

Framework Paper

Campus Development

Policy Number:

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1. Purpose

This framework for Campus Development will be used by the University when considering campus development plans, projects or specific business cases.

2. Objective

From a governance perspective, when considering any campus development plan, project or a specific business case, the following questions may be asked:

- What are the basic considerations for campus developments?
- What campus development principles must all developments be examined against?
- What are the university's campus development goals?

This framework provides the basic considerations, guiding principles and goals, to assist the Council in its decision making around campus development.

3. Basic Considerations for New and Expanded Regional Campuses

- 3.1. Student needs and welfare will be central to all planning
- 3.2. Interconnections among faculties, sections, projects and all regional campuses; and academic study environment
- 3.3. All academic plans must reflect national and regional academic needs
- 3.4. Align strategic, physical, academic and financial planning
- 3.5. Preserve and maintain campuses natural beauty
- 3.6. Maintain cultural and traditional values and characteristics
- 3.7. Maintain and adopt Pacific architectural heritage in all its new buildings to strengthen that heritage for future generations.
- 3.8. Maintain green campus principles
- 3.9. Focus academic development to core

Practices

- 3.10. Create strong partnerships with the community
- 3.11. Enable agile decision making goals
- 3.12. Promote cost savings through energy efficiency, sustainability, and efficient use of physical space
- 3.13. Funds secured and return on investment must be ascertained
- 3.14. Thorough business plans and options for consideration
- 3.15. Strategically address deferred maintenance
- 3.16. Design policies to respond to the changing environment
- 3.17. Require that projects meet multiple objectives and development goals

Space

- 3.18. Respond to enrolment trend by leveraging ICT to minimize reliance on physical space
- 3.19. Maximise utilisation and efficiency of existing space before building new
- 3.20. Invest strategically in building renovation and building replacement
- 3.21. Modernize space and maximize utilisation
- 3.22. Design buildings and renovation to provide flexibility over time
- 3.23. Seek the best options financially

Campus Life

- 3.24. Strengthen the engagement between the campus and the community
- 3.25. Strengthen Campus Life programmes
- 3.26. Develop relevant, vibrant and campus experience
- 3.27. Expand career planning programme
- 3.28. Expand Counselling
- 3.29. Expand security
- 3.30. Regionalising Campus Life

Community Engagement

- 3.31. Enhance connection with the community
- 3.32. University campus and the town or centre in each country should be inextricably woven together in a vibrant manner
- 3.33. Accessibility with appropriate connectivity
- 3.34. Collaborate with institutions to advance the university's strategies
- 3.35. Create staff, student community partnerships

4. Development Principles

4.1. Principle 1: Strategic Alignment

Developments must demonstrate a link to the University's strategic priorities, individual campus master plans and a continuous improvement of the campus built environment in supporting excellence in learning and knowledge creation.

4.2. Principle 2: Conformity

Developments will comply with local legislation and seek to meet the highest international standards for design, construction and safety. All campuses will strive for a comparable quality built environment and supporting infrastructure and services.

4.3. Principle 3: Learning and Physical Environment

Developments across campuses will deliver high quality teaching, learning and graduate outcomes. These will be inspired by the natural setting that defines the site, land, local customs and local architectural themes while ensuring the latest discipline relevant learning, and modernized teaching spaces.

The University will maximize the efficiency of its estate. This will be undertaken via:

- 4.3.1. Rigorous space planning with existing facilities.
- 4.3.2. New capital developments that promote flexibility for multiple uses.
- 4.3.3. New capital developments that maximize the utility and yield from currently available land.

4.4. Principle 4: Optimizing Benefits

Developments will explore new and innovative ways to minimize the financial impact on its member countries, balancing the long term benefit to its members and the local communities with the other principles in this list. Developments will also consider alternative cost options available and seek to maximize ROI with minimal risks.

4.5. Principle 5: Sustainability

To ensure long term sustainable campus development, campus wide Master Planning and Target Setting must include environmental and social goals. Sustainability considerations,

including green campus planning, will be an integral part of planning, construction, renovation and operations of buildings on campus.

4.6. Principle 6: Life Cycle Cost Assessments

Developments must account for the total cost of ownership ("cradle to grave" cost) and include, planning, design, construction and acquisition, operations, maintenance, renewal and rehabilitation, depreciation and cost of finance and replacement or disposal. In accounting for these cradles to grave costs, developments take into account the costs of required/mandated maintenance over expected life time of the property.

4.7. Principle 7: Good Governance

All developments will take a consultative approach, be transparent, risk based and have accountability built in to every stage from planning through to completion. Thorough business plans must be prepared that will comply with USP policies and governance arrangements. Close monitoring and project management will be expected.

4.8. Principle 8: Accountability & Role Clarity

All developments will be assigned to responsible officers properly qualified and experienced to manage the necessary tasks for each project. All development projects will be delegated to ensure clarity and assignment of roles and responsibilities. Responsible Officers will take full responsibility for outcomes of development projects.

4.9. Principle 9: Partnerships

The University will collaborate with third parties of good repute in all member nations after vigorous due diligence has been carried out. Different approaches to funding campuses by way of consortium arrangements and financing initiatives will mean wider and greater partnerships are sought and encouraged to reduce burdens on member countries.

5. Development Goals

All campus developments will be aligned towards the attainment of the following main goals, which are to;

Goal 1: Continuously improve environments for learning, teaching and research in the South Pacific.

Goal 2: Ensure equity of service and infrastructure across all the campuses.

Goal 3: Provide for efficient and cost effective operation of the University and its campuses.

Goal 4: Strive for green campuses across the region.

Goal 5: Continuously strive for excellence and improved performance.

Goal 6: Continuously enhance and strive for student and staff satisfaction and engagement.

Goal 7: Foster close links with the diverse communities within the University and communities served by facilitating the delivery of key regional educational, research and development projects.

Goal 8: Continue as the leading tertiary and academic institution in the region assisting its members meet national and regional educational and development aspirations.

6. Related documents

- a. University of the South Pacific Laucala Campus Master Plan 2010
- b. University of the South Pacific Emalus Campus Master Plan 2013
- c. Policy 8.01 Space Management
- d. Policy 8.02 Capital Building Projects
- e. Policy 8.03 Maintenance (Building & Property)
- f. Tertiary Educators Facilities Management Association (TEFMA) Space Planning Guidelines

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