**Executive Summary**

RMIT is a global university of technology and design with its physical presence in city and urban environments.

The Infrastructure Plan - Property 2011-2015, details RMIT’s strategic physical planning for the upgrade and expansion of the built environment across RMIT’s campuses. The Plan aligns with and supports RMIT’s goals and the strategies for teaching & learning, and research & innovation as detailed in the University’s Strategic Plan.

Specifically, the Plan responds to the RMIT Strategic Plan to “Improve and consolidate our built infrastructure, in particular our student, research and teaching and learning facilities to provide a stimulating, sustainable and safe learning and working environment.”

RMIT has developed a strong reputation for design excellence and innovation of the built environment, across its campuses. Through the Infrastructure Plan, the University provides for achieving strong outcomes for the built environment, in terms of architectural and urban design, sustainability, and excellence in spaces for teaching, learning and research. These attributes have played a significant part in establishing RMIT’s identity and brand, and will continue to reinforce RMIT as a vibrant, urban, and innovative University.

The Infrastructure Plan – Property 2011-2015 focuses on the development of RMIT’s global campuses, the Australian and International campuses, including the Saigon South campus, Ho Chi Minh City and Hanoi campus, Vietnam.

The Plan responds to the Strategic Plan:

- Urban - Ensure the University’s built environment engages and demonstrates leadership in urban contexts. Partnerships with cities, countries and industry.
- Design - The University’s built environment reflects design excellence in a sustainable and urban context.
- Global - Strengthen the internationalisation of the University’s built environment across communities.
- Technology - Ensure the built environment is integrated with leading and ‘best practice’ technologies to support learning and teaching and research.

The Plan supports the aims established in RMIT’s Strategic & Business Plans, through a balanced approach to annual capital investment addressing:

- Longer term strategic directions in RMIT’s strategic planning regarding future changes in profile, program delivery, modes of student engagement, sustainability and the quality of facilities.
- Longer term strategic directions set out in RMIT’s strategic and business plans to develop, facilitate and grow research profile and performance by providing facilities for postgraduates students.
- Immediate operational requirements resulting from program renewal/change, student/staff concerns and organisational change.
- Improved student amenities and services across all major campuses to enhance student experience and support life long learning.
- Improved mix of retail support spaces for students and staff across all campuses.
- Efficient physical asset mix through reinvestment in the upgrade of property assets.
- Reduction of the backlog maintenance, through building improvements/major upgrades to meet quality expectations and provide a sustainable platform for future growth.
- Public art as an integral part of the capital building program to assist in delivering a stimulating learning and working environment across all major campuses.

The Plan guides decision-making in capital resource allocation through the University’s Five Year Capital Development Program – Property 2011-2015, and provides a plan of future development for the next five years.

The University’s allocation of its space is currently benchmarked at 11.2 square metres (m2) Gross Floor Area (GFA) per Equivalent Full-time Student Load (EFTSL), compared with the Australian average of 13.8 m2 GFA/EFTSL. There are however further efficiencies to be gained from more effectively utilising space by consolidating school locations and some expansion is required to meet the projected student growth by 2014. Efficient use of space remains a key determinant in RMIT achieving its sustainability objectives and is a key performance objective in evaluating RMIT’s campus requirements.

Development planning for the physical infrastructure incorporates ‘best practice’ in environmentally sustainable design. RMIT, as part of the ATN, has established a target 25% reduction in greenhouse gas emissions by 2020. RMIT’s short-term target is a 12% reduction in greenhouse gas emissions by the end of the 2012/2013 financial year.

The Plan supports the establishment of strong research precincts, which allow cross collaboration and significant growth in research outcomes and profile.

Universities are undergoing considerable change in the way students engage with the physical and virtual environment, through modes of delivery, expectations of improved quality and a growing emphasis on life long learning. These changes together with requirements emerging from RMIT’s strategic planning, student/staff Top Ten concerns and organisational unit priorities have had a significant impact on the proposed campus developments detailed in this Plan.

Extensive consultation with colleges, portfolios, schools and groups on their priorities for future accommodation needs and priority projects has been undertaken throughout 2010 in reviewing and updating the Plan for 2011-2015. The Plan also incorporates consideration of student and staff concerns relating to the built environment, which have been expressed in previous survey reports and proposed student facilities improvements.
RMIT is a global university of technology with an urban footprint strongly linked to the main physical campus in Melbourne's central business district and the metropolitan campuses at Brunswick and Bundoora.

RMIT Vietnam delivers programs at the campus in Saigon South (Ho Chi Minh City) and from leased premises in Hanoi. RMIT Vietnam is the Asian Hub of RMIT and is an integral element in RMIT’s global positioning.
This report provides the property component of the overall plan for RMIT's Melbourne City, Bundoora, Brunswick and Vietnam campuses, to guide decision making in capital resource allocation and provide an overview of future development opportunities on the City Campus for the following 10 years.

It provides a particular focus on RMIT's City Campus, as this caters for over 70% of RMIT's operations and at this time is in the most need of re-investment in infrastructure. While the report focuses on development of RMIT's Australian campuses, the Plan incorporates the Saigon South Campus, Ho Chi Minh City and Hanoi, Vietnam.

RMIT, a significant global university with an international student cohort of over 9,000 EFTSL on-shore and almost 10,000 EFTSL offshore. RMIT's offshore programs are undertaken by campuses in Vietnam and in partnerships with other institutions. The quality of RMIT's physical infrastructure is of critical importance to support RMIT's global reach.

RMIT Council approves the Infrastructure Plan - Property to provide RMIT with a planning framework for a rolling capital program over five years which details the planned expansion of an upgrade of the built environment. The Plan is updated annually.

This 2011 update incorporates strategic changes designed to support the goals set out in the University’s Strategic Plan, the associated Business Plan and the underpinning strategies for teaching & learning and research & innovation. It seeks to improve and consolidate our student, learning and teaching and research innovative facilities to provide sustainable and safe and engaging learning and working environments. In particular, the Infrastructure Plan - Property provides support, through improvements in the built infrastructure, for the high impact areas within the University identified by the Strategic Plan: urban, design, global and technology, global communities and health therapies.

The Capital Development Program is reviewed quarterly and is aligned to deliver outcomes in support of the Infrastructure Plan – Property.

Total capital expenditure planned to support delivery of the Infrastructure Plan – Property is in the order of $600 Million over 2009-2015.

The Plan is reviewed by Planning and Finance Committee and by RMIT Council.

To achieve the aims set out in RMIT’s Strategic & Business Plans, a balanced approach to annual capital investment is required to progressively address:

- Longer term strategic directions set out in RMIT’s strategic planning regarding future changes in profile, program delivery, modes of student engagement and the quality of facilities.
- Longer term strategic directions set out in RMIT’s strategic planning and business plan to develop, facilitate and grow research performance by providing facilities for postgraduate students.
- Immediate operational requirements resulting from program renewal/change, student/staff concerns, organisational change.
- Improved student amenities and services across all major campuses to enhance student experience and support life long learning.
- Physical/virtual asset mix through realisation of underutilised assets and reinvestment in the upgrade of both property and IT assets.
- Reduction of backlog maintenance through building improvements/major upgrade to meet quality expectations and provide a sustainable platform for future growth.

In diagrammatic form, the inputs which formulate RMIT’s planning framework can be depicted as follows:
2.0 Planning Context

2.1 Space Usage

RMIT’s current property portfolio in Australia consists of 426,690 sqm Gross Floor Area (GFA) of space, both owned and leased, across the City, Bundoora and Brunswick Campuses, together with minor facilities at the Hamilton Flexible Learning Centre and other small locations around Victoria.

The Portfolio, valued in excess of $1 Billion caters for an Equivalent Full Time Student Load (EFTSL) of approximately 38,155 in Australia.

RMIT is a relatively efficient user of space at 11.2 sqm GFA/Equivalent Full Time Student Load (EFTSL) compared to the Australian universities’ average of 13.8 sqm GFA/EFTSL. RMIT, through the establishment of space standards and annual audits of usage, will continue to strive to maximise the efficient use of space especially when planning for new facilties.

The scope of each campus and the attributes of the overall space provided are illustrated in the following graphs:

- Outside Australia, Stage 1 of the South Saigon campus opened in 2005. The campus is being progressively developed on a site in the Saigon South Development Corridor, located on the Ong Lon River, near Ho Chi Minh City. The first stage of the purpose built campus consisted of a four level 12,000 sqm GFA building with teaching rooms, a 160 seat lecture theatre, seminar rooms, library, staff offices and student facilities. A fifth level has been added to the building to cater for student growth. The campus now incorporates; student residential accommodation, an indoor sports facility and a tennis centre. A significant new academic building is being completed. Leased premises also exist in Hanoi, providing opportunity for growth.

The projection of future space demand for Australian campuses is derived from the estimated growth in on-shore students. The following table indicates the recent relationship between total EFTSL and available space, measured as GFA, for past years. The table also indicates current projected profile increases and planned available space for the next five years.

2.2 Space Management Strategies

There are now three major new developments in construction. These are:

- The Design Hub providing around 10,000 m² GFA.
- The Swanson Academic Building providing 35,000 m² GFA.
- The Academic Building 2, Saigon South Campus.

While significant additional space is being provided through new construction there is also planned major refurbishment and renovation of existing space across the University. Over the period 2011-2015 approximately 38,000 m² GFA of space is planned for renovation. These projects include:

- Reorganisation of the College of Design and Social Context and the College of Science, Engineering and Technology space within Buildings 8, 10, 12 and 14 to better align with School structures.
- Establishment of the City and Bundoora based Research Precincts through the consolidation, development and co-location of appropriate space to support research activity, including the School of Graduate Research and the Research Institutes.
- Consolidation of the School of Media and Communication in Building 9 through the refurbishment of the basement and floor 1.
- Further consolidation of the School of Art in Buildings 2, 4, 6 and 24.
- Relocation of the School of Health Sciences to Building 202.
- Strengthening of the Advanced Manufacturing Precinct and sustainability skills training by further redevelopment of space within Buildings 56 and 57.
- Establishment of Pharmacy on the Bundoora Campus.
2.3 Sustainable Development

RMIT’s provision and utilisation of physical space is a leading determinant in the University achieving its overall sustainability objectives:

• From an environmental perspective the amount of space utilised and the operation of the facilities are directly related to minimising the consumption of natural resources, greenhouse gas emissions and RMIT’s overall ecological footprint.

• From a financial perspective, expenditure on property capital and operating costs consume a significant part of RMIT’s overall annual income. The use of sustainable technologies, best practice design and efficient use of resources will ensure RMIT is able to respond to increasing utility prices, climate change risk and strengthened environmental legislation.

• From a social perspective, the quality and configuration of RMIT’s space enables student/staff interaction and interdisciplinary integration, supports transition to active learning spaces, supports development of research clusters and engagement with industry and community and provides a comfortable, productive and safe work environment. RMIT infrastructure provides an opportunity to create a ‘living laboratory’ where researchers, students and staff can evaluate and demonstrate new innovative technologies for a sustainable future.

To achieve RMIT’s sustainable development objectives, the approach to upgrading and developing facilities is based on:

• achieving the target of a minimum of 5 star Green Star rating for all new building developments.

• ensuring safe pedestrian access with strong links to public transport.

• encouragement of cycling by students and staff through the provision of ample bike storage, change and shower facilities on campus.

• campus master planning in partnership with local stakeholders, encouraging precinct based services and developing opportunities to transition to a low carbon future.

2.4 Design Excellence and Urban Design Framework

Since the early 1990s RMIT has consciously sought to nurture and facilitate innovative design to reinforce its role as an urban University and provide a physical expression of its mission. This commitment to the quality of design and way in which the campus buildings engage with their environment provides an exemplar for tertiary sector development. RMIT will continue to pursue this approach in the future development of its physical facilities.

An Urban Design Framework for the City campus was developed and adopted by University Council in December 2003. A study of the RMIT Urban Spaces was conducted in August 2009. This study reviewed the built elements and behaviour within the spaces and identified areas of improvement. The recommendations contained within this framework have been incorporated into the City campus Plans for proposed Student Centred Facilities and RMIT/City of Melbourne opportunities.

In this context, there is the need to complete the urban landscape works in the City precinct and then extend this approach to the Carlton precinct in partnership with the City of Melbourne.

RMIT has maintained this commitment to design excellence and urban / landscape design in the upgrade and development of the Bundoora, Brunswick and Vietnam campuses.

2.5 Property Strategic Review

A Property Strategic Review report was adopted by Council in 2003. As a first stage in adopting the recommendations from this review the University undertook a rationalisation of property considered to be underutilised or poorly aligned to the University’s overall strategy of facilities consolidation. The property rationalisation, to date, achieved $76M from the sale of properties. The property rationalisation stage is now complete and an investment stage is now underway to consolidate and improve RMIT’s core physical facilities.

The implementation of the investment stage of the review recommendations will achieve the following objectives:

• maximise RMIT’s campus presence at the top end of Swanston Street through development of the Design Hub on the south east corner of the former CUB site to promote RMIT’s strength in design with a focus on design research, post-graduate education and industry engagement;

• maximise RMIT’s research presence through the consolidation and co-location of research activities in both the City and Bundoora Research Precincts.

• continuing to enhance our facilities services operations to improve RMIT’s environmental sustainability performance.

• progressively implementing projects included in RMIT’s Water Management Plan.

• achieving the target of a minimum of 4 star Green Star rating for all major building refurbishments.

2.6 City Campus Expansion

The purchase of strategic sites adjacent to the City Campus to ensure long term development sites remain available is continually being considered by RMIT. In 2007 the University acquired the former Health Services Union Buildings in Victoria Street and vacant land in Cardigan Street and acquired 444 Swanston Street in 2008 to provide for future needs and ensure that RMIT is maintaining a sustainable campus property portfolio for the future.

2.7 Student Accommodation

The University is reviewing opportunities to make provision for student accommodation adjacent to its campuses.

2.8 Public Art

The University is developing an Art Plan for all campuses. The first stage is identifying physical locations and opportunities for the placement of public art. A committee was formed in 2009 to review and progress public art across campuses.

2.9 Retail Masterplan Strategy

RMIT engaged consultants and undertook consultation in 2009 to develop a retail strategy for each campus in order to reinvigorate and ensure the continued relevance of retail offerings across all campuses. This strategy, which takes account of the large number of additional retail outlets that will come on line as a result of the capital development program, will be progressively rolled out from 2011.
3.0 Campus Planning, Trends, Issues And Principles

3.1 Overview of Campus Planning

The following Campus Plans for each major campus have been prepared to align the priorities emerging from RMIT’s strategic directions and stakeholder issues with the building infrastructure priorities identified through the 2003 Property Strategic Plan and the Building Conditions Assessment to develop a range of projects which seek to consolidate and substantially upgrade RMIT’s property portfolio over the next five years.

The Plans have been prepared on the basis that all projects will conform with the following set of overall Planning Principles applying to all campuses together with specific guidelines relevant to each campus.

Planning Principles

Campus projects will be developed to:

- Contribute to RMIT’s image through design excellence and the provision of cost effective, efficient and environmentally sustainable solutions.
- Achieve efficient space planning through the adherence to RMIT space standards.
- Maximise the utilisation of existing facilities through analysis and audit of existing space usage, prior to considering any proposal for additional space provision.
- Allocation of space occupancy and the costs of servicing that space, to the occupants.
- Consolidate, co-locate and develop strong research activity clusters and research precincts to maximise research related space, infrastructure and facilities which will support research activity engagement and delivery of strong and sustainable research performance and growth.
- Maximise utilisation of education spaces classified for teaching and passive learning.
- Concentrate central teaching facilities in close proximity to core student service areas such as the library, food outlets, student services and information points to maximise interdisciplinary student interaction and achieve critical mass to support safe and efficient use of facilities for extended hours.
- Achieve flexible facility solutions which promote active learning opportunities as an integral component of their design.
- Preserve the future development potential of identified sites and infill opportunities.
- Allow for, and actively encourage, full inclusion by people who have a disability.

3.2 Emerging Trends

Significant changes in student experience, research expectations of staff, workplace culture and enabling technology are currently occurring which influence the way facilities are upgraded and provided for the future.

Student Experience

- Mixed mode learning and student work commitments have significantly reduced local student interaction and time on campus outside core learning activities.
- These interactions are translating into higher student expectations for quality facilities and efficient service provision.
- Growing awareness of sustainability issues is establishing expectations that sustainable improvements will be demonstrated through infrastructure projects in the same way that RMIT previously embedded design excellence into project delivery.

3.3 Industry Engagement

RMIT University has a long and continuing tradition of working with industry in preparing graduates for the workforce, undertaking practically focused research, providing training, consultancy and traineeships. In 2006 the University developed a strategy to guide its engagement with industry. The strategy identifies five priority areas where RMIT University has particular strengths:

- Aerospace and Aviation
- Automotive
- Built Environment, Construction and Infrastructure
- Health and Community Services
- Media and Communications

Engaging with industry and community is a dialogue. RMIT seeks advice and input from industry leaders, in order to provide value in the many areas of engagement: skill development, work placements, applied research and consultancies.

RMIT’s partners include sectoral trend-setters such as Siemens, Pacific Brands, Airbus, Volkswagen, Bioproperties Australia, City of Hume, China Power, Guess, Alcoa, Boulderstone Hornibrook and Boeing.

A central component of this strategy is a commitment to Work Integrated Learning. About half of the higher education and vocational coursework programs include an assessed element of professional or vocational work in a work context. This may be real or simulated, at RMIT or in a workplace.

3.4 Office Space Provision and Cultural Change

- Increased need to cater for team based work with flexible office solutions.
- Increased office space to cater for research staff, individual work stations for post graduate research students and hot desk facilities for post graduate coursework students and sessional staff.
- Develop models for flexible, collaborative team based work spaces which support cultural change in the workplace.
- Provide quality facilities which support staff in carrying out a range of activities.

IT Integrated Space

- Easy access wireless environments with high speed broadband capacity being provided in the high usage areas of campus.
- IT enabled teaching and research facilities continually upgraded in conjunction with changing approaches to research and teaching and learning progressive provision of wireless environments in teaching/research/studio facilities.
- e Research - using the capacity of ICT to enhance and maximise RMIT’s research efforts, networks and strategic opportunities on a national and international scale.

Financial Sustainability

- Funding constraints for Universities and Technical and Further Education facilities require efficient use of teaching space.
- Effective and efficient use of space is vital with timetabling and room booking tools such as Syllabus Plus needing to be upgraded and brought to full scheduling.

- The strategic imperative to grow teaching and research performance is a key driver in developing best practice in teaching and research space allocation and usage to ensure RMIT’s financial sustainability.
3.4 Stakeholder Issues

Student Experience Survey

Campus Life

Whilst improving, feedback indicates more work is required to develop the Campuses as good places to spend time outside of formal learning and to provide opportunities for more contact between students and staff.

Characteristics of contemporary student life demand learning, social and recreational spaces that retain students on campus and encourage interaction between local and international students and staff.

- This will be addressed by the progressive development and enhancement of student facilities on:
  - City Campus - Building 8, Levels 3 and 4, Buildings 10, 12, 14, Level 4 and Building 57, Level 4;
  - Bundoora Campus - Building 202, Level 2 and Building 204; and
  - Brunswick Campus - Building 514.

- Informal learning spaces, providing areas for social interaction, are being incorporated into all new major developments.

- Improvement to external amenities, landscape and streetscape furniture.

Administrative Systems

Feedback indicates that concerns regarding timetabling and room bookings have decreased considerably from 2006 to 2010.

- Further work is continuing to improve College timetabling, room bookings and scheduling facilities by Property Services, University Timetable Co-ordinator.

- Improved timetable and room booking tools are in development which will provide improved functionality. These include web based room booking and the direct transfer of timetable information to staff calendars.

- A University sponsored strategic initiative is underway in Property Services to implement automated scheduling across the University in 2011 (for the 2012 academic year).

Building & Facilities

Feedback indicates that lecture theatres, classrooms, laboratories and computer labs are maintained appropriately. However, concerns exist regarding the standard of maintenance on toilets and lifts.

- An upgrade of vertical transportation across all campuses has commenced. An upgrade of four of the main foyer lifts in Building 108 has been completed and upgrade of the remaining 3 lifts is being investigated. A new lift has been provided for Buildings 2, 4 and 24 and escalators in Building 201, Bundoora campus were replaced in 2010.

- All new buildings and major refurbishments are developed so that they are compliant with the Disability Discrimination Act (1992).

- Action has been taken to improve the frequency of cleaning for toilets in high usage areas.

- The teaching spaces upgrade program has been accelerated to ensure ongoing improvement of the University’s teaching spaces, such as lecture theatres and classrooms.

- Identification of opportunities to expand informal learning spaces across the University has commenced.

Student Survey

- Student Surveys include Infrastructure as a component of analysis of comments regarding support. Comments on infrastructure needing improvement were generally equivalent to or less than issues regarding Course Design, Staff and Student Administration. Issues with infrastructure were higher in the College of Design and Social Context than the other Colleges.

- Progressive implementation of the proposed five year Capital Development Program will improve facilities for all Colleges and Portfolios.

Staff Issues

- The Staff Survey highlighted facilities as one of the areas staff would like to see improved.

- Continued upgrade of infrastructure, particularly on the City campus and increased funding required for maintenance will assist in addressing these concerns.

3.5 Learning and Teaching Spaces Priorities

Providing students with a stimulating and satisfying student experience, as well as developing and supporting systems that promote excellence in teaching, is important to RMIT. The quality of learning and teaching spaces has significant impact upon the experience of our students and staff. In a changing world, in which we are experiencing major technological developments influencing the delivery and reception of the educational experience, it becomes increasingly important to create improved, flexible learning and teaching spaces.

These learning and teaching spaces need to be informed by academic issues, enabling innovation to be supported by, rather than driven by, the new technologies. Through a process of consultation and engagement, whilst being cognisant of physical and financial constraints, pedagogical principles will lead the development of learning and teaching spaces.

The Learning Spaces Advisory Group (LSAG) has been established to guide outcomes in this consultative process.

3.6 Research Space Priorities

Research at RMIT is underpinned by the dedication and commitment of researchers, postgraduates and staff who support research to deliver on the RMIT’s strategic research imperatives. Critical to enabling researchers to deliver on the increased expectation of research performance is investment in the provision of high quality built infrastructure and facilities.
4.0 College And Portfolio Priorities
The following provides explicit, proposed facilities responses to
the above emerging trends and stakeholders issues in the context of
addressing the following College and Portfolio requirements.
These responses have been incorporated into the proposed
Campus Plans and supported by the Capital Development Program
involving major projects and minor works.

4.1 Learning and Teaching
Improve student teaching & learning experience
• Maintain an educational focus in the design process to
  create improved formal and informal learning environments, which support more student-centred,
collaborative and active learning approaches.
• Design new upgraded facilities which encourage learning and
  support active learning in high usage locations on the
  Campus.
• Enhance a teaching incubator space for use in supporting
  the development of more effective learning and teaching
  approaches, to generate ideas and promote the use of
  new learning environments.
• Ensure adaptable and flexible facilities, which can respond to
  program changes in an efficient and cost effective manner.
• Provide new Lecture Theatres to assist scalability of
  ‘stem’ programs and free up capacity in existing facilities to
  support incremental and targeted growth in courses
  across Colleges.
• Continue annual upgrade of Lecture Theatres and
  flexible classrooms to address students concerns for quality
  facilities and progressively update ICT/audio visual
  facilities to support informal learning and encourage inter
  and intra disciplinary interaction.
• Recognise that learning and teaching environments will
  increasingly include community or partnered facilities,
  work places or virtual environments and assist the
  development of these through professional consultancy
  services and extension of wireless coverage.

Enhance Library Resources
• Future expansion of the City Library to integrate the
  Business Library and to improve technology usage and
  service provision.
• Refurbish student study areas to provide zones for a
  range of study activities from individual to group to project
  based study areas.
• Continue to improve accessibility of free access computer
  areas.
• Refurbish Bundoora Library to improve group study areas and
  access to IT facilities.

Support the development of innovative physical learning
environments
• Prioritise the educational vision and objectives of the University
  in terms of its impact on the physical learning environment
  being provided by the University.
• Through the Learning Spaces Advisory Group (LSAG) support
  and facilitate discussion on learning and teaching practice
  and innovation and use this knowledge in the implementation
  of physical learning environments.

4.2 Research and Innovation Portfolio
Support Research Growth
• Develop the City and Bundoora Research Precincts.
• Develop research spaces on the City and Bundoora Campuses
  as a focus for external industry/community partnerships and
  interaction.
• Support development of Research Institutes to facilitate inter
  disciplinary interaction through clustering of research activities
  with appropriate projects spaces for post-graduate students and
  industry engagement.
• Support the establishment of the Health Innovations Research
  Institute on the Bundoora campus.
• Encourage shared access and co-locations around expensive
  items of research equipment/infrastructure.
• Progressively develop hot desk/lounge facilities for Post
  Graduate Coursework students and work space/studio space
  for Post Graduate Research students to provide appropriate
  spaces for their research in accordance with approved space
  standards.
• Utilise areas within Building 91 as an interim Design Hub prior to
  completion of the new development on the former CUB site.
• Develop the Design Hub for completion in 2011 on the former
  CUB site.
• Develop planning for future physical infrastructure needs across
  the University to support research and innovation.

4.3 International and Development Portfolio
Improve International on-shore student experience
• Support the consolidation of Foundation Studies, programs
  and courses with improved articulation and guaranteed
  pathways into higher degrees.
• Develop longer term accommodation options involving
  Foundation Studies and RMIT Training.
• Assist development of International facilities off-shore
  • Provide professional advice and consultancy services to achieve
    development of appropriate facilities for international
    programs offshore, such as the development of the Saigon
    South and Hanoi Campuses in Vietnam.
• Realignment of Portfolio accommodation to support collaboration
  and teamwork
  • Develop space in Building 21 to complete consolidation of
    portfolio staff in Buildings 1, 21 and 22.
• Realignment Branding and signage
  • Support the implementation of RMIT branding initiatives in
    University signage across all campuses.

4.4 Students Portfolio
• Achieve co-location of student-facing areas.
• Services for students on the City Campus, including the Hub, to
  relocate/consolidate by 2013.
• Services for students at Bundoora including the Hub, to
  relocate/consolidate to Building 202, level 2.
• Co-locate Portfolio staff to improve facilities and support
  integrated service delivery and collaboration.
• Academic Registrar’s Group to relocate from Building
  88 to the ABeckett Street Academic and office development.
• Student Services Group staff to relocate/consolidate by 2013.
• Upgrade student lounge, RMIT Student Union and RMIT Link
  areas in Building 8, levels 2 and 3, Building 57, level 4.

Support services
• Facilitate RMIT branded student accommodation facilities in
  close proximity to Campuses which are capable of being
  marketed and packaged with programs on the City, Brunswick,
  Bundoora and Vietnam campuses.

4.5 Resources
Consolidate Resources Portfolio staff into the ABeckett St,
Academic and Office building to assist service provision,
teamwork and collaboration.

4.6 College of Business
Support for increased HDR enrolment
• Provide additional facilities for HDR students by re-configuring
  existing space within Building 108.
• Improve the student experience through better connection
  between students and staff.

Support development of new student support initiatives
• Support the College in development and trial of new
  administrative service delivery models in Building 108 prior to
  the planned relocation to SAB in 2013.

Current location not integrated with City Campus
• To enhance student experience and improve the potential for
  cross disciplinary interaction the College will be relocated
  from Building 108 to the Swanston Academic Building due to
  completion in 2013.
4.7 College of Design and Social Context (DSC)

Realignment to address disparate locations and support staff teamwork and collaboration.

College Office
• Consolidation of the College Office administration in the longer term to new accommodation in the A Beckett Street Academic and Office Building.

College General
• Expand Centre for Design workspace to accommodate research and commercial growth.
• Co-location of the Learning & Community Partnership Group with the School of Education at Bundoora West.
• Explore opportunities for co-location of the Australian Centre for Human Rights (ACHRE) with the School of Global Studies Social Science and Planning.
• Consolidation of staff from School of Education in Building 98.
• Explore consolidation of computer laboratories in City, Bundoora and Brunswick campuses.
• Consolidation of College based Specialised Computer Laboratories and associated facilities based in Building 8, level 7. This needs to be planned in conjunction with scope of Architecture and Design refurbishment project in Building 8.
• Develop strategies for improvements to the Hamilton resources to offer greater options for increased utilisation including discussion with South West TAFE.
• Consolidation of Foundation College groups (ie. Art, Architecture & Design).
• Incorporation of future programs of the College into the building design planning on the Vietnam Campuses.
• Develop plan for the re-accommodation of Building 94 to enable Schools and disciplines groups to be consolidated for effective delivery.

School of Architecture and Design
• Review all of the School's facilities and evaluate future spatial needs with a view towards further consolidating the School within Buildings 2, 4, 6 and 24, creating an Art Precinct.
• Continue to consolidate the postgraduate student accommodation in Building 39 and Building 49.
• Plan for progressive refurbishments to specialised postgraduate facilities (ie Gold and Silversmithing (Bldgs 2), Sculpture (Bldgs 37/38), Ceramics (Bldgs 2-4), Printmaking (Bldg 49) until a model for consolidation of centralised core service facilities is determined (ie kilns, workshops, extraction facilities).
• Determine alternative accommodation for Screen Printing Studios in Building 95, allowing demolition of the building.
• Consolidation of VET Visual Art facilities in Building 94 to provide integration, improved cost effectiveness and allow growth for Certificate Programs in Visual Arts in the context of vertical articulation.
• Develop temporary International Artist in Residence facilities on RMIT Vietnam Saigon South campus. These facilities are planned to be integrated into the new Stage 2 Academic building.

School of Design TAFE
• Develop shared workshop facilities as part of the Advanced Manufacturing Precinct project in Building 55 with School of Architecture and Design, School of Engineering (TAFE) and School of Aerospace, Mechanical and Manufacturing Engineering.
• Review options for the future location of activities currently accommodated in Buildings 71, 73 and 94, as part of the development of the Advanced Manufacturing Precinct, Stage 2.
• Continue to develop improved space configuration and utilisation in Building 515 and 516 at the Brunswick campus.
• Continue to review facilities and ICT operations in Buildings 515 and 516 to achieve improved utilisation and change in functions with technology refresh cycles.

School of Education
• Provide additional access to centrally managed teaching spaces and staff accommodation at Brunswick Campus to accommodate growth in new and existing program delivery.
• Consolidate staff accommodation and associated facilities from Buildings 94, 37, 53 and 76 to consolidate key teaching staff in Building 98.

School of Fashion and Textiles
• Increase access to general teaching facilities across the Brunswick Campus through improved classroom utilisation.
• Continue planning and complement staff consolidation.
• Build on current strengths with ‘dual sector’ facilities development so enable shared resources to both TAFE and HE staff and students.
• Identify campus wide flexible teaching spaces to enable contestability growth and class sizes adjustments to be managed across the campus.
• Creation of a higher Education Fashion & Textiles Hub at Brunswick Campus.
• Improve IT/AV facilities in centrally managed teaching spaces.

School of Global Studies Social Science and Planning
• Provide ongoing whole of building upgrades to Building 37 as part of regulatory and building condition improvements for the School.
• Improve facilities in Building 51 for VET delivery and additional teaching staff accommodation.
• In the longer term, review the requirements for consolidation of the School to new accommodation in the A Beckett Street Academic and Office Building.

School of Media and Communication
• Plan for the final delivery stage of Level 1, Building 9, to complement the focus of the new School and to consolidate and integrate facilities currently in multiple locations.
• Develop research workspace and storage for SIMHHR including postdoctoral and visiting professionals.
• Review the School’s physical facility requirements as a consequence of the consolidation of the Schools of Applied Communication and Creative Media in the context of the discipline cluster groups in the new School model - opportunities for consolidation, rationalisation, improved usage and service delivery.
• Provide accommodation options for consolidation of the Visual Design and Communication academic cluster including the integration of disparate facilities in the Photography streams.
• Undertake progressive refurbishment and upgrade of existing Computer Laboratories and associated facilities in Building 94, in conjunction with mechanical services upgrades.
• Review accommodation requirements for the Writing and Communication Cluster to ensure delivery is supported with appropriate facilities.
• Redevelop outdated VET wet photographic facilities in Building 94 to align with current digital processes and changes in course delivery.
• Plan for a dedicated music performance and presentation facility within the University for engagement with undergraduate and research groups.

School of Property Construction and Project Management
• Continue progressive refurbishment of office accommodation in level 8, Building 8, to allow the whole of floor upgrade completion with consideration for additional growth in research facilities.
• In the longer term review the requirement for consolidation to new accommodation in the A Beckett Street Academic and Office Building.
4.8 College of Science, Engineering and Health (SEH)

Realignment to address disparate locations and support staff teamwork and collaboration.

**College - General**
- Review of all teaching and research spaces across the College to ensure utilisation is maximised.
- Optimisation of the University timetable system to provide best use of all teaching spaces and alignment of appropriately sized facilities to support the College’s delivery models.
- Continued development of informal student learning spaces across the University.
- Provision of flexible and collaborative student learning spaces that utilise advanced educational technologies.
- Provision of wireless technology across all areas of the College.
- Continue consolidation of staff accommodation within Schools.
- Development of a single CISCO delivery site for the College.
- Review provision of postgraduate accommodation for all disciplines across the College.
- Development of new specific research spaces for the Schools that address the strategic growth strategy of the College.
- Review and upgrade support infrastructure including heating, ventilation and air conditioning systems across all buildings utilised by the College.
- Development of an engineering research precinct on the City Campus.
- Development of an integrated strategy for research and teaching space for the Building 8, 10, 12 and 14 complex to determine best accommodation and utilisation for the College Schools in these buildings.
- Feasibility study relating to the co-location of work shop facilities on the City Campus.
- Provision of new facilities to enable development of the new Pharmacy program on the Bundoora Campus.
- Master plan the Bundoora Campus to address the strategic growth needs of the College in teaching and learning and research.
- Consolidation of general computer labs on Bundoora West into one central site.
- Development of an integrated strategy for research and teaching spaces on the Bundoora Campus.
- Upgrade of access to Building 201 and improvement of the atrium space

**School of Applied Science**
- Relocation of Applied Sciences laboratories presently located on level 4, Building 14 to levels 2 and 5, Building 14.
- Development of a new Bioprocessing Facility/Food Pilot Plant on the Bundoora Campus enabling relocation and closure of the existing facility in Building 14.
- Expansion of glass house and plant growth room area on the Bundoora Campus.
- Expansion of research space for the School on the Bundoora Campus to address the strategic growth proposed for research over the next 5 years.
- Relocation of staff within the Food Sciences discipline to better align them with the School.

**School of Civil, Environmental and Chemical Engineering**
- Redevelopment of areas in Buildings 7, 10 and 12 based on the design philosophy of level 9, Building 10 and levels 6 and 7, Building 14 to maximise efficiency and utilisation of space occupied by the School.

**School of Computer Science and Information Technology**
- Redevelopment of level 10, Building 14 to maximise space efficiency and utilisation.

**School of Electrical and Computer Engineering**
- Redevelopment of remaining areas in Buildings 10 and 12 based on the design philosophy of level 9, Building 10 and levels 6 and 7, Building 14 maximising space efficiency and utilisation.

**School of Engineering TAFE**
- Review of levels 1 and 2, Building 57 and level 2, Buildings 56 teaching areas to improve delivery options and maximise efficiency and utilisation.
- Workshop spaces for delivery of Pre Arts and Apprentice programs.
- Review of Building 70. In particular, the use of existing teaching and learning spaces within the building.
- Identification of a long term site for delivery of aircraft maintenance training.
- Review access between Buildings 56, 57 and 55 to improve student movement between these buildings.

**School of Health Sciences**
- Development of an expanded teaching clinic on the Bundoora Campus.
- Design and develop student and staff accommodation to support the delivery of Psychology on the City Campus.
- Consolidation of the School office and the discipline areas on the Bundoora Campus in Building 202.
- Redesign of Nursing laboratory configuration on level 7, Building 201 to reflect modern contemporary nursing practice.
- Investigation of the provision of a Chinese Medicine commercial clinic on the Bundoora West Campus.
- Expansion of research space for the School, including requirements relating to the Health Innovation Research Institute on the Bundoora Campus.

**School of Life and Physical Sciences**
- Review and plan for a redevelopment of Building 51 that upgrades both teaching and learning spaces, staff accommodation and building infrastructure.

The redevelopment needs to take into account:
- Combined optical dispensing and optical technology facility (allowing larger classes to meet TAFE teacher productivity targets.),
- Upgrade of nursing laboratories to meet industry standards and reflect modern contemporary nursing practice.
- Upgrade of the Myotherapy clinic with the potential for offering a range of complementary therapies to the public
- A Multi-Modal Therapy Clinic.
- Combined teaching space for allied health assistants and complementary therapies accommodating specialist treatment equipment and a simulated work place.
- Establish RMIT Dental Health Facilities as industry leader.
- Increase classroom availability to accommodate expected growth in demand for health programs and fee for service short courses.

**School of Mathematics and Geospatial Sciences**
- Consolidation of School office and academic and administrative staff within one area on the City Campus
- Upgrade of teaching space across the School.

**School of Medical Sciences**
- Develop new facilities in Buildings 201 and 205 to support the introduction of Pharmacy programs on the Bundoora Campus
- Upgrade of Building entry area in Building 201 to address regulatory requirements for the School.
- Further expansion of digital technology laboratories to allow for dual teaching purpose spaces based on configuration developed in Buildings 223 and 14.
- Expansion of research space for the School, including the requirements relating to Health Innovation Research Institute.
- Re-development of the wet and dry laboratories required by semester 1, 2012 to ensure the delivery of the 2nd year of the new pharmacy program.

**School of Aerospace, Mechanical and Manufacturing Engineering**
- Development and upgrade of teaching and research laboratories, in particular in the strategic areas of advance aerospace and automotive technologies, and renewable energy systems.
- Integration of Building 56 and 57 to the new Centre for Advanced Manufacturing in Building 55.