the ideas suggested, particularly the costs involved to UTS versus the income that would be generated, and only a few provided more fully worked out submissions.

List of submissions

External

1. Kuring-gai Council (Steven Head, Acting General Manager)
2. National Aboriginal and Islander Skills Development Association (NAISDA)(Fay Nelson, president)
3. Montessori High School (Richard Bailey) (letter only)
4. Roy Clarke, former KG staff member
5. Ann Eyland, local resident (letter only)
6. Anonymous
7. Dr Michelle Leishman, President, Step Inc (letter only)
8. Ivor Rock, local resident (letter only)
9. Axis Education Australia
10. Partnership with a Private Institution – Sydney Institute of Business and Technology (Alanna Hardman)

UTS

11. Faculty of Business (Professor Rob Lynch, Dean, Bill Paterson, Executive Director)
12. School of Leisure, Sport and Tourism (Associate Professor Bruce Hayllar, Head of School)
13. Faculty of Education (Associate Professor Rosemary Johnstone)
14. Faculty of Nursing, Midwifery and Health (Professor Jill White, Dean)
15. UTS Students' Association
16. UTS Union
17. Kuring-gai Staff Alumni
18. Acquire Film Australia (Ian Weddell, Acting Equipment Services Manager, HSS)

TOTAL – 18

Summary of recurring themes

- Partnerships, including (a) co-location of another institution (or part of institution) on the site (b) partnership with a community college and/or private providers/sponsors, industry or professional organisations, research bodies (each of which may or may not involve a significant organisational presence on the site) (c) creation of a multi-function campus possibly including and not necessarily confined to school(s), technical and further education, research centres, youth organisations, cultural and community arts organisations

- Improvements in the current levels of (a) marketing and (b) accessibility (eg by enhancing bus services with Chatswood rather than Lindfield as the transport hub)
- Increases in (a) international students (b) post-graduate fee-paying programs (c) continuing education and short courses (d) block teaching
- Re-location of faculties or parts of faculties to the campus, and/or consolidation of the Faculty of Education on the site
- Accommodation for students on-site, including opportunities for residential programs, live-in conferences, executive development
- Introduction of new management structure including PVC/DVC for the campus
- Re-location of some support services to the campus
- Development of further sporting facilities (in conjunction with UTS Union) for use by all students

ATTACHMENT 1

ALTERNATIVE EDUCATIONAL OPTIONS FOR UTS KURING-GAI CAMPUS: TERMS OF REFERENCE FOR THE KURING-GAI CAMPUS WORKING PARTY

1. Context and Purpose

The Vice-Chancellor, Professor Ross Milbourne, has invited Professor Richard Johnstone, Pro-Vice-Chancellor (Teaching and Learning) to convene a small working party to explore the full range of options for the best use of the Kuring-gai campus.

The working party will undertake a comprehensive consultation process to identify, consider and review alternative educational opportunities for the Kuring-gai campus. The working party will assess the options for the campus's long term future success and viability in order to fully brief the Vice-Chancellor and UTS Council on the course of action that will best serve the interests of the University and its students.

The working party will:

- i) Conduct an investigation of the alternative educational options
- ii) Scope the options
- iii) Identify the issues associated with each option including cost implications and long-term viability
- iv) Make recommendations to the Vice-Chancellor

2. Key issues

The working party will identify and assess the key issues associated with alternative educational options within the following broad areas:

- i) Teaching
- ii) Research
- iii) International activities
- iv) Administrative functions
- v) Partnerships

For each option within these broad areas, the Working Party will address a wide range of educational and strategic issues. Submissions will be invited.

3. Composition of the Working Party

Professor Richard Johnstone Pro-Vice-Chancellor (Teaching and learning) (Chair)
 Mr Gerard Goodwin-Moore, Faculty Manager/Kuring-gai Campus Manager
 Associate Professor Bruce Hayllar, Head, School of Leisure, Sport and Tourism, Faculty of Business
 Associate Professor Anne Ross-Smith, Head, School of Management, Faculty of Business
 Professor Mary-Anne Williams, Faculty of Information Technology
 Mr Martin Hanlon, Director, Planning and Quality Unit
 Professor Andrew Gonczi, Dean, Faculty of Education

The working party will report to the Vice-Chancellor by March 31, 2005.

ATTACHMENT 2

Working Party into Alternative Educational Options for Kuring-gai Campus

Call for Submissions

The Vice-Chancellor Professor Ross Milbourne has invited Professor Richard Johnstone Pro-Vice-Chancellor (Teaching and Learning) to convene a working party to explore the full range of educational options for the best use of Kuring-gai campus.

As part of the consultation process, and to assist in the process of identifying, considering and reviewing alternative educational options for the Kuring-gai campus, submissions are invited from stakeholders. This is an opportunity for a serious appraisal of alternative educational uses and the working party is committed to examining and considering all options and proposals.

Those interested in making a submission will have two months to do so, with a closing date of 17 December 2004.

In order to guide those interested in making a submission, the working party has identified the following parameters, requesting that submissions focus on creative and innovative options that:

- Are in the best interests of the University, in the context of UTS policies and strategic objectives.
- Assure long term academic and financial sustainability
- Have the potential to grow overall University revenue
- Increase utilisation of the campus, including out-of-semester activities
- Recognise constraints, such as capital and other costs, heritage status of buildings, limit to numbers of students on campus (which may however include the possibility of some additional facilities and or infrastructure on the site)
- Identify the advantages of any proposed partnerships with external organisations or agencies

It is not necessary for submissions to include cost projections, but any information regarding investment required and long-term maintenance costs of proposals will be welcomed.

Suggested format

While it is not essential to follow a particular format, the following headings are suggested:

1. Summary of proposal
2. Background to proposal
3. Evidence to support viability of proposal
4. Benefits to UTS and nominated stakeholders
5. Summary of strengths and weaknesses
6. Indicative costs (both short and long-term)
7. Summary details regarding any proposed partners

Time line

Submissions are welcome from now until 17 December 2004 and can be sent in either hard copy or electronic format to:

Carol Douglas
Office of the Pro-Vice-Chancellor (Teaching and Learning)
Level 4A, Building 1
Carol.Douglas@uts.edu.au

Each submission will be acknowledged. Submissions may be placed on the University's website or circulated for further discussion within the University. It may be that proponents will be contacted for further information or comment.

Richard Johnstone
Pro-Vice-Chancellor (Teaching and Learning)
Chair, Kuring-gai Campus Working Party

ATTACHMENT 3

KURING-GAI CAMPUS WORKING PARTY CRITERIA FOR INITIAL ASSESSMENT OF VIABILITY OF PROPOSALS

The criteria listed overleaf are based on Working Party discussions.

Criteria are grouped into first and second order criteria – ie. a proposal that was deemed to be unsatisfactory according to the ‘threshold’ first order criteria would not be subjected to assessment under the second order criteria.

Each criterion has been assigned a simple three point rating from most desirable to least desirable.

These criteria should be viewed as an aid to an initial screening process only – obviously proposals considered to satisfy these criteria would need to be subjected to a more thorough business case analysis.

Martin Hanlon
December 2004-January 2005

Criteria for Initial Assessment of Viability of Proposals

5.1.1 Criterion	Ratings		
	Most desirable rating	Neutral rating	Least desirable rating
5.1.2 First order criteria			
1. Alignment with UTS vision - does the proposal align with the mission, guiding principles and vision in <i>Setting the Pace</i> and the themes and objectives in the <i>UTS Strategic Plan 2005-2008</i> ?	Yes	Possibly	No
5.1.3 2. Alignment with UTS operating environment – does the proposal align with UTS's anticipated long term operating context (competitive and otherwise) and the broader domestic/global higher education environment?	Yes	Possibly	No
3. Financial viability (capital development) – does this proposal require the development of significant specialised infrastructure at Kuring-gai?	No	Possibly	Yes
4. Financial viability – is the proposal likely to generate sufficient student load?	Yes	Possibly	No
5. Transport and access – does this proposal incorporate cost-effective initiatives to make travel to/from Kuring-gai campus attractive and relatively easy for students (and staff?), in context of the Macquarie University railway station operating (by 2008?)?	Yes	Potentially	No
5.1.4 6. Impact on city campus – will the proposal relieve pressure on city campus space?	Yes	Unsure	No
5.1.5 7. Impact on UTS's competitive position – is this proposal likely to improve UTS's competitive standing in terms of cost leadership, product differentiation and/or niche dominance? ¹	Yes	Unsure	No
5.1.6 Second order criteria			
5.1.7 8. Alignment with UTS risk profile – how well does this proposal align with UTS's approach to risk taking? (risk to incorporate market share, financial, reputational, staff morale, etc) Risk to be below upper threshold of Council and management preferences, nor too low.	Good fit	OK fit	Poor fit
9. Alignment with UTS resource availability – will UTS have the necessary money, physical resources and staff skills to deliver and maintain this proposal?	Yes	Unsure	No

¹ (7) Strategic management theory argues that for a competitive strategy to be successful it must adhere to one of three generic options. A cost leadership (low-cost) strategy may necessitate economies of scale – ie. the scale of the operation being increased to reduce unit costs. A differentiation strategy would involve marketing a product that is accepted by the market as possessing a degree of uniqueness such as superior quality, etc – ie. value is created in the minds of customers. A focus (niche) strategy would involve concentrating on a particular customer group or geographic market. According to this theory, the adopted strategy for the use of Kuring-gai should align with at least one of these generic strategies.

5.1.8	10. Support from UTS managers – is proposal likely to be supported by relevant managers within the organization (eg. not too much work to execute, not too conservative to be worth the effort)?	Yes	Unsure	No
5.1.9	11. Impact on staff morale – is the proposal likely to improve morale of staff based at Kuring-gai?	Yes	Unsure	No
5.1.10	12. Impact on UTS student experience – is the proposal likely to make Kuring-gai campus a livelier place for students?	Yes	Unsure	No
5.1.11	13. Flexibility – once adopted could the proposal be modified if necessary to respond to new opportunities or threats?	Yes	Unsure	No
5.1.12	14. Timing – how soon could the proposal be fully implemented?	In the short term – ie. by 2008	In the medium term – ie. by 2010	In the long term – ie. by 2012
5.1.13	15. Social responsibility – is the proposal acceptable with regards to environmental impact, human rights and social justice?	Yes	Unsure	No
5.1.14	16. Community engagement – will the proposal provide opportunities for meaningful engagement with the local community?	Yes	Unsure	No

ATTACHMENT 4

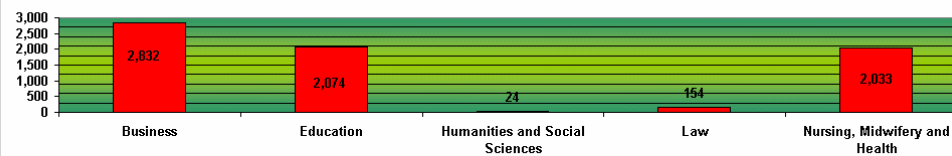
Faculty / Division	Total UFA
Business	2,832
Education	2,074
Humanities and Social Sciences	24
Law	154
Nursing, Midwifery and Health	2,033
Total	7,117
Cooperative Research Centres	13
UTS Centres of Enterprises Research and Community Service	360
University Union	803
PVC (T&L) University Library	3,249
CFO/ FMU Centrally Allocated Teaching Space	3,142
Childcare	484
Total	8,051
Division of the Deputy Vice-Chancellor and Vice President	22
Division of the Executive Director (Org. Support)	1,512
Registrars Division	294
Pro- Vice- Chancellor (Teaching and Learning)	181
Chief Financial Officer	1,239
Total	1,420
Inactive Space/ Under Renovation	196
Leased to Retail Tenants	79
Leased to Commercial Tenants	18
Staff Residential Accommodation	108
Students Association	166
Useable Shared or Common Area not elsewhere classifiable	243
Youth Challenge	19
Total	828
Total	17,416
Non-Usable Floor Area - Carpark/Loading Bay	1,216
Non-Usable Floor Area - Carpark CB10 only - Leased	0
Non-Usable Floor Area - Change/Shower Room	116
Non-Usable Floor Area - Circulation	5,100
Non-Usable Floor Area - Cleaner's Room	73
Non-Usable Floor Area - Communications Riser	0
Non-Usable Floor Area - Electrical Riser	31
Non-Usable Floor Area - Fire Services Riser	31
Non-Usable Floor Area - Garbage Room	0
Non-Usable Floor Area - Hydraulics Riser	0
Non-Usable Floor Area - Lift	79
Non-Usable Floor Area - Lift Motor Room	83
Non-Usable Floor Area - Mechanical Plant Room	532
Non-Usable Floor Area - Mechanical Service Riser	5
Non-Usable Floor Area - Other Plant Room	779
Non-Usable Floor Area - Specific Type not Defined	115
Non-Usable Floor Area - Stair	789
Non-Usable Floor Area - Sub-station	33
Non-Usable Floor Area - Supply Air Plenum	0
Non-Usable Floor Area - Switch Room	22
Non-Usable Floor Area - Tea Room	17
Non-Usable Floor Area - Female Toilet	267
Non-Usable Floor Area - Accessible Toilet	19
Non-Usable Floor Area - Male Toilet	268
Non-Usable Floor Area - Parents Room	16
Non-Usable Floor Area - Shared Toilet	6

KURING-GAI SPACE PROFILE as on 31 Dec 2004

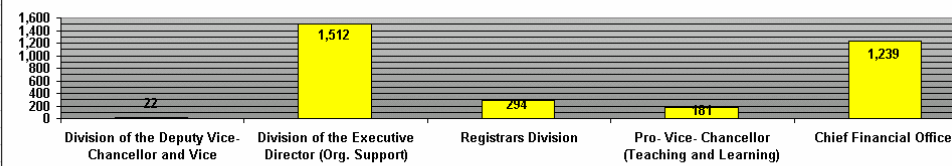
TOTAL USEABLE FLOOR AREA = 19244

TOTAL GROSS FLOOR AREA = 31655

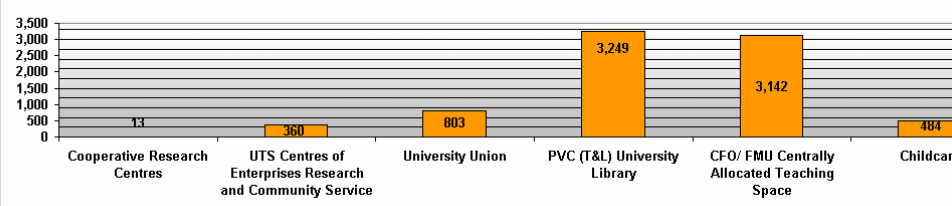
FACULTY TOTALS 7117



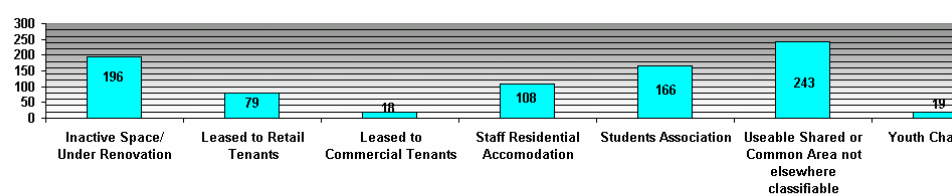
DIVISIONS TOTAL 3248



RESOURCES TOTAL 8051



NON-CORE TOTAL 828



- Business
- Gym
- Squash Courts and Basket ball Courts
- Aerobics & Dance Studios
- Nursing, Midwifery & Health
- 7 Clinical Laboratories
- 54 Offices
- Education
- 47 Offices
- 12 music rehearsal rm.
- Div. Of Exec. Dir (org. support)
- 4 ITD Mac Labs
- 2 Sound studios and 2 Other Studios
- 2 TV Studios
- 2 projection and theatre control rm
- Chief Financial Officer
- 426 Sqm. of FMU Northshore Conference Center
- Registrar Division
- 4 students Counselling areas
- Library
- 11 Private Study Areas
- 3 Seminar Rms
- Centrally Allocated Teaching Spaces
- 3 Tiered Lecture Theatres
- 30 Seminar Room / Flat Floor
- University Union
- 3 Offices
- Bar
- Café / Canteen
- Union Shop
- Co-op Book Shop
- KG06 has staff accommodation
- Vertigo Publication office
- 2 Offices under Youth Challenge

TOTAL NON USEABLE
9592

ATTACHMENT 5**Courses offered in 2005 at Kuring-gai Campus****Faculty of Business**

Bachelor of Business
 Bachelor of Arts in Human Movement Studies
 Bachelor of Arts in Sport and Exercise Management
 Bachelor of Management in Leisure
 Bachelor of Management in Tourism
 Bachelor of Management in Tourism and Hospitality
 Bachelor of Arts (Honours) in Human Movement Studies
 Bachelor of Arts (Honours) in Sport and Exercise Management
 Bachelor of Management (Honours) in Leisure
 Bachelor of Management (Honours) in Tourism
 Master of Management in Arts Management
 Graduate Diploma in Arts Management
 Graduate Certificate in Arts Management
 Master of Management in Event Management
 Graduate Diploma in Event Management
 Graduate Certificate in Event Management
 Master of Management in Sport Management
 Graduate Diploma in Sport Management
 Graduate Certificate in Sport Management
 Master of Management in Tourism Management
 Graduate Diploma in Tourism Management
 Graduate Certificate in Tourism Management

Faculty of Education

Bachelor of Education in Primary Education
 Bachelor of Education in Special Education
 Bachelor of Education/Bachelor of Arts in International Studies
 Bachelor of Education (Honours) in Primary Education
 Bachelor of Education (Honours) in Special Education
 Bachelor of Arts in Human Movement Studies, Graduate Diploma in Education
 Grad Dip in Education (for secondary teachers) in Mathematics, Science, Visual Arts, English, PDHPE,
 Tas/Mathematics, Tas/Science, English/ESL
 Grad Dip in Music Therapy
 Masters of Creative Arts
 Grad Certificate in Creative Arts

Faculty of Nursing, Midwifery and Health

Bachelor of Nursing (p/t and f/t)
 Bachelor of Nursing Accelerated Program for ENs & Graduate Entry Students
 Graduate Certificate in Anaesthetics and Recovery Room Nursing
 Graduate Certificate in Critical Care Nursing
 Graduate Certificate in Diabetes Education and Management
 Graduate Certificate in Perioperative Nursing
 Graduate Certificate in Neuroscience Nursing
 Graduate Certificate in Nursing Management
 Graduate Diploma in Clinical Practice
 Graduate Diploma in Nursing
 Graduate Diploma in Nursing Management
 Master of Nursing in Clinical Practice
 Master of Nursing in Professional Studies