



Charles Sturt  
University

Campus Master Plan  
**Information Pack**

Facilities Management

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Charles Sturt University - TEQSA Provider Identification:  
PRV12018 (Australian University). CRICOS Provider: 00005F.

# Introduction

## Campus master planning

Campus master planning enables informed decision-making, supporting physical planning and facilities development that benefit the university, students, and community

To ensure our campuses are vibrant, fit for purpose and aligned to the vision of the Charles Sturt University Strategy 2030, in the next 3 years, we will develop and publish Campus Master Plans that:

- Align our physical and digital assets with our strategic ambitions,
- Inform decision-making for future capital planning maintenance, and disposals,
- Support development outcomes benefiting users and the community,
- Support marketing initiatives, community engagement, partnership development and communication of our history and our ambitions.

## Phase 1: University portfolio plan

The University portfolio plan will respond to current position, build upon those strategies, and inform areas into the future such as:

- Campus of the Future: Enhancing both physical and digital aspects of the campus.
- Innovative Teaching and Learning: Exploring new pedagogical and delivery models.
- Embracing Diversity and Inclusiveness: Fostering a social and cultural environment that welcomes everyone.
- Student Experience and Accommodation: Ensuring a positive and comfortable experience for students, including accommodation options.
- Specialisations and Courses: Offering a wide range of specialised programs and courses.
- Partnerships and Research: Collaborating with industries and aiming for research excellence.
- Engaging the Community: Creating open campuses that actively involve the local community.
- Financial and Operational Goals: Setting targets for financial sustainability and efficient operations.
- Asset and Digital Management: Managing campus resources effectively and ensuring connectivity.
- Environmental Sustainability: Prioritising sustainability practices to reduce environmental impact.

## Phase 2: Wagga Wagga master plan

A Campus Master Plan is a strategic framework for developing our physical campuses in line with the Charles Sturt University Strategy 2030+. The Master Plan guides future development, land management, community engagement, commercial opportunities, student accommodation, campus vibrancy, and infrastructure planning.

Wagga Wagga Campus will be the first campus to have a developed Master Plan. It will include:

### Campus visioning and strategy

- Developing a comprehensive strategy for the campus, aligning with the broader portfolio plan and future campus goals.

- Considering our unique history, culture, and landscape, including connections with First Nations communities.

### **Spatial planning**

- Forecasting future needs based on student enrolment, courses, research, partnerships, industry, and community engagement specific to the Wagga Wagga campus.

### **Asset strategy and feasibility**

- Gathering information and analysing campus-specific opportunities and constraints to meet University objectives.
- Reviewing past planning work, urban planning, state planning information, and assessing land and asset functionality.

### **Campus Master Plan concept, draft and final**

- Developing a land use strategy that aligns with the campus's future needs.
- Creating a framework for campus design and infrastructure, including themes like campus character, landscaping, sustainability, connections, and campus neighbourhoods.
- Engaging stakeholders through various methods, including public consultations with staff, students, partners, and the community throughout the development process.

## **Phase 2: Bathurst master plan**

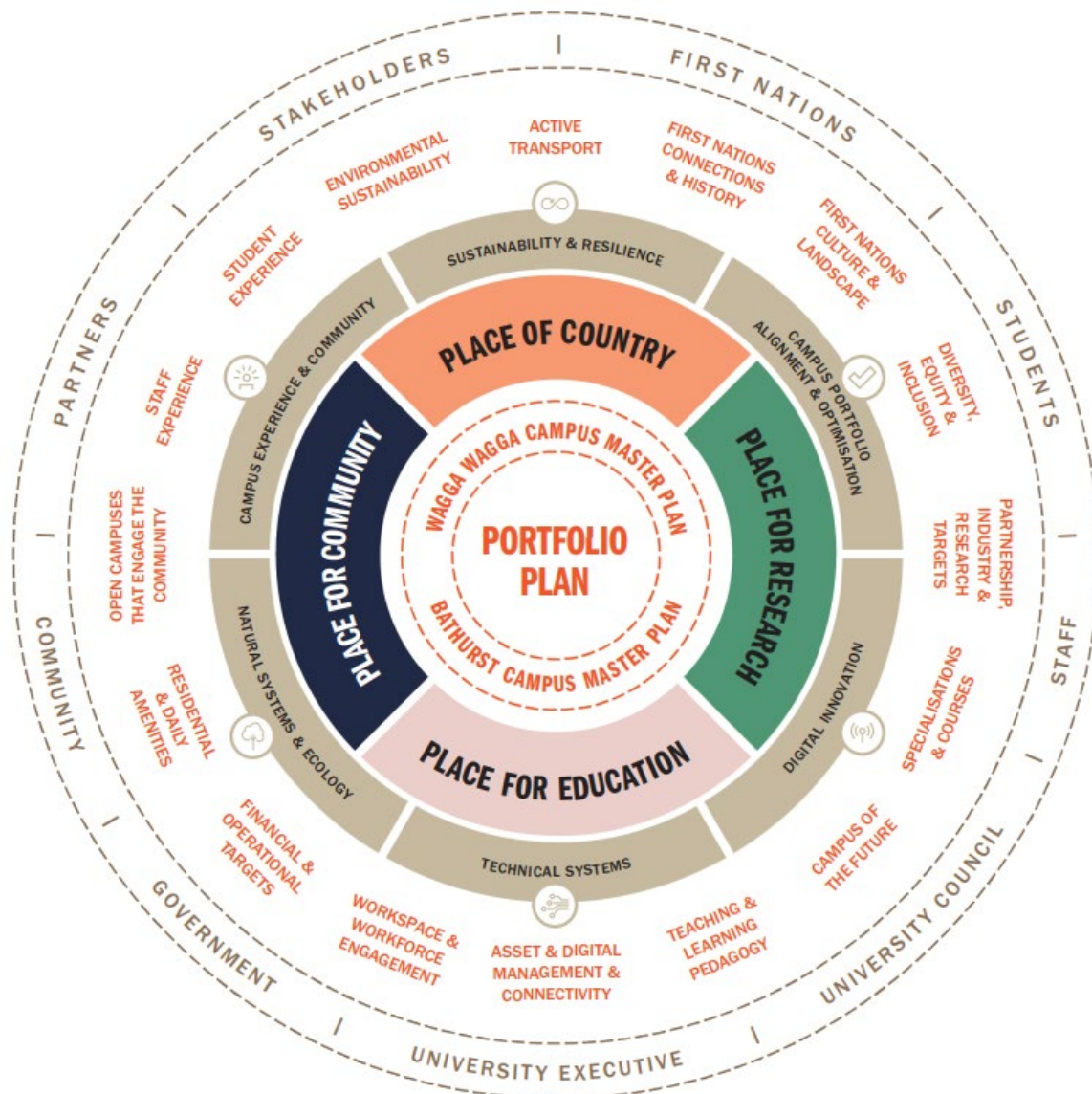
It is intended that the Bathurst Campus Master Plan will follow once Wagga Wagga is complete.

# The project model

The Portfolio Plan provides the strategic link between university strategy and the role of the physical and natural estate. It provides the brief and context for the place based, programmatic and governance role for the Campus Master Plans.

## A thematically-driven process

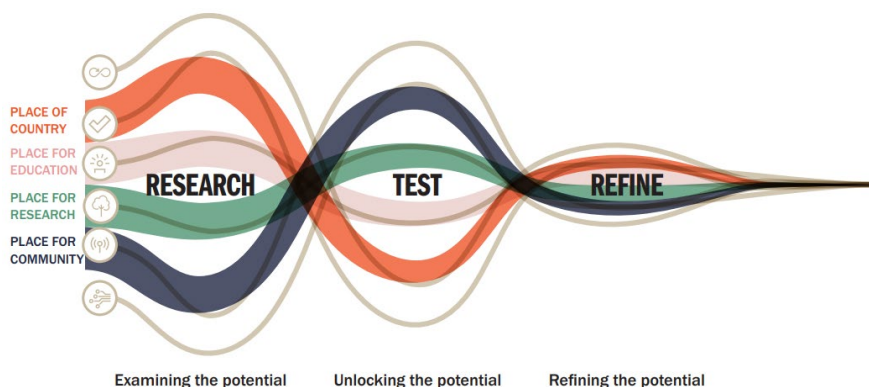
We propose to work at two levels, the portfolio planning level and the campus master planning level, and deliver work that is clearly delineated and transparent in strategic intent and outcomes. We will frame and organise the work of the team using a series of thematic guides. This will enable our team to consider the University portfolio and individual campuses in teams rather than as discipline experts. This improves strategic thinking and problem solving and stimulates innovation in practice.



# Four pillars

Campuses are places where learning is one of many functions. We will use the pillars to connect a range of considerations and provide an overall end goal for CSU's campuses.

The four pillars will be led by Adam Davies, Su Lim and Danièle Hromek across the phases of the project to ensure a cohesive approach through the phases and at various scales of work. They will be supported by subject matter experts as required.



## Place of country

- First Nations connections, history, culture and landscape
- Social, cultural diversity and inclusiveness
- Environmental sustainability

## Place for education

- Student and staff experience
- Teaching and learning pedagogical and delivery models
- Campus of the Future - physical and digital
- Specialisations and courses

## Place for research

- Partnership, industry, and research targets
- Workspace and workforce engagement
- Asset and digital management and connectivity
- Financial and operational targets

## Place for community

- Residential
- Commercial
- Student enrolment, experience, and accommodation
- Open campuses that engage the community
- Regional development

# Six themes

Six themes organise inputs, outputs and coordinate work for the University and the project team. A number of strategic needs ensure that the university receives fit-for purpose outputs.

 <p><b>Sustainability &amp; Resilience</b></p> <p>Samantha Peart Hassell</p>	 <p><b>Campus Portfolio Alignment &amp; Optimisation</b></p> <p>Peter McGeorge Capital Insight</p>	 <p><b>Campus Experience &amp; Community</b></p> <p>Su Lim Freestate</p>	 <p><b>Natural Systems &amp; Ecology</b></p> <p>Liam Cridland Hassell</p>	 <p><b>Digital Innovation</b></p> <p>Smitha Samuel Introba</p>	 <p><b>Technical Systems</b></p> <p>David Barker Introba</p>
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Theme	Discussion points
Sustainability and Resilience	<ul style="list-style-type: none"> <li>• regenerative approach</li> <li>• environmental, social and financial considerations</li> <li>• specific and valuable outcomes rather than "tick box"</li> <li>• integration with First Nations approach</li> </ul>
Campus Portfolio Alignment and Optimisation	<ul style="list-style-type: none"> <li>• optimal alignment of assets to strategy and priorities</li> <li>• operating model to support the "Campus of the Future"</li> <li>• relationship to distance education</li> <li>• role of the campus</li> <li>• development of key performance measures, campus visioning, strategy, space typology concepts and opportunities</li> </ul>
Campus Experience and Community	<ul style="list-style-type: none"> <li>• attraction of students and staff back to campus</li> <li>• campuses as community assets</li> <li>• focus on diversity, equity and inclusion</li> <li>• vision that is flexible and adaptable across campuses</li> <li>• experience for students, staff, visitors and partners</li> <li>• campus character and placemaking</li> <li>• aspirations, vision and identity for experience</li> <li>• experience playbook - narrative and patterns</li> </ul>
Natural Systems and Ecology	<ul style="list-style-type: none"> <li>• key ecological assets and character for campuses and surroundings</li> <li>• functions, habitat corridors and bio-links</li> <li>• ecological and natural systems objectives and enhancements</li> </ul>
Digital Innovation	<ul style="list-style-type: none"> <li>• support the digital innovation infrastructure, including the University website, intranet, active network, cyber security platform, remote learning facilities, online learning platform, teachers portal and access requirements</li> </ul>
Technical Systems	<ul style="list-style-type: none"> <li>• review of existing infrastructure for power supply, communications network, natural gas, potable water, rainwater, non-potable water systems, fire services, sewer and mechanical</li> <li>• functional and fit-for-purpose technical systems for power supply, communications network, natural gas, potable water, rainwater, non-potable water systems, fire services, sewer and mechanical</li> <li>• traffic and transport review, visioning, analysis and strategies</li> <li>• civil engineering review, visioning, analysis and strategies</li> </ul>

# The project team

## Contact us

The Facilities Management team develops and maintains the campuses of Charles Sturt University to provide a conducive and sustainable environment for safe living, learning, teaching, and research. The Campus Development team is responsible for the planning and delivery of capital improvement projects across all campuses. This includes general building projects, space planning, campus master planning, design standards, and heritage management.

Emma McCormick is the Project Officer leading the Campus Master Plan project. She is supported by Facilities Management colleagues, Briony Cottam, Mark Aitcheson, Jacinta O'Brien and Hannah Madden.

