

**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Campus sale  
**Date:** Friday, 8 March 2019 12:06:29 PM

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To whom it may concern,

I am writing regarding the possible sale of the Sandy Bay campus. I think that moving the whole university community into the CBD is a bad idea. The sandy Bay campus already struggles for space for appropriate parking with no spots in the student car park generally available after 8.30am weekdays. There is also an enormous amount of people that attend the campus at would be uprooted into the CBD putting extra stress on the already pressured resources and infrastructure of the CBD. The move would not only be detrimental for uni students who need space and quiet to achieve but also the hobart CBD itself which is already struggling to cope with demands for parking, especially around the hospital. What Tasmania as a whole needs is distribution of hubs further from the CBD, not the other way around. Hobart is limited for real estate and moving the whole university campus would also negatively impact many Sandy bay businesses who thrive with the business that students bring.

The survey seemed designed to confuse, especially considering the number of international students at the university for whom English is not their first language. I will be frank: leave the university where it is. If money is the issue, learn to run a business better. We are teaching it here after all.

Kind regards

[REDACTED]

Sent from my Samsung Mobile on the Telstra Mobile Network

University of Tasmania Electronic Communications Policy (December, 2014).

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Feedback  
**Date:** Friday, 8 March 2019 12:40:52 AM  
**Attachments:** [REDACTED] [Signature.png](#)

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Hi,

I'm writing to supply some feedback about the presentation and documents outlining the two concepts for the future of the southern campus, from the perspective of a staff member with experience at a number of public and private universities in the US, Europe, and Australia.

I think it's great to think outside the box and consider every possible option for the future, given the enormous amount of deferred maintenance that has been put off on the Sandy Bay campus. In fact, I would like to see a new campus at a green-fields site considered as an additional option, for comparison- this would nominally meet many of the stated goals in the presentation, and could sharpen peoples' thinking about the options given.

However, at some point the planning has to be in contact with reality. The city centre plan relies on a giant leap of logic in expecting the city council and state government to somehow find the political, social, and financial ability to solve Hobart's very poor road infrastructure and public transportation issues. This is something they have failed to do for 5 decades, and it would be a shocking act of mismanagement by the University to lay its southern future on the line based on anything less than a comprehensive regional transport solution that is funded and ready to go. The reality, as we all clearly heard the Vice Chancellor say at the opening of the Southern Futures presentation at the Studio Theatre, is that Hobart and the outlying regions have extremely poor quality public transport, bad cycling infrastructure, and badly overcrowded roads. The very obvious risk in moving to the city centre is of repeating the experience of IMAS but writ large on a catastrophic scale.

In order to evaluate the competing models, TWO realistic transport plans have to be developed, with buy-in from high-level players at both the city and state level. To evaluate the city-centric campus based on detailed future planning and then evaluate the distributed campus based on the existing transport infrastructure would be quite uninformative. Transport and access planning for both proposals should be based on the expected demographics of Hobart and its suburbs and the university in 25-30 years, not the present day.

Many of the other factors used to compare the two plans in the presentation were very subjective and difficult to quantify, or even irrelevant. The ability to collaborate is a subjective example. It makes almost no difference whatsoever to me, should I wish to collaborate with someone at IMAS or Menzies, if we are located 100 metres away or 6 km away. Virtually all collaboration is via electronic means; most of my collaborations are with people on other continents, and this is true of a large number of the researchers in CoSE. Easy transport is the key here, not location of peoples' "home buildings". An example is the Flatiron Institute in Manhattan- this highly collaborative institute grants joint appointments to high-performing researchers at universities throughout the New York metropolitan area, ranging as far away as Princeton, Yale, and Stony Brook, and as close by as NYU, Columbia, and the City Universities of New York. Advocating ease of collaboration through a city-centric campus is a red herring.

An example of an almost irrelevant factor that the presentation used is the noise and

disruption during construction. The university should be planning based on the lifetime of the buildings, not the ~2 year window of building any specific structure. At every institution I've worked at or visited, new buildings are constantly going up, and departments are being moved to temporary quarters for renovations and new construction for a couple of years. This is something commonplace at other universities and people will accommodate the temporary disruption very easily if they know they will be moving to a better space that is fit for purpose.

The focus on the ostensible appeal of an "urban" campus is very misplaced. Tasmania's sense of place is not about the city of Hobart, whatever its charms. Tasmania is known globally for its wilderness and clean, green reputation. Taken out of this context, Hobart is just another post-colonial small-state capital of about 100-200,000. There are many cities like it in the world. It's a nice city, but it's not what defines Tasmania. If you swapped out Victoria (British Columbia) or Portland (Maine) with Hobart in the Derwent Estuary, it would not substantively alter mainland or international feelings about Tasmania. Put the campus in the city, with all the other things that most any other city in the world has, and not only do you dilute the sense of being on a campus, but you actually anonymise the in-state experience somewhat as well.

To illustrate, we are bleeding in-state students to the mainland at about 1% per year. Are those students who prefer a genuinely urban, highly charged, up-all-night environment, suddenly going to say "I thought Melbourne or Sydney were good urban environments, but now that UTAS is 5km closer to Hobart, that seems much more attractive"? It is unlikely. Will overseas students from China or Indonesia be looking to Tasmania for the buzzing urban environment of Hobart? This is extremely unlikely. What makes the Sandy Bay campus unique among institutions at which I've worked and studied is that there is a beautiful environment on the shores of the river, with lots of green space, access both to the river and straight up into the bush at Mt Nelson. In the ideal world, the university would expand right down to the shore and be serviced by regular water taxis- very little says Tasmania better than emphasising that link between land and water. This is a quite separate issue to whether the city can handle the increased volume of commuters, whether the space for all necessary work is available, or whether public sentiment supports giving such a necessarily large chunk of the CBD over to the university.

One other thought relates to the continuing drop in domestic enrolments. The university should be doing everything it can to engage with the public education sector in year 11-12, and also the high schools. These schools are quite distributed, but it should be noted that Hobart College is physically quite close to the Sandy Bay campus - it would not take much development to make very easy access from Olinda Grove down College Road and create easy pathways for high achievers to get to campus and back very quickly. The city-centric campus serves Elizabeth college reasonably well, but not many of the other colleges.

The presentation suggested that physical science teaching labs could be made multipurpose, swapping out earth science, chemistry, and physics experiments. My experience across several institutions is that this never works. The requirements are so different that the set-up and take-down times are prohibitive unless additional staff are added whose sole responsibility is for this purpose. In addition, each giant multipurpose lab room would have to be surrounded by easily accessible storage space, which blocks out huge chunks of the floor plan square footage.

My last point for now relates to some comments about the utilisation of space that were written in the presentation. The statistics on occupancy are no doubt accurate in the bulk average, but these are basically useless from the perspective of planning for individual schools. These rates really need to be broken down either by school or by existing building

to be interpretable. For example, it is virtually impossible to find small rooms for teaching in physics- the crunch in engineering has forced us to schedule lectures into venues that are totally unsuitable for this purpose. We have no real space for visitor offices, which can be embarrassing when international visitors arrive, and it is hard to get space for all the honours and PhD students to have their own desks.

Regards,

[Redacted]

[Redacted]

[Redacted]

University of Tasmania Electronic Communications Policy (December, 2014).

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Feedback  
**Date:** Friday, 22 February 2019 10:54:32 AM  
**Attachments:** [image001.png](#)

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To be honest, I think the city-centric option is a good one. However, this comes with qualifying statements:

I'm based in the city and I did love the Sandy Bay campus when Medical Sciences was there. I actually had an office that had a window that looked out on Mt Nelson bush. Now, I'm stuck in a 4-person office, separated from windows that don't open and that face a busy street by an open-plan office space. There are certainly some negative aspects regarding 'new' architecture in a city-based model – my first warning would be to steer clear of open-plan offices. It's extremely difficult to be productive in this work-space – as academics, we need to be able to shut out the world for a while to write a grant or paper, or write/mark an exam but there's literally no way to do that – you're always open to interruption, either by person or by the noise around you. You don't feel connected to the people around you – previously, in Sandy Bay, we made an effort to leave our offices to connect with our colleagues at morning/afternoon tea times – as we're currently surrounded by colleagues all the time in these open-plan offices, this doesn't happen anymore. Despite being surrounded by people, you're more isolated (having to wear headphones a lot of the time to drown out the peripheral sounds). STAY AWAY FROM OPEN-PLAN OFFICES!

We're being gouged on parking fees in the city, despite parking on University property and there's an equity issue there – I understand that there's a big shift towards promoting other forms of transport but it significantly impacts young families. I cannot NOT drive to work – I have to drop my kids off at school, I have to be able to pick them up if there's an emergency and I can't do this if I have to catch a bus. I have two children with physical disabilities who cannot catch a bus or walk to school – they have to be dropped off. I also cannot reach work in time for a 9am start if I then catch a bus. So, I have to pay \$2800 per annum while Sandy Bay staff pay \$572 per year. Equitable? Nope, not even close.

One wonderful opportunity for a city-centric campus is to create spaces that engage the community – could you imagine a science-inspired museum that school groups and the public could visit? Or, offering spaces with free wifi, outdoor seating/eating? How invigorating would that be to the city of Hobart and its relationship with the community?

The University needs to get on the front foot NOW as well with the community – people are just seeing this large, faceless institution gobbling up all the land, not paying council rates and UTAS appears greedy and entirely self-serving. Just look at recent Facebook comments on stories about land acquisitions by UTAS. Professor Black is doing a great job meeting with the community but more needs to be done to really drive home how important this is, what an opportunity it is for Hobart, etc..

Anyway, that's my feedback. Sorry it went on for so long. I'm passionate about the place I work in – I think we in the trenches are working hard to make UTAS a wonderful place to study and research at. Good luck with your decision-making.

Kind regards,



UNIVERSITY of  
TASMANIA

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**From:** [Vice Chancellor](#)  
**To:** [Southern Future](#)  
**Cc:** [VC TrimProcess](#)  
**Subject:** FW: UTas decision-making  
**Date:** Friday, 1 March 2019 3:10:27 PM

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Hi

Here is some commentary on the Southern Future plans. No need to respond to this as the VC is likely to send a personal note.

Kind regards  
Jess

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**From:** [REDACTED]  
**Sent:** Friday, 1 March 2019 3:01 PM  
**To:** Vice Chancellor <Vice.Chancellor@utas.edu.au>  
**Subject:** UTas decision-making

Hello Professor Black

I've been watching with much interest the recent newspaper articles relating to decision-making about the future physical location of the University.

A bit of personal background:

I came to Tasmania with my husband [REDACTED] fifty years ago when he took up a position in the the Economics Department, lecturing in [REDACTED]. For many years [REDACTED] was very active in the University's Staff Association, and subsequently in the national association as well. While involved nationally, he was on the committees that developed both a national salary award for staff, as well as a national superannuation scheme, now known as UniSuper.

When the University of Tasmania was involved with the first national merger between a college of advanced education and a university, the vice-Chancellor of the day, Alec Lazenby, invited [REDACTED] to move across to central administration to assist him with the merger. Alec was aware of the complexity of such an undertaking, both from the perspective of transferring staff from one institution to another (when not all staff would be deemed suitable to move into university employment) as well as making physical provision on the southern campus to ensure that staff and students were appropriately housed.

The merger between two levels of tertiary education meant that the university had the task of expanding its role to become a statewide institution with campuses initially in Launceston, then later in Burnie. These tasks involved many hours of travel between Hobart and the north. (All this was happening when [REDACTED] was also the [REDACTED] of the staff association.) There were also regular meetings with State representatives overseeing what was evolving to become what is now known as TasTAFE, to ensure that there was a good 'fit' between what the University was offering and technical training. Some of the people involved in those discussions may still be around.

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This leads me to attempting to explain one of the reasons for my writing to you: why the large

parcel of land extending up the side of Mt Nelson was purchased.

Both [REDACTED] and I attended the Victoria University of Wellington in the early 1960s. He studied [REDACTED] degree, and I studied [REDACTED]. The physical location of the 'mother house' of that university in Wellington is perched on a hill looking out over the city. It has a magnificent view of the harbour. Access between downtown Wellington and the university is by way of a cable car (not at all like what is being proposed for Mt Wellington here). The wiki site:

[https://en.wikipedia.org/wiki/Wellington\\_Cable\\_Car](https://en.wikipedia.org/wiki/Wellington_Cable_Car)

has a good description of it.

Having experienced many years of using that cable car in Wellington, something similar seemed like a good option for the expanding university at the Sandy Bay campus: the original rifle range site was gradually being expanded up the hill; buildings on the lower side of Churchill Ave might be linked with faculty buildings extending up the hill; student accommodation in the form of colleges on the upper levels of the site could be extended further. A range of sports fields were developed - all with the possibility of something similar to a Wellington cable car providing a link with the campus below Churchill Ave. I believe the use of buses similar to those now used by private schools was also contemplated. I don't know whether any of these ideas were ever discussed formally.

The fact that more student accommodation would be needed as the university grew was recognised early. Houses in the streets neighbouring of the University were purchased: those in upper Alexander St being an example. The possibility of building student accommodation in the form of apartments stretching up the hill towards Proctors Rd was also explored. Similarly, as the Law School and the UniGym expanded towards the Derwent, buildings were purchased in the area around Grace St. A range of student services, including a University doctor, were located in these houses.

The need for increased car parking around the campus was always recognised, and ongoing provision was made in areas close to faculty buildings. I believe at one stage land was purchased from Hutchins School to enable a circle road to be built and additional parking provided for staff who worked on that side of the campus. Expansion in the direction of Nelson Road was also included.

Back in those days, the University had a very capable Buildings Branch, located on the upper side of Churchill Ave, which was responsible for physical 'systems maintenance' matters around the campus. The staff assisted people in various departments make ongoing modifications to ensure that lecture rooms, offices etc., and utilities were repaired and kept up-to-date. Buildings Branch staff included carpenters, electricians, plumbers, groundsmen, and the like: whenever something needed to be repaired, qualified people were on hand to attend to the matter right away. Even an issue like a broken venetian blind tape was taken to indicate that all the blinds in that building needed replacing because they'd been installed at the same time! Around the grounds broken branches were lopped from trees when they broke or were deemed dangerous. Included in this area was maintenance of the greenhouses used by staff in Botany.

For some reason it was decided to disband the Buildings Branch and to call in contractors - a more expensive exercise in the long run, with decisions relating to ongoing maintenance not being given the priority they had once received.



Meeting the wide range of student needs was also given high priority: there was a section in the Student Association Building which employed staff to help students find accommodation. Disability access was provided in the Student Union building: the ramp up the side of the internal courtyard was built so students in wheelchairs could access the refectory and the ground floor; a ramp leading to a door off College Rd provided access to the upper level. Similar provision was made around the campus. A washing facility was provided for Moslem students who wished to wash before prayer (this occurred after it was discovered that they'd been using the tub used by cleaners to wash their mops.)

An underground tunnel between the main campus and the Student Union building was built after the son of a staff member was killed as he ran across Churchill Ave. It was realised that ALL students needed to be able to cross the street safely.

Down town, the The Menzies Centre had its beginnings when Professor ██████████ recognised that students involved in health and medicine-related study needed access to a public hospital, so they could see and be in contact with people with medical problems. I can remember the Sunday morning when our family went down town to examine a building that was for sale in the block which later became the first building in the Menzies precinct. The whole area was developed in the early days in consultation with the University's central administration.

Similarly in the early 'eighties, the old IXL Jam Factory building was converted to become a home for the Art School. Staff were dissatisfied with their cramped location at the back of the Mt Nelson Campus. People used to meet at our home to discuss options. I can still remember someone describing the Nova Scotia College of Art and Design in Canada, and suggesting that the then very under-utilised area around the waterfront might be an ideal site for a Tasmanian Art School. As was his wont, ██████████ negotiated with Canberra politicians and gained funding to change the use of those buildings. The architect in charge of the conversion, ██████████, won a national prize for converting the old buildings. These moves led to a change in focus for the whole waterfront area, with art studios and retail outlets becoming established on the other side of the waterfront in Salamanca Place.

██████████ was very much involved with the arts community, for several years heading the Tasmanian Arts Advisory Board, and developing the Art in Public Places Scheme when he realised that the amount of funding provided from government sources was not sufficient to meet the needs of creative people working in the arts. He realised that 'artists needed to eat' and so developed a scheme whereby a certain percentage of funding for state government buildings and public areas had to be devoted to commissioning a wide range of work of art.

Agricultural Science was another area which 'took off' in those days. The University took over the apple research station in the Huon and also bought land on the road out Cambridge way in order for experimental agricultural crops to be developed. The farmland out Cambridge way also became the home of the University's Mt Pleasant radio telescope with its ongoing national and international links.

The significance of essential oils in medicine and perfumery was also recognised. ██████████ link with Essential Oils of Tasmania led to his introducing advanced technology to a Western Australian sandalwood refinery which resulted in producers eventually being able to sell their product to the French perfume industry.

I hope that by sharing my recollections of part of the evolution of the Sandy Bay campus might give you some insight into how some things got to be the way they are today.

One of the things that I'm very much aware of in contemporary Hobart, is the need to maintain the delicate demographic balance that contributes to a physical place being liveable for all the people who live in the area. There are various social and economic pressures at work which need to be recognised in order for the public amenity of a metropolitan area to be kept in balance. At present there is a relatively good relationship between the University and the many other people who live here. Few locals don't realise that the University is probably already the largest employer in the area. In my opinion in order to maintain a good social balance in the wider area, the University doesn't need to be seen as 'a big boy muscling in'.

In terms of decision-making in the next few weeks, the sociological as well as the physical implications of the decisions to be made need to be explored. I believe someone like [REDACTED] might be able to make an important contribution relating to the implications of the options on the table. The future of Macquarie Point might be explored with people like [REDACTED]: cast your net wide! There may be a range of funding sources available if all options are explored. Decisions are going to be made which will have long-lasting impacts on the whole of the city and its people.

I hope you don't mind my sharing these thoughts with you. After coming to Tasmania I trained as a social worker at the then TCAE, and for most of my working life in Hobart I worked with disadvantaged people. This experience, coupled with being [REDACTED] wife, has given me quite a broad social perspective.

Good luck with it all.

Best wishes

[REDACTED]

University of Tasmania Electronic Communications Policy (December, 2014).

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**From:** [Vice Chancellor](#)  
**To:** [Southern Future](#)  
**Subject:** FW: Letter from [REDACTED] re STEM  
**Date:** Wednesday, 27 February 2019 2:55:57 PM  
**Attachments:** [SCOO-Albert19022713360.pdf](#)

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Hi

Please find some ideas presented by [REDACTED]. Rufus will respond.

Cheers

Jess

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**From:** Frances Smythe  
**Sent:** Wednesday, 27 February 2019 2:35 PM  
**To:** Vice Chancellor <[Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)>  
**Subject:** Letter from [REDACTED] re STEM

Hi Triage Team

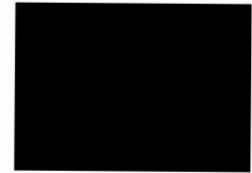
Please find **attached** a letter to Rufus from [REDACTED]

Kind regards

**Frances Smythe**  
Executive Officer  
Office of the Vice-Chancellor  
+ 61 3 6226 2003  
+ 61 438 157 184  
[www.utas.edu.au](http://www.utas.edu.au)

University of Tasmania Electronic Communications Policy (December, 2014).  
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Professor Rufus Black  
Vice-Chancellor, University of Tasmania  
Private Bag 51  
Hobart TAS 7001



**RE: Suggestion for STEM Science for Sustainability Hub**

Dear Professor Black,

I was browsing through the Hobart City Deal and note that the University of Tasmania is considering options to develop an enhanced STEM presence. I am writing to you to urge consideration be given to the concept of a Science for Sustainability Hub as part of the 'enhanced STEM presence'.

To my mind, Tasmania has outstanding and unique opportunities to provide leadership in science-based methodologies for sustainable development, and for providing tertiary education training courses for World Heritage and natural areas management.

A couple of years ago, IMAS Professor [REDACTED] and I wrote an article for the Mercury newspaper outlining these opportunities, which build on the capabilities Tasmania already has in science-based methodologies for integrated sustainable development. Please take a look at the article 'STEM Centre assures bright future' which is available on the Protected Areas Learning and Research Collaboration (PALRC) website at [http://www.palrc.com/wp-content/uploads/2017/11/Article\\_JonesSainsbury\\_17nov2017.pdf](http://www.palrc.com/wp-content/uploads/2017/11/Article_JonesSainsbury_17nov2017.pdf) or go to [www.palrc.com](http://www.palrc.com) and look under the Media Centre tab> News>Leadership in sustainability.

In 2017/18, [REDACTED] and I had some preliminary discussions with UTas Professors [REDACTED] and [REDACTED] about the concept of a STEM Science for Sustainability Hub initiative. These conversations were positive; however everyone had 'lots on their plates', and there was no real driver or champion within the University to take this concept forward. The conversations have quietly petered out.

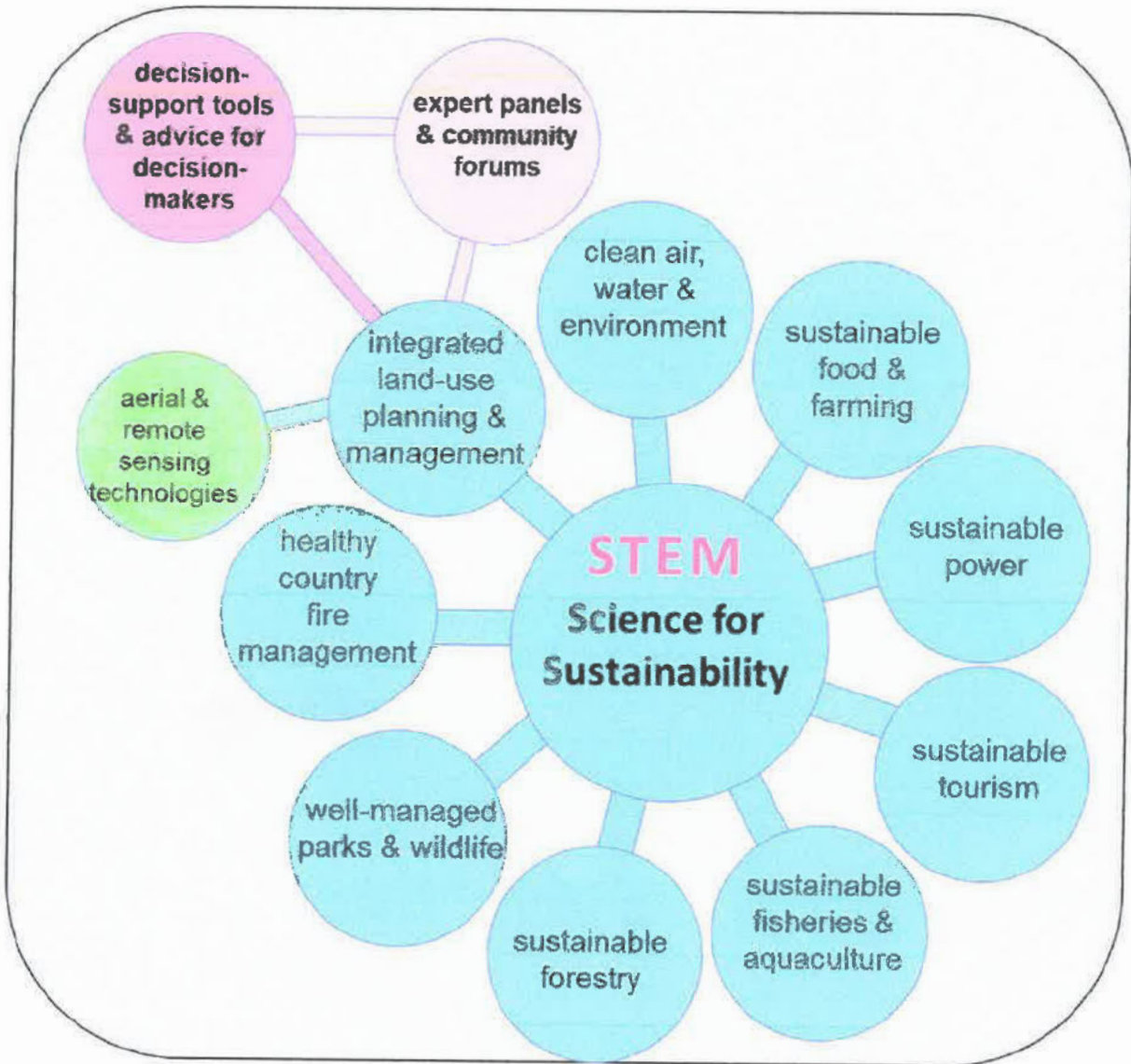
Please may I ask you to give some thought to these concepts, and if you see any prospect or opportunity for furthering consideration of these ideas, that would be brilliant.

Incidentally, I'm appending the graphic I created to accompany the article submitted to the Mercury; however the Mercury chose not to use this graphic but instead ran with a stock standard image of a 'scientist holding a test tube' ('same old, same old').

Thanks for your consideration of this matter, and I'd be interested in your thoughts.



## STEM Science for Sustainability Concept



Graphic: [REDACTED]



**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Input to planning discussions  
**Date:** Wednesday, 27 February 2019 10:38:52 AM

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Input to Southern Future

**Our priorities** as energetic, innovative academic staff in STEM/ members of the UTAS and Tasmanian communities, should include the following:

- Provide an education that prepares UTAS students, including those from Tasmania, for a fast-evolving employment market, with a genuine STEM skill-set that is recognised for its quality and potential for applicability to emerging (as yet unknown) employment possibilities
- Research outcomes that a) are design-led for short term impacts, and/or, b) generate new knowledge that leverages UTAS distinction in areas of Sciences and Engineering, and/or c) catalyse innovative approaches. Note that these research types are interdependent, in particular, that there is no design-led research without the foundation provided by knowledge generation and innovative approaches.

**To achieve the above** priorities we need:

1 – facilities that provide an inclusive, technically-appropriate and sympathetic space for learning and teaching (e.g. computer labs for teaching, with 50% unbooked time for individual student learning)

2 – staff office space and research accommodation that respects the need for intense individual thought and spontaneous small group discussion (e.g. private offices for academics above postdoc level that allow up to 4 people to have an animated conversation), numerous small group seminar rooms (5-20 people), including some that are equipped for teleconference.

3 – space for diverse research equipment, sample preparation and equipment maintenance, as apt to UTAS Discipline strengths, i.e. much cutting edge science needs facilities other than the stereotype chemical/medical laboratories (although these are important too).

NB Error of fact in some of the Southern Future material: Small, discrete offices are widely known to ENCOURAGE progress and collaboration in research environments as per the needed office space to achieve our teaching and research priorities. The key enabler is **\*the mix between quality individual research hours and free discussion\***.

In closing, may I suggest that we are open and honest about the space available in the CBD option, and that we don't pretend we can build a productive learning/teaching and research environment to hold the same number of staff/students, and achieve the same L&T and research outcomes/institute well-being, as currently at Sandy Bay. Avoid the creation of an 'Emperor's New Clothes' scenario.

Thanks for the opportunity to provide input.

Kind regards,

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

University of Tasmania Electronic Communications Policy (December, 2014).  
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**From:** [Vice Chancellor](#)  
**To:** [Southern Future](#)  
**Cc:** [VC TrimProcess](#)  
**Subject:** FW: Letter from [REDACTED] re UTAS move  
**Date:** Wednesday, 27 February 2019 10:22:38 AM  
**Attachments:** [SCOO-Albert19022707000.pdf](#)

---

Hi

Please find attached correspondence relating to Southern Future. Rufus will acknowledge this one.

Cheers  
Jess

---

**From:** Frances Smythe  
**Sent:** Wednesday, 27 February 2019 7:59 AM  
**To:** Vice Chancellor <[Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)>  
**Subject:** Letter from [REDACTED] re UTAS move

Hi Triage Team

Please find **attached** a letter to Rufus from [REDACTED] re the campus move.

Regards

**Frances Smythe**  
Executive Officer  
Office of the Vice-Chancellor  
Private Bag 51 Hobart TAS 7001  
+ 61 3 6226 2003  
+ 61 438 157 184  
[www.utas.edu.au](http://www.utas.edu.au)

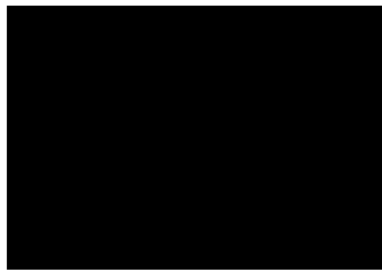
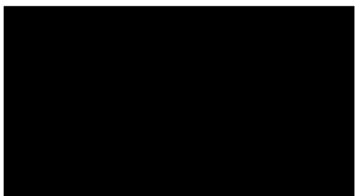


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CRICOS 00586B

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Rufus Black

Vice Chancellor, University of Tasmania

Churchill Avenue

Sandy Bay, Tasmania 7005

23 Feb 2019

Dear Rufus Black

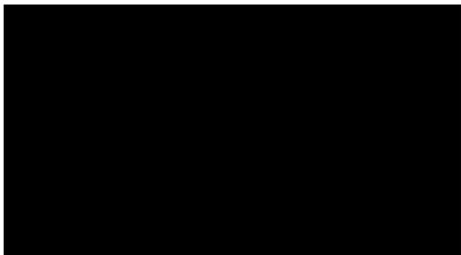
I hope the University of Tasmania will decide to stay on its present site and not move to Hobart CBD.

The Sandy Bay campus is a beautiful site, landscaped with native trees and, very important, has room to expand. There is space and facilities for all faculties to meet.

Hobart CBD is just too small and already crowded with severe traffic congestion. New University buildings would mean the destruction of much of what makes Hobart a special place.

You spoke at U3A this month about the importance of place, a place based society necessary for our wellbeing.

I believe Hobart's unique sense of place can best be preserved by keeping the buildings of City and University separate. The only winners will be the real estate agents.



**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Date:** Saturday, 9 March 2019 4:54:20 PM

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I hope to keep the Sandy Bay campus, as it allows for better collaboration between faculty and students. It would also make it easier to migrate between classes.

University of Tasmania Electronic Communications Policy (December, 2014).  
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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Cc:** [REDACTED]  
**Subject:** My comments on the display and the conclusions drawn from it.  
**Date:** Friday, 22 February 2019 9:32:42 AM

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To whom it may concern

It is gratifying that an effort has been made to collect data on the two options. However, the interpretation of these data in the display has logical deficiencies. I provide a summary of my conclusions from the data and a more detailed analysis by topic. I conclude that the Sandy Bay and City option is by far the better one in the context of our strategic planning:

### **Summary**

1. Old and daggy buildings are appropriate for a university.
2. The good qualities of the City option for differential experience are also in the Sandy Bay and City option. The good qualities of Sandy Bay are not in the City option.
3. The experience of historic buildings is equal between the two options.
4. The Sandy Bay and City option provides a distinctive combination of the garden and bush campus experience and the edgy outer CBD experience. The City experience alone is not distinctive.
4. The Sandy Bay campus provides a distinctive nature experience at a world class level. The nature experiences available in the City option are also in the Sandy Bay and City option. This should be the deciding criterion.
5. The two options are approximately equal in access to clinical and professional facilities.
6. The City option has greater building dispersion for most of those doing general degrees than the Sandy Bay and City option.
7. Construction noise is likely to affect more students in the City option than the Sandy Bay and City option.
8. The City option is likely to disadvantage the poor and people looking after families, thus having gender discrimination implications.
9. While the City option will allow the university to avoid losing face, it will stir up more community hostility than the Sandy Bay and City option.
10. Construction costs are equal. Other costs could be manipulated to be equal.
11. Overall, the Sandy Bay and City option is markedly superior to the City option.

### **The situation**

The argument is put that most of the buildings on the Sandy Bay campus will be more expensive to maintain than replace. This conclusion is made for buildings that have a substantial recent component and others that do not.

The question arises: how much of this expense is to satisfy assumed fashion requirements, rather than provide facilities for tertiary education and research? Ancient infrastructure has not damaged the capabilities or reputations of some of the best universities in the world. In fact, one of the positive criteria advanced in a later panel in the comparative analysis is the use of historic buildings!

As an inhabitant of one of the supposedly worst buildings, I know that it is fit for purpose, requiring only roof repairs, and some structural adjustment where it connects to one of its most recent wings. The types of staff and student that inhabit it mostly prefer daggy buildings to the metal and glass with deranged walls fashion look, which will be unfashionable all too soon. They also have artefacts, store rooms and laboratories that they highly value. They are place-attached.

### **The criteria**

### ***Differential experience***

The comparison is between Sandy Bay plus City and just City, so the good qualities of the City are expressed in both options. It is only possible to lose elements of differential experience by adopting the City option. However, the suggested ratings on the subcriteria seem to be based on a City OR Sandy Bay mindset.

The use of historic buildings already occurs in the City plus Sandy Bay option. The Art School and the old University Buildings are part of this option, as is the heritage listed Arts Lecture Theatre and the potentially heritage-listed Geology Building, both on the Sandy Bay campus. If the Philip Smith Centre were regarded as equal to the Sandy Bay historic buildings, the two options would be equal on this subcriterion. The massive superiority of the city option shown on the diagram does not exist, rather a state of approximate equality.

The idea that the City option provides a distinctive urban setting is strange, given the many other universities located in squalid outer sections of the CBDs of large cities. What would be distinctive would be to have the combination of garden campus (suburbs are urban as much as CBDs!) and edgy city buildings, as in the Sandy Bay and City option.

The distinctiveness of Tasmania's natural environment is well-recognised in our strategic documents. The natural environment distinctiveness of the City option is markedly inferior to that of the City and Sandy Bay option. How many universities have 40 ha of bush full of native animals close to their staff and students and the prospect of an estuary with an occasional breaching whale? With the City and Sandy Bay option we also have the Domain. With the City option we have only the Domain. The City and Sandy Bay option is so superior on this subcriterion that it should be the basis for rejecting the City option.

Professional and clinical settings exist in both the options. The academic units that most benefit from them are in the City already. We risk losing the easy linkages that come from space that others can occupy, like the CSIRO on the Sandy Bay campus, and a relative ease of parking. The difference shown between the two options again reflects a City OR Sandy Bay mindset. They are approximately equal.

### ***Collaboration and coherence***

The material argues that the City option is markedly superior to the Sandy Bay and City option because the buildings are closer together. However, the distance between the Philip Smith Centre and Salamanca Place is almost the same as the distance between Salamanca Place and the Sandy Bay buildings. The distances between the Sandy Bay buildings that students need to move between when undertaking general degrees are much smaller than the distances proposed for the City option. Collaboration between academics is hardly deterred by a half hour walk, ten minute bike ride or ten minute bus journey.

### ***Effects on students***

The material suggests that students will be less affected by construction noise in the City than in Sandy Bay, yet the major building is STEM, which will be on Sandy Bay Road, away from existing buildings in the Sandy Bay and City option. STEM will be right next to massive student accommodation complexes in the City option. There are also other people than students and more of them in the City than in Sandy Bay.

We are told that the construction period will be longer in Sandy Bay than in the City. This is surely a matter of choice. We are told that the City option presents better disability access than the Sandy Bay option, again a matter of choice. We are told that the City option allows dragging and dropping simultaneously, implying that the rebuilding of Sandy Bay does not. Given that there are spare buildings on the Sandy Bay Campus, it is not beyond the bounds of possibility to design a drag and drop sequence.

It is suggested that one of the downsides of the Sandy Bay and City option is the parking loss

consequent on the construction workforce, which is ironic given the parking difficulties that all will experience when moved to the city.

The lack of parking in the City has the virtue of forcing students and staff on to public transport, but the disability of being lower social class, gender and family unfriendly. Staff and students with children need the option to look after them during parts of the day then return to classes or work. It is mainly females that adopt this caring role even though it should not be. Many of our poorer students live remotely and work in different places while attending classes in between. These students will find the City option immensely difficult.

#### ***Student access***

Maps have been produced showing marginally better access by public transport to the City than to Sandy Bay. The trouble is that a large number of staff and students cannot use public transport because of their home locations and the need to move locations during the day. They need cheap and reliable parking, which they will not get in the city.

#### ***Community relationships and face***

I suspect that the main reason that we persist with the idea of moving into the City is not to lose face after all the pro-City rhetoric from our executives in the past and all the purchasing and preparation that has been done. However, there is a countervailing force, public agitation, related to traffic, parking and rate relief, among other concerns. Even though most of the agitation is irrational in the extreme and addresses matters that are non-concerns, it is likely to become stronger as more university activity takes place in the City. On the other hand, there will probably be some resistance to new buildings in Sandy Bay from nearby locals.

Many people in the community value a green campus and their ready access to it. This will be lost in the scattered urban buildings of the City option.

#### ***Cost***

The idea that construction costs would be the same with both options, but the cost of the Sandy Bay and City option is higher is mystifying, resting on a development scenario that could be changed to make them equal. Selling land and buildings we will not need in the City would contribute to equalisation.

Yours sincerely



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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** my two bob..  
**Date:** Monday, 25 February 2019 10:21:00 AM

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To whom it may concern,

This email is purposed to provide my contribution toward a full debate of the prospective relocation of STEM from the Sandy Bay campus in the Hobart CBD. My opinion is that we must remain in the Sandy Bay location, but that every other college of the institution should relocate. This would allow the entire Sandy Bay campus to one day be the location of our strategically important college.

To support my position; it preserves the historic as well as infrastructural value of this beautiful institution, while honouring the great achievement of the many great people that have worked to put UTAS in its prestigious place. Indeed we have unprecedented opportunity to leverage CoSE's capacity for operation and expansion at the rate that shall be required to meet the the many challenges that we shall surely face.

Begging indulgence to steal a quote from an average Kevin Costner movie "*if you build it they will come*". Do not hesitate to contact me if you require any further information.

Best regards

[REDACTED]

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Old Railyards?  
**Date:** Tuesday, 26 February 2019 2:51:35 PM  
**Attachments:** [image001.png](#)

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I am guessing it is too late for this now, but I was just wondering what happened to [REDACTED] [REDACTED] plan to move the whole campus to the old railyards behind Hunter Street? That might have given us the best of both worlds – almost everything in one place, but in an fantastic location close to downtown.

[REDACTED]

 **UNIVERSITY of**  
**TASMANIA**  
CRICOS 00586B

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**From:** [REDACTED]  
**To:** [Vice Chancellor](#)  
**Cc:** [Southern Future](#)  
**Subject:** Re: City Campus  
**Date:** Monday, 25 February 2019 11:21:36 PM

---

Dear Vice Chancellor:

Thank you so much for your kind reply.

I certainly do appreciate you taking the time out to answer me directly.

Best Wishes,

[REDACTED]

---

**From:** Vice Chancellor  
**Sent:** 25 February 2019 20:19:06  
**To:** [REDACTED]  
**Cc:** Southern Future  
**Subject:** Re: City Campus

Dear [REDACTED],

As always it is a pleasure to hear from you. I do appreciate your thoughtful and passionate engagement with these questions about our future.

The reason there isn't a lot on learning, teaching and research is that wherever we build we will be creating buildings designed to be great contemporary spaces. Neither place makes it especially easier or harder to do that. Of course ensuring we have such buildings is critical.

The team were right to say that the important questions you asked are for the next stage of the project. At this point it is the broad direction we are concerned to determine. A great deal of consultation and learning from all the work we are doing with staff now in Burnie and soon in Launceston will shape the answers to those questions.

You are also right to observe that makes like collaboration are questions of culture but how space is configured makes this easier or harder.

On the conflict of interest all Council members are required to declare and have minuted their interests before any decisions are made and these are subject to the audit and are available to the Integrity Commissioner.

Thanks again  
Rufus

On 25 Feb 2019, at 4:31 pm, [REDACTED] > wrote:



Dear Vice Chancellor:

Again, please forgive me for contacting you directly. I've also copied in the "Southern Future" website, although I generally don't like emailing anonymous addresses!

I wanted to give a brief opinion about the City Campus option, and to say a few words about the Display that was in the Flexible Learning Centre last week. Change can be a wonderful opportunity to develop, if it offers new possibilities not currently available; and it can also be a destructive thing if it takes away current functionalities without offering an alternative.

Last Friday, a colleague and I went to look at the Display in the Flexible Learning Centre. It was all very professionally produced on large glossy posters, but there was an astonishing, and Glaring, Omission.

There was absolutely no mention at all of either Teaching or Research! To be candid, I was gob-smacked, and I couldn't stop thinking about that all weekend. For an Institution that derives almost all its flexible Operating Capital from Teaching and Research, I find it completely inconceivable that no mention was made of either.

The Staff who were there to talk to us were charming and articulate, and it's a credit to them that they managed to fend off this grumpy old grey-bearded Academic. They were in the awful predicament of trying to defend a poorly articulated proposal, and they did this very well. When we questioned the complete absence of any mention of either Teaching or Research, they bravely assured us that these were mere "details" that would be sorted out once the plan was approved. Well, of course, Teaching and Research are not simply minor details; they are the Core Business of the Institution, and the only genuine reasons for our existence.

So this leads to many questions, none of which could be answered last week.

- Are there plans to have large lecture theatres? Currently, we would have at least six theatres that can cope with about 300 students and are equipped with white-boards, screens, computers and projectors.
- If the plans are not to include large teaching spaces, what is the planned future of teaching? Is it intended to get rid of the human element -- face-to-face teaching -- and rely solely on the internet? Is this a good idea? Will it attract students and grow research?
- Office space in the City Campus is to be reduced greatly, and replaced with "open plan" seating and "hot desks". What is the experience from places that have already done this? My anecdotal information, including from this University, is that it has increased misery and

decreased efficiency where it has been implemented, with staff avoiding coming to the workplace whenever they can, and consequent difficulty for students. Has all this been considered honestly?

- I understand that the space available for laboratories is to be reduced to about a third of what we currently have. Is that still correct? If so, how is it envisaged that laboratory-based subjects like Physics, Chemistry or Biology, will continue to function and award meaningful degrees? In spite of what external "consultants" might tell you, it is not an easy matter just to switch a Physics Laboratory over to become a Chemistry Laboratory, ready for the next teaching session.
- What provisions need to be made for mobility-impaired students and staff?

and so on.

There were a number of statements made in the Poster Presentation, that were of considerable concern, too. As an example, it was stated as uncontestable fact that having buildings close together in the City would "enhance collaboration". I don't believe that. If collaboration currently doesn't happen when buildings are only a few metres apart on the Sandy-Bay Campus, why will it suddenly occur between buildings that are a few blocks away from each other in the City? The poor harried staff that were there to answer questions replied that people would meet in City Coffee Shops and collaboration would sprout unaided like a coffee plant in South America; but if this doesn't already happen at Lazenby's why will it occur in the City? An undergraduate who handed in a First-Year assignment that was as poorly argued as this would almost certainly fail that assignment.

Before these plans go anywhere near the University Council, I would like to think that the Core Business of Teaching and Research would be thoroughly thought out and carefully articulated in the plans for the City Campus. If we just treat these Core Activities as optional extras, or mere details, we stand to lose very heavily indeed.

Thank you again for the opportunity to comment on these plans, and I hope that what I have said here is useful to future progress. In addition, so that there can never be any suggestion of impropriety, I believe it is going to be extremely important for everyone involved in these decisions to sign a Statutory Declaration, declaring that they derive no financial gain from any activity associated either with the City Campus or the sale of the Sandy Bay Campus.

Best Wishes,



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**From:** [REDACTED]  
**To:** [Penelope Ratcliffe](#)  
**Cc:** [Southern Future](#)  
**Subject:** Re: feedback about the prospect of open spaces offices.  
**Date:** Thursday, 7 March 2019 4:29:20 PM

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Dear Penny and colleagues,

thank you for your message. Here are further remarks.

They have been written in a clear and direct way and I focus on specific points.

Here is what is very important in my opinion :

1/ Fair presentation of the two options, town / Sandy Bay.

I find the presentation systematically biased, just as if decisions have been made already to move to town.

2/ We do not know how the financial assessment is being made. No proof is given about the fact that the Sandy Bay future option is more costly and have higher running costs than the moving to town. We would have to trust, based on faith, the numbers. Given point 1., I would not accept blindly these costs estimates.

3/ It is a non-negotiable requirement that the working conditions are decent. The very fact that the "open space and hot desk options" are not off the table is a very strong concern to me. Such ridiculous statements like collaboration would thrive in open space are a real concern. You assure me that the VC does not like the idea, but if it is still in the air, I will remain vocal against that. I am going to re-state very clearly what in my experience a decent working environment.

- Offices with 12 sq meters minimum for one person. If shared with another person, 17+ sq meters. Offices are acting as meeting rooms when a few students or colleagues are coming for discussions.
- Offices with windows (important to have natural light for well being of people).
- Students might be at 2, 3, maybe 4 by office, but not more.
- Some hot-desk for VISITORS, and only for visitors.
- Dedicated meeting rooms of different sizes.
- Class rooms.
- Lab rooms.

Lab and class could be well though off, so that we have a booking rate of about 50-60 %, which leaves some margin to live correctly.

And the very concept of open space must be BANNED for the academic staff and students. If the UTAS admin finds it attractive for HR, Finance, admin, VC's office, they can do it for their department if they wish. Not for us.

Physics as it is would benefit from having two more meeting room, but the dark corridor you mention is actually having doors that are opened, and collaborations and discussions are thriving there. 1970 style, but we are fine here. We would be happy to be in a modern facility, provided that we have good working conditions.

4/ We need a provision for expansion. Going to town would mean a total reduction of space of 25 % for STEM, with possibly some space reserved for outreach/public which would compress us more. So the city option will lead to a serious reduction of space. And it will deteriorate with time. It is acknowledged since the doc mention that after 10 years we would be at full capacity without possibility to expand. In practise, if we move to town we are going to get cornered very quickly.

5/ There are improvements and needed renovations to do on the campus, but it is possible to do very well in Sandy Bay. Not an academic I spoke to about the moving to town think it is a good idea.

To summarise, **it would be good if a significant energy would be invested to really study in details the option where the campus stays in Sandy Bay.** Here, we have the impression that the current sandy bay study has the only role to support the already made decision of moving to town with pre-made statements.

There is also a need to **make sure that working conditions, working space would be good**, something that the city option is very likely strongly unable to offer. Not enough space on the long term anyway.

Regards,

[REDACTED]  
[REDACTED]

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**From:** Pennelope Ratcliffe

**Sent:** Wednesday, March 6, 2019 4:42:56 PM

**To:** [REDACTED]

**Cc:** Southern Future

**Subject:** RE: feedback about the prospect of open spaces offices.

[REDACTED]

Thank you for your email – I wanted to clarify quickly for you that the report was not intended to imply that open plan is the way to go.

The concern around many of the existing buildings (including the physics building) was a lack of formal and informal meetings spaces, hangout spaces, and places where both staff and students can meet, work and talk. Long corridors with dark closed office doors don't aren't ideal to support that time of interaction.

The Vice-Chancellor has been pretty clear in the forum discussions that he also does not support a move to full open plan – but a mixture of individual offices, open spaces (aligned with what you suggest) and sufficient meeting rooms and private spaces.

Your suggestions are really helpful to inform the masterplanning the next stage of building design – and we definitely want to hear from staff as to what does and doesn't work.

Many thanks for your feedback and reading through the reports in detail.

Regards

Penny Ratcliffe  
Project Director for the Southern Future Project

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**From:** Service Delivery

**Sent:** Wednesday, 6 March 2019 4:21 PM

**To:** [REDACTED]

**Subject:** RE: feedback about the prospect of open spaces offices.

Thank you for your feedback, [REDACTED]

I hope you have taken the time to review the current presentation outlining options for our southern campus at the Studio Theatre, University Centre, Sandy Bay campus.

This exhibition provides an opportunity for you to understand the logic and options we face, actively participate and share your feedback, such as below, in a number of ways as the University shapes the future of the southern campus.

I have also forwarded your email to those engaged in reviewing the future needs of the university for their information.

Regards

Gina Hadolt

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**From:** [REDACTED]

**Sent:** Monday, 25 February 2019 5:21 PM

**To:** Service Delivery <[service.delivery@utas.edu.au](mailto:service.delivery@utas.edu.au)>

**Subject:** feedback about the prospect of open spaces offices.

Dear Colleagues,

“The Physics building houses small discrete offices that are poorly lit and discourage collaboration. There is limited space for staff and students to meet and collaborate”. It is advocating for open space approach.

In the world of research, open-space offices is the WORST approach.

I speak of experience, having seen 18 months of open-space office for the astronomy department at University College of London.

The place was nicknamed the chicken-farm, and people were working at home instead.

Only people who have zero experience of what is the research world could support open-space. There is a need for quiet environment, and the possibility to meet either in offices and dedicated meeting rooms.

An old rambling, poorly lit, with no aircon building is FAR BETTER than a modern open-space chicken farm. We are not working in a Telstra call center. It is beyond naive to think that collaboration would thrive in an open space.

To be on the constructive side :

- Offices shared by 4-5 students are good.
- Academic should have private offices, or could share with another person.
- Guest rooms for visitors and meeting rooms of different sizes are important. It is important to have enough meeting rooms.
- What might work for a call center, or be advocated for by consultants from firms like Boston Consulting Group might be miles away from the reality of a university and its researchers.
- please, listen at the staff !

regards,



University of Tasmania Electronic Communications Policy (December, 2014).

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** RE: My comments on the display and the conclusions drawn from it.  
**Date:** Friday, 22 February 2019 10:25:56 AM

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I strongly second [REDACTED] very sound analysis of this proposition. As a [REDACTED] within [REDACTED] one of the major selling points that attracts both domestic and international students to choose UTAS above our competitors is our Sandy Bay campus and the opportunity to engage in a place based education with the vast majority of their units being taught in historic buildings within a collegial campus atmosphere. Our teaching relies not on glossy buildings or fancy IT but on our fit for purpose place attached existing buildings. My course would be in serious jeopardy of attracting students if we were located in the city. Students would simply choose a city based campus in a more compelling city location. We must reflect that UTAS differentiates itself in the market by it's place. And the Sandy Bay campus is intrinsic to this.

Beyond this, the proposal fails to recognize core diversity and equity issues. Sandy bay attracts a diversity of students from a range of backgrounds and supports their needs in terms of transport options and aspects of life such as good child care options. The city can offer neither of these and would distinctly disadvantage our older students with families, our female students with young children, and in fact female staff members with young children (speaking from my own situation on this point).

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, 22 February 2019 9:33 AM  
**To:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>  
**Cc:** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**Subject:** My comments on the display and the conclusions drawn from it.

To whom it may concern



It is gratifying that an effort has been made to collect data on the two options. However, the interpretation of these data in the display has logical deficiencies. I provide a summary of my conclusions from the data and a more detailed analysis by topic. I conclude that the Sandy Bay and City option is by far the better one in the context of our strategic planning:

### **Summary**

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4. The Sandy Bay campus provides a distinctive nature experience at a world class level. The nature experiences available in the City option are also in the Sandy Bay and City option. This should be the deciding criterion.
5. The two options are approximately equal in access to clinical and professional facilities.
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### **The situation**

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The question arises: how much of this expense is to satisfy assumed fashion requirements, rather than provide facilities for tertiary education and research? Ancient infrastructure has not damaged the capabilities or reputations of some of the best universities in the world. In fact, one of the positive criteria advanced in a later panel in the comparative analysis is the use of historic buildings!

As an inhabitant of one of the supposedly worst buildings, I know that it is fit for purpose, requiring only roof repairs, and some structural adjustment where it connects to one of its most recent wings. The types of staff and student that inhabit it mostly prefer daggy buildings to the metal and glass with deranged walls fashion look, which will be unfashionable all too soon. They also have artefacts, store rooms and laboratories that they highly value. They are place-attached.

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Professional and clinical settings exist in both the options. The academic units that most benefit from them are in the City already. We risk losing the easy linkages that come from space that others can occupy, like the CSIRO on the Sandy Bay campus, and a relative ease of parking. The difference shown between the two options again reflects a City OR Sandy Bay mindset. They are approximately equal.

### ***Collaboration and coherence***

The material argues that the City option is markedly superior to the Sandy Bay and City option because the buildings are closer together. However, the distance between the Philip Smith Centre and Salamanca Place is almost the same as the distance between Salamanca Place and the Sandy Bay buildings. The distances between the Sandy Bay buildings that students need to move between when undertaking general degrees are much smaller than the distances proposed for the City option. Collaboration between academics is hardly deterred by a half hour walk, ten minute bike ride or ten minute bus journey.

### ***Effects on students***

The material suggests that students will be less affected by construction noise in the City than in Sandy Bay, yet the major building is STEM, which will be on Sandy Bay Road, away from existing buildings in the Sandy Bay and City option. STEM will be right next to massive student accommodation complexes in the City option. There are also other people than students and more of them in the City than in Sandy Bay.

We are told that the construction period will be longer in Sandy Bay than in the City. This is surely a matter of choice. We are told that the City option presents better disability access than the Sandy Bay option, again a matter of choice. We are told that the City option allows dragging and dropping simultaneously, implying that the rebuilding of Sandy Bay does not. Given that there are spare buildings on the Sandy Bay Campus, it is not beyond the bounds of possibility to design a drag and drop sequence.

It is suggested that one of the downsides of the Sandy Bay and City option is the parking loss consequent on the construction workforce, which is ironic given the parking difficulties that all will experience when moved to the city.

The lack of parking in the City has the virtue of forcing students and staff on to public transport, but the disability of being lower social class, gender and family unfriendly. Staff and students with children need the option to look after them during parts of the day then return to classes or work. It is mainly females that adopt this caring role even though it should not be. Many of our

poorer students live remotely and work in different places while attending classes in between. These students will find the City option immensely difficult.

***Student access***

Maps have been produced showing marginally better access by public transport to the City than to Sandy Bay. The trouble is that a large number of staff and students cannot use public transport because of their home locations and the need to move locations during the day. They need cheap and reliable parking, which they will not get in the city.

***Community relationships and face***

I suspect that the main reason that we persist with the idea of moving into the City is not to lose face after all the pro-City rhetoric from our executives in the past and all the purchasing and preparation that has been done. However, there is a countervailing force, public agitation, related to traffic, parking and rate relief, among other concerns. Even though most of the agitation is irrational in the extreme and addresses matters that are non-concerns, it is likely to become stronger as more university activity takes place in the City. On the other hand, there will probably be some resistance to new buildings in Sandy Bay from nearby locals.

Many people in the community value a green campus and their ready access to it. This will be lost in the scattered urban buildings of the City option.

***Cost***

The idea that construction costs would be the same with both options, but the cost of the Sandy Bay and City option is higher is mystifying, resting on a development scenario that could be changed to make them equal. Selling land and buildings we will not need in the City would contribute to equalisation.

Yours sincerely



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**From:** [Southern Future](#)  
**To:** [REDACTED]  
**Cc:** [Southern Future](#)  
**Subject:** RE: southern campus redevelopment  
**Date:** Wednesday, 27 February 2019 10:29:12 AM  
**Attachments:** [image001.png](#)

---

Dear [REDACTED],

We appreciate you taking the time to analyse the available reports and provide this feedback.

We encourage students and staff to share these thoughtful considerations as we collate feedback to provide University Council in their decision making on the broad direction of the future campus.

Please note that many of the questions you raise are for the next phase of the project, which is the master planning process. During this phase we will consult with staff, students and other stakeholders at a higher level of detail and will also incorporate the learnings from the work that we are in the midst of in Burnie and Launceston.

Thank you again,

**Southern Future Project Team**

University of Tasmania

[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)



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**From:** [REDACTED]  
**Sent:** Wednesday, 20 February 2019 1:33 PM  
**To:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>  
**Subject:** southern campus redevelopment

Hi,

I'm a part time researcher in Mathematics and a former undergraduate of this university. Having attended the Southern Futures Forum for CoSE earlier in the week and subsequently looked through several of the reports on the website, I'm feeling overwhelmingly positive about the potential for redeveloping and re-invigorating the southern campus. At the same time, I have some major concerns about the proposals as they stand. I outline some of these below.

**Laboratories.** In all of STEM, laboratory work forms a key component of both research and teaching. The laboratory requirements, even just for undergraduate teaching, differ between disciplines and subdisciplines. In the report “Southern Infrastructure Gross Floor Area Requirement Analysis” (GFARA) (p29), the teaching laboratory allocation for all of STEM under a city move is one 200-seat “superlab” (or, equivalently, 4 or 5 40 seat labs), which presumably would be shared between physics, chemistry, biology, geology, engineering. I cannot imagine how this would be feasible from a practical point of view (Where is all of the equipment stored? Need one transition from a ‘wet’ biology practical to a precision optics lab? If so, (even if this is feasible) is the transition time allowed-for in the timetable? Has the timetabling been examined, not just from the point of view of having enough student-lab hours, but ensuring that varying course structures/unit choices can still be accommodated with such a limited range of space/time options?).

**Computing laboratories.** Some mathematics units (such as first year Data Handling and Statistics, which is now compulsory for all BSc students) and many IT units have a large practical teaching component which takes place in computer labs. In addition, students need access to free labs in their non-class time in order to complete assignments. The above GFARA report includes **zero** allocation of specialised computer labs for teaching and only 300 square metres (=2 x 60-seat labs, cf p33) for “student experience”. It is unclear to me whether these are labs for STEM students, or whether the proposal is for a total of 2x 60-seat labs for all university students, under the umbrella of “student experience”. In either case, the proposed allocation of space for computer labs is astoundingly insufficient (so much so that I am still hoping I have missed a line somewhere, where proper facilities are proposed!).

**The concept that moving to the city will bring different disciplines into closer proximity, encouraging collaboration.** Sounds very worthy. However, even as is (under the distributed model), the city is less than a ten minute bus ride or a twenty minute walk away from the Sandy Bay campus! We are not, in reality, so physically far from our colleagues in the Menzies centre or in IMAS. I have heard of timetabling issues, where students have 20 minutes between classes in the Menzies centre and the Sandy Bay campus, and these certainly need to be fixed. For the rest of us, it really is not that far.

Further, the VC stated at the Forum that “some STEM” is likely to remain at Sandy Bay if the move into the city goes ahead, and the GFARA report states that Biology research labs would be moved from Sandy Bay to both Cambridge and Taroona. So Biology would be multi-site, with some staff/areas that are currently all at Sandy Bay becoming much more isolated.

**The potential for longer-term expansion.** The reports allow for expansion up to 2038, which is only 20 years away (and only 10 years after planned project completion). It seems clear that the Sandy Bay campus incorporates a lot more flexibility for future expansion than the city.

**Office space/requirements.** Mathematicians (perhaps similarly to many academics) do a lot of collaboration, and also a lot of solo thinking and working. Open plan offices would not be at all workable. Strangely, the “Building Condition and Functionality Report” states that “The Physics building houses small discrete offices that are poorly lit and discourage collaboration. There is limited space for staff and students to meet and collaborate”. This is not related at all to the reality that I experience. Staff members have reasonable (yes, discrete) offices with desks and whiteboards. We collaborate frequently, working on whiteboards in staff offices, or a tutorial room if one happens to be free. We have a tearoom/common room for informal/larger staff

gatherings and students have tables and chairs in our wide corridors and foyer areas where they congregate to work quietly together. My key point here: places for staff and students to meet and collaborate are necessary, but discrete offices are also necessary for us and they do not discourage collaboration.

**University in the city centre.** Personally, I feel that the city centre, and Tasmania as a whole, could benefit much more from the University investing in more housing in the city centre, and retaining the Sandy Bay campus as the main Southern hub. For example, mixed housing projects (private/student/social) could presumably attract co-funding from government and NGOs, and have enormous social benefit.

Thank you for considering my opinions!

Best regards,

[Redacted signature]

[Redacted contact information]

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** RE: Southern Future Feedback  
**Date:** Monday, 4 March 2019 12:29:12 PM  
**Attachments:** [image001.png](#)

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Thanks very much. I think it's very important to get a fairly realistic idea about space required before committing to the city option. It seems to have a lot of advantages but we need to be sure that the space constraints don't make it impossible to teach and research effectively. I appreciate that detailed planning is for a later stage but we do need to fit!

Best wishes,

[REDACTED]

---

**From:** Southern Future  
**Sent:** Monday, 4 March 2019 12:25 PM  
**To:** [REDACTED]  
**Cc:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>  
**Subject:** RE: Southern Future Feedback

Hi [REDACTED],

Thank you for taking the time to attend the information session and to further engage with your feedback.

The important points you raise are questions of teaching and research space requirements that will need to be master planned in consultation with staff, students and other stakeholders. We are collating this and other feedback received to inform University Council's decision in setting the broad direction of the future southern campus.

Thank you again,

**Southern Future Project Team**

University of Tasmania

[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)



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**From:** [REDACTED]  
**Sent:** Tuesday, 26 February 2019 10:40 AM

**To:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>

**Subject:** Southern Future Feedback

Hi,

My name is [REDACTED] I am based in CoSE in the maths discipline within the School of Natural Sciences.

I enjoyed Rufus's explanation of our options and am fairly convinced by the arguments that we can't just stick with the status quo.

I have a couple of points that I'd like to raise.

The first is about teaching spaces. I teach a large first year statistics unit and in Hobart we run 8 streams of two hour computer labs as we strongly feel that the appropriate way to teach statistics is hands on rather than being a talking head. I was concerned that there did not appear to be any computing labs in the Teaching Space Calculation? Is the 200 seat Superlab a computing space? I think it would be extremely useful to have tutorial sized areas, e.g. ~30 per room equipped with computers and projectors. There seems to be an equity issue in assuming all students will have laptops and in any case much of our teaching uses non-free software that students would not have access to. With computer labs I also think it is important that we don't have much more than 50% occupancy as students often need time in the labs outside of scheduled teaching hours in order to work on assignments/projects etc.

The second point I'd like to raise is about spaces that enhance research collaboration. My experience has been that the current layout in Maths and Physics actually does a lot to promote collaboration. Perversely it is easier rather than harder to collaborate when you have private offices as it means you automatically have a space where 3-4 people can talk around a whiteboard without disturbing a larger groups of people. It is also important to have breakout rooms with good whiteboard space where slightly larger groups of people can gather and discuss things without having to book rooms a long time in advance. Another important feature for collaboration in mathematics is provision of good areas for visiting scholars.

I'd be happy to discuss these concerns in person if that would be useful.

Best wishes,

[REDACTED]

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Re: STEM building feedback  
**Date:** Friday, 1 March 2019 9:10:18 AM  
**Attachments:** [image001.png](#)

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Dear colleagues,

Many thanks for taking the time to respond – it's appreciated.

I respectfully disagree that the points I raised do not need to be considered before the location of STEM is decided. The amount of available space is vastly different in the two scenarios. Hence it is crucial to consider the likely needs (now and into the future) of all relevant disciplines, before committing to a decision. Shared vs discipline-specific teaching spaces (particularly laboratories) are an obvious example of this.

Best wishes,

[REDACTED]

---

**From:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>  
**Date:** Wednesday, 27 February 2019 at 1:18 pm  
**To:** [REDACTED]  
**Cc:** Southern Future <[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)>  
**Subject:** RE: STEM building feedback

Dear [REDACTED]

We appreciate you engaging in the Southern Future conversation and taking the time to attend the information session, inspect the reports and compose your feedback.

We are gathering feedback from staff and students to provide to University Council as they set the direction for the future campus model. The points you raise are important questions for the masterplanning phase. During that time staff, students and other stakeholders will be consulted and learnings from past experience in the city and that which we are gaining in Burnie and Launceston will be invaluable in forming answers to these questions.

Thank you again,

**Southern Future Project Team**

University of Tasmania  
[southern.future@utas.edu.au](mailto:southern.future@utas.edu.au)



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**From:** [REDACTED]

**Sent:** Thursday, 21 February 2019 12:42 PM

**To:** Southern Future <southern.future@utas.edu.au>

**Subject:** STEM building feedback

Dear colleagues,

I attended Monday's information session and read with interest some available documentation. I would like to thank you for the opportunity to provide feedback, which I hope is taken seriously. As a member of physics profile staff, I'd like to raise with you several troubling issues.

- p. 10 of the "Condition and Functionality Report" states that "The Physics building houses small discrete offices that are poorly lit and discourage collaboration." This statement is simply wrong. I have a medium-sized office, which has excellent natural lighting (not to mention a stunning view- a rare privilege which helps my mental health). Most importantly, my "small discrete office" is essential for productivity - it is impossible to do creative, deep work (either research or teaching preparation) in an open plan office. I cannot stress this point enough: if I were to be put in more of an "open plan"-style office, I would simply seek to work remotely (from home/library/cafe) as much as possible. This would be the single most effective (=destructive!) thing to do if you wanted to "discourage collaboration"!

Having my own office is also very valuable for student consultations (both undergrads and HDR) - it would be a nightmare to have to book a breakout room for each of my 6-7 HDR students for their weekly meetings.

I would strongly encourage you to seek anonymous feedback from postdocs at IMAS and Menzies who work in open plan pens - anecdotally I hear that they can't stand the noise levels, and their work is impacted. Certainly I remember from my own time as a postdoc at some leading institutions (Cambridge and Oxford) that sharing an office (with 1 or 2 others at most) was quite disruptive, and that my productivity increased markedly when I was allocated my own office.

- In the "GFA requirement analysis" document, I am surprised that all of STEM is treated as a one-size-fits-all. The requirements (space and otherwise) of chemists are likely to be very different to astronomers or marine ecologists. Individual disciplines simply *must* have real input into the planning process, and state what sort of teaching and research facilities they need. As an example, the lack of computer labs in the plan (pp. 39-40 of the



Domain design.

1. Ensure **lift for disabled access** from Menzies to **walkway** over Brooker
2. A **toilet** on every level to be multiuse, baby change area, shower and large enough for wheelchairs (works really well in Menzies)
3. **Bike lockers.** Menzies has anti-theft ideas. Ensure there is charge station for e-bikes. MQ has small neat set up with showers for commuters. They also run their access system really well, you register for access, and get cut off between semesters if you don't respond to an email asking you if you want to retain access. Your spot can then be allocated to others. Excellent idea due to staff and student changes, and staff get priority for lockers.

<https://www.mq.edu.au/about/contacts-and-maps/getting-to-macquarie/bike-hubs>

**Meeting rooms:** Best seminar room set up I've seen is at John Curtin, ANU. We may need three areas, but JCSMR has two areas that can open up together for larger groups, or shut down to two areas for smaller groups. They have a function room nearby, so the seminar can flow out into a function room, no food on seats in seminar rooms! When seminars not on, anyone can book the function area, frequently used for lunch time eating, or group meetings with food – can be booked or if not in use, anyone can go in there.

**Desks:** SocSci and HUM staff will need modern desks with adjustable height function. Our current desks are set for people who are 5'5, we all struggle with aches and pains I've never experienced anywhere else. Do NOT move our current desks to new build unless the staff member is lucky enough to have a modern height adjustable desk. Please cost good desks into build costs.

**Outside seating:** ANU is beautiful as it has lovely gardens and superb art scattered through the gardens, would be lovely to have native gardens with multiple small eating areas in gardens with seats for staff and students. Due to being on the shady side of the Domain, design for easy wiping off of wet or damp seats, perhaps no unfinished wood, it may all need high varnish levels so we don't get wet bottoms when sitting outside. Design all paths as non-slip, winter shade will make paths very slippery.

**Sport facilities:** Please negotiate discounts for staff and students at swimming pool, it will be well used. Swimming pool may want to consider expansion to cope with our cohort's use of facilities. Can membership be salary sacrificed at this facility as well as our own UniGym?

**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Seeking advice on the future of the Theatre Royal Hotel in relation to both models on display for consideration  
**Date:** Tuesday, 19 February 2019 4:14:49 PM

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Dear Team working on the University's Southern Future

I am writing in my capacity as [REDACTED], on behalf of the University Club members, after having visited the display regarding the future of the University's southern infrastructure.

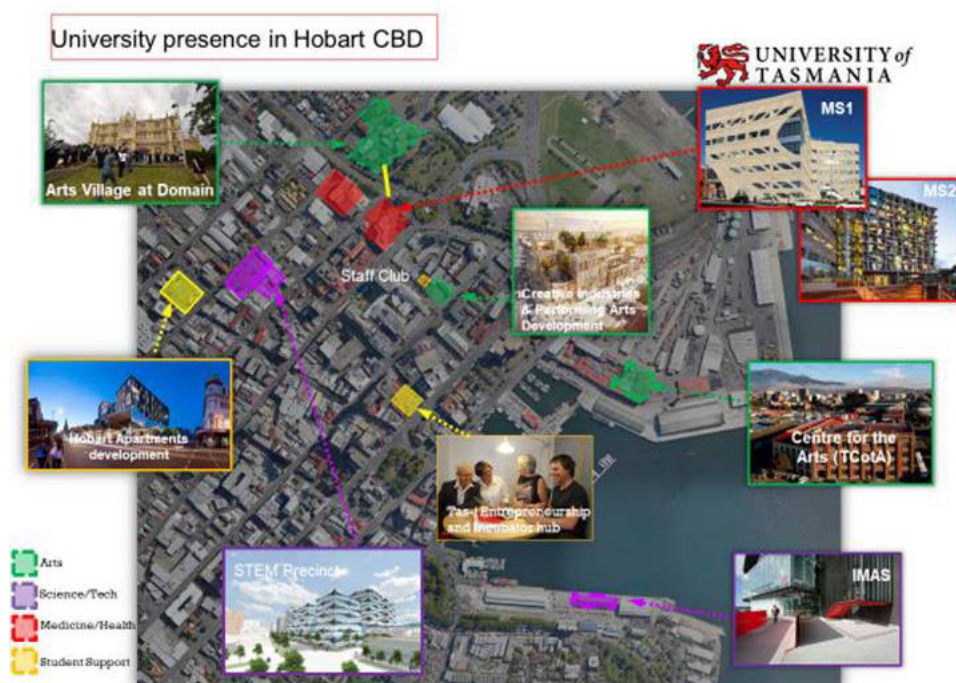
I note with much disappointment that no mention is made of the future of the University's property, the Theatre Royal Hotel, in either the city-centric model or the dispersed model on display in the Theatre Studio exhibition space at the University Centre, after the Hotel has been widely promoted to our staff members as a staff club in the city.

As the image below indicates, the Theatre Royal Hotel has already been portrayed to our southern staff members as a staff club in the city, providing a production kitchen for the Hedberg, and as a much needed space for the university community in partnership with the broader Tasmanian community.

Please let me know whether reference to the Theatre Royal Hotel and its future use as a staff club was erroneously omitted from the models on display.

I look forward to your early reply.

Yours sincerely



[REDACTED]



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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Southern Campus Survey  
**Date:** Friday, 8 March 2019 11:53:47 AM

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Hi,

I believe that it is extremely important that in making the decision to move the southern campus to the CBD the student community is engaged. I therefore felt it important that I complete the survey recently distributed to students however, I was unable to complete the survey and to provide feedback as the survey was incomprehensible.

There were a number of terms and phrases which should have been defined such as distributed model or differentiated model. Further in the questions where we were asked to rate from weakest to strongest, because many of the phrases were incomprehensible and the scale was not explained, I was unable to complete the survey.

This is extremely disappointing as whilst I want to contribute my views on the proposed changes I am unable to due to a poorly drafted survey that assumes prior knowledge and understanding around the move and the language the uni is using around the move.

I would strongly support the results of this survey being scrapped due to incomprehensibility of what we are filing in and that a new survey should be distributed which clearly explains using simple easy to understand language so that the entire university community is able to contribute to a significant change which effects us all.

Regards,

[REDACTED]

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Southern Future Feedback  
**Date:** Friday, 8 March 2019 8:47:48 PM  
**Attachments:** [image001.png](#)

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Dear Madam/Sir/Mx

Hobart CBD is already getting overloaded. A city-centric model will generate an increment in traffic levels, students, staff members and visitors and, subsequently, an increase in light, sound and heat pollution. The city will become a highly congested and claustrophobic space. Hobart city centre does not have the capacity to grow more (there is not even a current bypass and all the traffic must run across the CBD). New buildings, like the future abominable hospital, produce vertical growth that darkens the beauty of Hobart as a coastal city. In terms of sustainability, options to move towards renewable energies, large and green natural areas and city decongestion, Sandy Bay is the most sensible option. A new Campus in the city would kill the little idiosyncrasy left in Hobart as the capital of Tasmania. The Sandy Bay Campus is a paradise that should be maximised as an example of a state-of-art, capacious, verdant and multidisciplinary space. We do not want an urban Campus where buildings, accommodation, administration, student amenities, parking, venues for social events and specific research facilities (e.g. greenhouses, laboratories, training spaces) are dispersed all over the city in a labyrinth of complexes and superstructures.

UTas already owns the Sandy Bay Campus. The Sandy Bay Campus provides a magnificent space for glasshouses, 4WD utes, parking, centred administration, venues for conferences, big labs, recreational forest, areas for public events (gigs, fairs, BBQs) and ample buildings for each Discipline. Why, instead of reinventing the wheel and trying to create a new Campus from nothing, do not we maximise the potential of Sandy Bay to produce a new model of an integrated, green and revamped area for education, research and social cohesion? Let's stop wasting time, and possibly an incalculable amount of millions and millions of dollars, in unnecessary politics, never-ending meetings and consultations, a fantasy Campus and a non-stop disturbance to students, researchers and personnel. Let's use the resources that we have in place instead of depleting all our funding, time and energy to create ex nihilo a ridiculous Campus in a city that does not need to follow the American or European models. Hobart CBD does not need any more buildings, human gridlock, pollution and a "copy-paste" global model.

With best wishes

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



**UNIVERSITY of  
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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Southern Future Feedback  
**Date:** Tuesday, 12 March 2019 10:06:27 AM

---

Hi,

I have studied and worked at the University continuously since 1997.

I have watched the student culture and opportunity to feel like part of a community fade away at the Sandy Bay campus as the campus started to leach across the CBD.

Originally when I worked in my current role we were based on campus. This meant that if we went for a quick coffee at Lazenby's there was an opportunity to meet and catch up with staff from other schools and sections.

In 2014 I was moved to the IMAS building on the waterfront.

I am isolated from other University sites (whether they be in the CBD or Sandy Bay) and now feel completely isolated from the University community.

I am in open plan office space now. Whilst I can understand this is more cost-effective for building office space, it's a pretty terrible working reality to be frank.

I think too when you set up the hierarchy between those that have an office and those that don't (I used to have an office at Sandy Bay in the same role) it automatically affects the staff dynamic in a negative way.

I can't believe that it will be cost effective to rebuild the world class glasshouses and other science facilities in the city.

I found the online display very leading, it appears your decision has already been made, and you were making the "facts" fit your decision. Also the student satisfaction graph seems to have come from a grand total of 250 students?

I can see that many staff are getting to an age where the big changes to the southern campuses will not directly affect them as they will probably retire before they are finished. Perhaps then they won't voice their reservations for the future of this University. I am sharing my comments in this email because I could potentially work for the university for another 25 years, and I feel that it is heading further away from the University I want UTAS to be.

Regards,

[REDACTED]

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Southern Futures Project  
**Date:** Friday, 8 March 2019 3:05:57 PM

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To whom it may concern,

I am a student who has just completed the survey.

To be quite frank, I thought it an absolutely appalling (and perhaps strategic) attempt by the University to gauge student perspectives on the Project. This now my 6th year at the university and there have been discussions about a possible move of the entire Southern campus to the CBD throughout this time, a move that I do not support. From my memory, not once was there any invitation provided in order for University Management to collect the views of concerned students.

Finally, in my sixth and final year, we have been provided with some token opportunity to express our views, and the opportunity itself I consider to be completely unsatisfactory. Firstly was there hardly any plain english within the survey, making it terribly confusing for one (even for a student on track to receive First Class Honours in Law) to understand what you were actually voting for. Secondly, there was no field within the survey to express any free comments on the Project.

If there has been other opportunities for students to express any comments the advertising of those opportunities has been grossly inadequate.

Please provide us with some real opportunities to express our views on the proposal, and advise me as to how I may provide any comments to Management that might genuinely be looked over and considered.

Regards,

[REDACTED]

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Discipline of Physics  
Internal Mailbox 37  
Fax 2410 Ph 2439

# Memorandum

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**To:** Southern Future Project Team

**From:** [REDACTED]

**Date:** 1 March 2019

**Subject:** Response to Southern Future staff discussion, 18 Feb 2019

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At the staff discussion of the future of the Hobart campus of the University of Tasmania on 18 February, Vice-Chancellor Black invited staff to send comments to the project team. This memo summarizes my thoughts after careful consideration. As former [REDACTED], I was involved in discussions of the move of the campus from Sandy Bay to Hobart City when it was proposed some three years ago.

Firstly, the presentations at the 18 Feb discussions were excellent. The quality of the graphical information was great; many different factors contributing to the planning process were explained clearly and in depth. The discussion format was congenial and collegial. Everybody felt respected, and many interesting questions were raised by the staff. Very refreshing.

From the perspective of a researcher in the physical sciences, the research infrastructure on the Sandy Bay and Newnham campuses is paramount. The world-class research facilities of the Australian Maritime College tie the University to the Newnham campus, and similarly equipment on the Sandy Bay campus like the laser ablation scanner, the Central Science Laboratory, the Engineering machine shop, and some of our plant growing facilities cannot be concentrated in a single building, wherever it is located. They tie us to the Sandy Bay campus for at least 20 years.

If we take it as given that UTas will remain on both the Newnham and Sandy Bay campuses, then many of the worries associated with building in the cities become less urgent. Although some buildings at Sandy Bay are deficient and must be demolished in the next decade or less, a new science and engineering building anywhere should provide enough new space to take in the dispossessed. There are some arguments in favour of building in downtown Hobart, but mostly they are not very convincing. Some staff and students surely find public transport to Sandy Bay challenging, but I doubt if this factor alone deters many prospective students from registering. The difference in cost estimates for construction of an equivalent building downtown vs. on the existing campus is small, considering the early stage of planning. A more significant factor is the availability of funding for a building in one place or the other. This is a political issue best left to senior administration.

The most interesting question associated with the Southern Future Project is what research and teaching at university-level will look like in 20-30 years. The Team's challenge is to anticipate the needs of a university in 2050, and allocate our resources in the next five years to provide for a future UTas. Since I started teaching at university-level in 1972, I have a 47 year baseline from which to extrapolate. I have taught on city campuses (22 years at U Minn -

Twin Cities) as well as more remote campuses like Cornell (Ithaca, NY). I predict with some confidence that the future UTas will have several needs:

1- There will always be a substantial cohort of students who want to join a community of scholars. These traditional students are young adults who are building their professional and personal networks, including finding life partners, as part of a three to five year full-time, classroom-based education. The University must also serve other populations with different needs, but we should not sacrifice this traditional role that helps keep Tasmania's smart young people in-state. Most international students are seeking a similar experience, they travel to Hobart in order to physically join an intellectual community. For these people, the Sandy Bay campus is ideal; it's easy to spend a full day here, walking from building to building for lectures and practicals, with plenty of study spaces and coffee vendors to facilitate informal peer groups. All the teachers are available in their offices almost all day. UTas is superior to the Group of Eight universities in having easy access to teaching staff on all levels, and many small classes where students are expected to speak up and express themselves. This personalised educational experience will always be an advantage that UTas has over most other Australian universities.

2- We need to provide multiple pathways into and through tertiary education for non-traditional students. There is great diversity in this group, but in general they are more interested in checking off the requirements for a degree or certification, and less in joining a community full-time, compared to the traditional students. New technology will benefit these students, but in order to keep them from going to Coursera or other universities' distance education offerings, UTas will have to provide something special. This will involve hands-on, personalized training in teaching laboratories, on field trips, and using our world-class research infrastructure, all scheduled to be convenient to students with families and full-time jobs. We have made a lot of progress in developing units for this cohort over the last five to ten years, across the University. Sandy Bay vs. downtown Hobart is not very important for these students. They just need convenient parking.

3- Research higher degree students need their own offices. They don't need private offices, but they need a space where they can feel at home. Cubicles do not cut it. The suggestion that cubicles provide better opportunities for collaboration than offices is embarrassing nonsense. It may be true in some corporate departments, but it is not true in a university. If we do not provide research staff and students with desks in offices, then they will work from home, and come in only a few hours per week. Research in many UTas schools is fragile at best, it could easily be killed entirely if a few of the highest performing mentors and group leaders leave, or check-out by working in absentia, leaving their students adrift.

Although not all disciplines have world-class research groups, many do. Based on ERA 4 and 5 rankings, we have much more excellent research than many people realize. The large institutes (Menzies, IMAS, TIAR) are not the whole story, they are barely the half of it. To build toward new institutes and new centres of excellence we need to foster research in the schools as much as we can. To this end, I expect that UTas in 2050 will still have offices for academic staff and RHD students. In the south, these offices will have to be on the Sandy Bay campus. The classrooms could move downtown, but this would remove the students from the academic community. It would therefore be detrimental to the University's mission.

We tend to forget or discount the immense effort that went into building the Sandy Bay campus. Fifty years later, it is easy to neglect how valuable it is for a university to have a distinct and attractive campus. Without this campus, there might not be a UTas in the future.

**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Cc:** [Vice Chancellor](#)  
**Subject:** Student feedback on the campus move  
**Date:** Friday, 8 March 2019 2:54:19 PM

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To whom it may concern,

I am a student and staff member at UTAS Sandy Bay in CALE, in my fourth year. I just tried to complete the southern futures survey but I found that it did not make sense and that I could not express my opinions through that medium.

I, as is every other student and staff member that I have spoken to, am strongly opposed to moving away from the Sandy Bay campus. This is not an exaggeration. I have not even heard of one person who wants to me. I do not believe that students have been properly consulted about this, otherwise I wouldn't have to write this email. By the time you actually move I won't be at UTAS anymore and it will not affect me. But I and other students feel so strongly about this that I feel I need to take the time out of my day to advocate for the welfare of future students.

Firstly, I don't believe that the plan to move into the city is feasible for students doing double degrees. If my class finishes at 10.50 in law and my next class is at 11 in the arts faculty across town, I will always be late to my classes.

Secondly, I believe that we would lose our sense of university community. I want to be connected by the campus to faculties other than my own and to make these relationships which are such an important part of university life. This is integral to students mental health and happiness. I barely see the medical and media students as it is. The only time when I do see them is when they come over to the Sandy Bay campus, which they do not do often because they are isolated from it. Furthermore, not having the TUU, societies and student spaces centralised will result in students feeling isolated and unsupported.

Thirdly, Being close to the operational university staff is also very important for students. Many students end up working in the operational side of the university which contributes to their education and their ability to simply put themselves through university. The SIPS internships with the sustainability team is just one example of this.

Fourthly, moving away from our greenspaces such as Source Community Wholefoods would dramatically impact the physical and mental health of students such as myself. The greenspaces in the middle of the campus and at Source are where people hang out, talk to their friends and get a break from study. We would not have these spaces if we moved into the city.

Fifthly, Hobart cannot support the amount of students that would need to park in town. I live in Dodges Ferry, and we do not have a reliable bus service. I have to drive. This further disadvantages rural students like myself.

Sixthly, it is not more environmentally friendly to simply build new buildings. This does not account for the buildings that we have left behind. We offset our carbon emissions anyway for a small fee, so environmental reasons are not a good one to move.

Lastly, UTAS is already very connected to the Hobart community. Any chance at enhancing this by moving the campus into the city will just diminish relationships between UTAS students.

We have a fantastic space at Sandy Bay, which is more than workable as it is. And I believe that we can remodel it and modernise it to make it even better and more financially and environmentally sustainable for the benefit of both staff and student's happiness.

If you would like to discuss this further please email me back or call me on [REDACTED].

Kind regards,

[REDACTED]

University of Tasmania Electronic Communications Policy (December, 2014).

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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** The move into the City.  
**Date:** Friday, 22 February 2019 1:46:41 PM

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There has been a lot of discussion about the pros and cons for the move into the City, likewise to stay at Sandy Bay.

The presentation in the Studio Theatre, obviously points to a move into the City as being financially preferred as well as most of the statistics point to this move being the most efficient for the University.

A distributed model is mentioned but not developed, it seems all in bits and pieces.

An option that would keep like with like and make good sense would be to move all the Sandy bay Campus into Hobart except Science.

Law society is in the City , Commerce is in the City, Humanities have access to like groups in the City.

The Sandy bay Campus then becomes the Tasmanian Science Innovation Centre and the empty buildings could be leased out to innovation companies that collaborate with the Science schools. This would give Tasmania and the University a distinct footprint and hopefully encourage more scientific investment in the State.

Having been with the University both in Hobart and Launceston for some 28 years I have seen many changes but very few of been thought out well, most have been pushed either by funding or convenience.

I think we should go through all possible options and find the best solution that will benefit, students, staff , the University and Tasmania.

Whatever solution is found there will always be those that will be not satisfied.

Kind Regards

[REDACTED]

[REDACTED]



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**From:** [REDACTED]  
**To:** [Southern Future](#)  
**Subject:** Tried to complete the survey  
**Date:** Friday, 8 March 2019 8:14:49 PM

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Hi there,

I tried to fill out the survey, however its a bit jargon filled and confusing. So I thought I would give my simple thought directly through email regarding the potential selling of the Sandy Bay campus for an eventual relocation into the CBD. And these thoughts are very simplified and therefore you will need to expand upon them yourself if they were to be are in any way useful.

1. My experiences in the past living and studying in cities is that everything becomes more difficult. i.e getting to uni, trying to park your car, finding spaces to relax and all the other simple thing we might take for granted at the Sandy Bay campus. I would much prefer the location where it is now.
2. I think universities work best when they are kept together, and they aren't scatter around a city (e.g. UTS). It gives the student life a much more community based feel to their studies. You should ask students who have studies at both USYD and UTS to give their thoughts on this particular matter - I think that was an issue for me when studying at UTS... That you never really had one place to hang at.
3. Things become more expensive - for the uni and both for students. Just in terms of parking - this would be a killer for people who have cars - and particularly for the city itself (it would congest where the campus is and its surrounding areas). Also Hobart does not have good public transport, personally I avoid it as best as I can.
4. The Sandy bay campus at the moment has a natural feel to it with grassy spaces, nice gumtrees etc, a good calm contrast to the often busy life of a student. I wouldn't have it any other way, especially not in a CBD. I think this appeal will be lost if the campus is relocated.

Hope this is ok.

Kind Regards,

[REDACTED]

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