

# CALLAGHAN CAMPUS MASTER PLAN REFRAME 2022



THE UNIVERSITY OF  
NEWCASTLE  
AUSTRALIA





**THE UNIVERSITY OF NEWCASTLE STANDS AS A  
GLOBAL LEADER DISTINGUISHED BY A COMMITMENT  
TO EQUITY, EXCELLENCE, ENGAGEMENT &  
SUSTAINABILITY - CREATING A BETTER FUTURE FOR  
ITS REGIONS THROUGH A FOCUS ON INNOVATION  
AND IMPACT.**





**We acknowledge the Traditional  
Custodians of the lands on which  
our students and staff live, have  
come from and are educated on.**

**Awabakal Nation**

**Darkinjung Nation**

**Biripai Nation**

**Worimi Nation**

**Wonnarua Nation**

**Eora Nation**

**We pay respect to the wisdom of  
our Elders past and present.**

# TABLE OF CONTENTS

INTRODUCTION	06
OVERVIEW	08
SERVING THE HUNTER	10
EDUCATION IS EVOLVING	12
WE'VE BEEN LISTENING	14
STRATEGIC DRIVERS	16
CAMPUS MODEL	19
DESIGN PRINCIPLES	20
COMMITMENT TO COUNTRY	22
CALLAGHAN POSITIONING	24
Callaghan vision	26
Development Summary	28
Illustrative Master Plan	30
Campus Structure	32
Campus Communities	34
Urban Design framework	36



THE UNIVERSITY OF  
NEWCASTLE  
AUSTRALIA

HASSELL



# INTRODUCTION

The background of the page features a photograph of two young women sitting on a stone ledge. They are both smiling and looking towards the right. The woman on the left is wearing a blue denim jacket over a white top and has her hands clasped. The woman on the right is wearing a dark top and a blue bag. In the background, a sign for the University of Newcastle is visible, along with other people in a blurred setting.

**In 2019, the University released comprehensive master plans for their three campuses at Callaghan, Newcastle City and Ourimbah. Since then the University has released Looking Ahead, The University of Newcastle Strategic Plan 2020 - 2025. As a supporting document the Callaghan Campus Master Plan requires reframing to establish a blueprint to define the future direction for the campus.**

The University's Strategic Plan 2020-2025 is a prudent response to the changing role educational institutions are playing within their regions and cities as not only centres for knowledge, but also thriving innovation and community hubs. Infrastructure developments are required to continue to host a modern, welcoming and relevant campus life. Contributing factors including a hugely competitive education market and the advent of digital learning have reinforced the University's need to redefine their strategic platform.

The reframed Callaghan Master Plan Report includes a framework for planned future development. The Master Plan Reframe reflects the whole of University strategies responding to shifting demographics, strategic drivers and opportunities as they have emerged since 2019.



# CALLAGHAN CAMPUS VISION

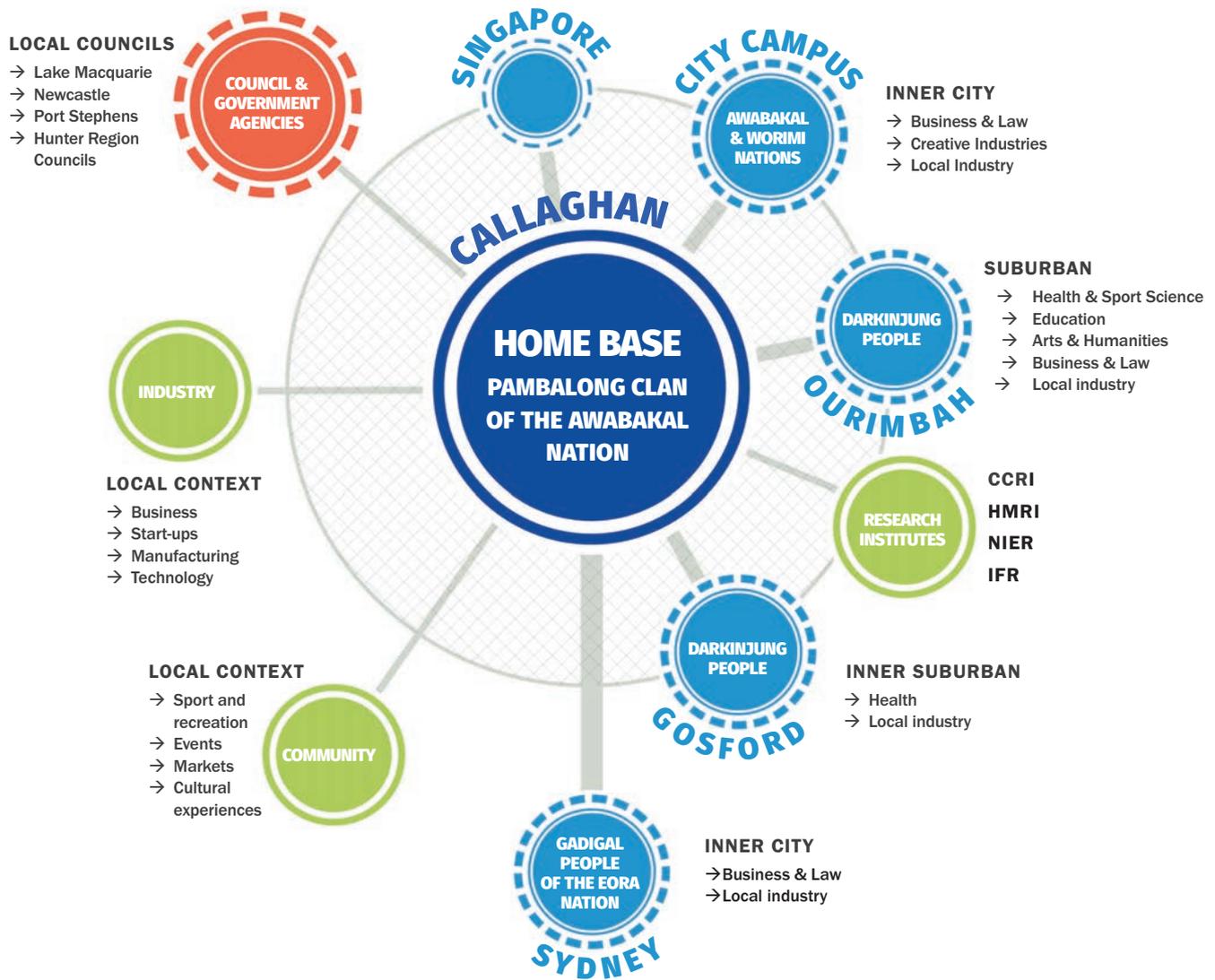
**The Callaghan Campus exists to be the leading voice and active player in creating the best future possible for our region.**

“Callaghan nurtures a transdisciplinary community of students, educators, researchers and industry partners to engage in collaborative knowledge sharing that makes a difference in our region and across the world. Specialised precincts embedded in our stunning bushland setting offer the perfect location to develop, test, scale up and commercialise innovative solutions to our greatest challenges.”

Individual campuses, with their unique identities and purposes, will all contribute to the realisation of this vision.

Academic Strategy 2021

# OVERVIEW



## CONTEXT

The Callaghan Master Plan Reframe 2022 follows on from the Hunter Region Master Plan Report, delivered for the University in 2019. The Callaghan Master Plan Reframe establishes a framework for the Callaghan Campus with a vision, strategic drivers and strategies for the growth and development of its future campus environment.

The Callaghan campus does not sit in isolation but is part of the University ecosystem, comprising campuses in Newcastle, the John Hunter Hospital, the Central Coast, Sydney, Singapore and the Hunter Region. The main campuses incorporating significant footprints are;

- Callaghan Campus
- City Campus (Newcastle)
- Ourimbah Campus (Central Coast)
- Gosford Campus

The Callaghan campus along with the City campus create a home base for the University providing a core offering focussed on engineering, health, science, education, arts & humanities, business, and law. Living Lab programs such as NEIR connect industry and research with real world application opportunities on university campuses. The John Hunter Hospital presence, including the Hunter Medical Research Institute (HMRI), enables embedded education and research.

Ourimbah and Gosford campuses are on the Central Coast. The Ourimbah campus provides pathways into higher education and alignment with local industry. The Gosford campus is focussed on health, located on the Gosford Hospital Health and Wellbeing precinct.

## CALLAGHAN

Consolidation, intensification, campus experience and future partnership opportunities will continue to drive future growth and development for the Callaghan Campus. Opportunities exist to blend teaching, research and industry spaces to create a mixed mode and dynamic campus. Campus experience and the need to provide a welcoming, engaging and safe campus is more prevalent as is the focus on environmentally sustainable development and the prudent use of resources and carbon neutral and positive development. Planning for NuSport is well advanced and greater emphasis is being given to campus environmental assets and the promotion of a stronger and meaningful response to Country and First Nations Australian's culture and identity.

## CITY CAMPUS

The City Campus will continue to develop with it's city focused offer, delivering a campus for the CBD located on Hunter and Auckland Streets and the emerging Honeysuckle zone. The University is undertaking further studies into the future role of the Honeysuckle site. Key to the City Campus' success will be maintaining proximity and connectivity, achieving a critical mass and leveraging off the work of the NSW Government, Council and the renewal of the Newcastle City Centre. The City campus will continue to compliment the Callaghan campus.

## OURIMBAH (CENTRAL COAST)

The Ourimbah Campus will continue to strengthen its relationship with key partners providing pathways into higher education and locally relevant research and industry growth. A master plan framework has been developed for the Ourimbah Campus. The main organising principle is based on the maintenance of a clear and legible campus structure.

## GOSFORD

The University's new Central Coast Clinical School (CCCS) and Central Coast Research Institute (CCRI) have been completed. Located on the Gosford Hospital Health and Wellbeing Precinct, the building provides state of the art education and research facilities in partnership with the Local Health District. The presence of the university will continue to expand into the Gosford CBD to meet workforce needs within the Central Coast area.

## KEY OUTCOMES OF THE MASTER PLAN

### VISION

Raises aspiration for University stakeholders for ongoing development for the future campus.

### UNDERSTANDING

Raises awareness amongst partners and influencers about the role and importance of the campus for the University's business aspirations and integration of First Nations Australians' relationship with Country through acknowledgement of their culture and identity.

### PUBLIC DOMAIN

Provides direction for the physical campus environment and its context, to ensure that future development is in line with good design principles and is commensurate with the University's aspirations.

### INTERACTION

Provides a framework for future development that is based on socialisation as a means to provide an environment for learning, research and discovery. Enhancing information exchange and innovation while providing a high quality platform to attract and retain exceptional staff and students.

### BUSINESS PLANNING

Provides a vehicle to ensure that business planning incorporates the Public Domain in long term capital and operational decision making.

### PARTNERSHIPS

Establishes the importance of building and maintaining relationships with external partners to ensure that the campus' role and relationship with Newcastle City, the Hunter and Central Coast regions is enhanced.

### COLLECTIVE ACTION

Provides a starting point for the collective action amongst University decision makers to strengthen whole-of-campus outcomes.

### VALUE CREATION

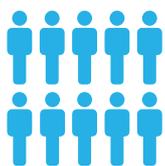
Focuses intervention in key areas to concentrate investment, reduce operational costs and provide the highest quality place outcomes commensurate with the University's strategic business direction.

### COMMITMENT

Provides confidence to Government, future partners and the market that the University has a commitment to high quality outcomes to protect investment and portfolio growth.

# SERVING THE HUNTER

Significant growth is forecast for the Hunter region. To properly capture this growth, the NSW government has prepared the Hunter Regional Plan 2036. The plan envisions the Hunter region as a thriving centre for emerging economies. Providing educational opportunities which align with this future is key to the University of Newcastle's success.



REGIONAL POPULATION GROWTH TO 2036  
HUNTER = +130,000



AGING POPULATION  
1 IN 4 OVER 65 BY 2036



GROWING THE LOCAL WORKFORCE  
HUNTER = +61,500



#1 REGIONAL ECONOMY  
GREATER NEWCASTLE POSITIONED FOR  
#1 BY 2036



REGIONAL ASSETS  
MACRO-TRENDS FOR FOOD PRODUCTION &  
ENVIRONMENTAL TOURISM

## THE REGION IN CONTEXT

The Hunter Region population is expected to grow considerably in the next 20 years with a significant portion of this growth attributed to the +65 year old demographic. Aligned job growth is precipitated by the NSW Government promoting Greater Newcastle to become the leading regional economy in Australia. Through the contextual setting, the Hunter is favourably positioned to capitalise on forecast nation-wide trends including demand for agricultural produce from Asia, the growing popularity of environmental tourism and a greater need for education and innovation in medical research.

The Hunter Regional Plan 2036 has positioned the region to capture these emerging opportunities by improving connections between the region's key centres, expanding infrastructure capacity and investing in health and education sectors. This will allow the Hunter region to:

- Leverage government and business investment to create growth and prosperity
- Market its valuable natural environment to generate growth in tourism, lifestyle housing, agriculture and resource sectors
- Preserve the identity and increase the attraction of its regional towns and villages
- Promote local jobs and reduce the high proportion (1 in 4) of commuter workers
- Deliver the additional required health care and facilities for its aging population

The Hunter Regional Plan is currently under review to extend its reach to 2041. The vision for the updated plan is to be the leading regional economy in Australia, connected to and caring for Country, with a vibrant metropolitan city and sustainable 15 minute neighbourhoods at its heart. The University has a role to play in achieving this vision.

The Greater Newcastle Metro Plan 2036 also recognises the role of the University in achieving the aspirations of the Region. Callaghan is recognised as a Catalyst Area, providing a key metropolitan asset that provides unique industry opportunities and would support the development of an innovation cluster.

## DELIVERING FOR THE REGION

Regional Universities have a strong competitive advantage in the market place when matched to a region's economic and social make up. The University of Newcastle is ready to advance its presence within the Hunter region to maintain its competitive advantage. Through educational opportunities which align with forecast regional growth sectors and a diversity of campuses, in proximity to key industry partners, the University can diversify its offering to remain relevant.

The University recognises the importance of attracting the future local workforce to fill new regional jobs and the need to act promptly, whilst the benefits of government investment and a thriving region can be realised. Key to the success of the University will be how it provides a meaningful response to teaching, learning and research opportunities for each campus. Ensuring the offer matches need will be key to success.



# EDUCATION IS EVOLVING



## EMERGING TRENDS IN EDUCATION

It is important that the campus environment continues to evolve to address several drivers for change that significantly impact the performance of University assets.

### MIXED MODE LEARNING

Universities continue to adapt to a world where digital learning is creating new work, learning and socialisation outcomes that are changing how the campus is used. Campus experience and strategies to maintain relevance and a reason to be on campus, must drive the next evolution of campus design.

Since 2019 mixed mode and hybrid learning have been fully integrated into all academic streams. The high utilisation of online learning has resulted in student demand for greater levels of engagement and enrichment beyond structured learning environments. This highlights the need for an increased offering of flexible spaces that are social and informal.

Physical spaces that connect intelligently with digital environments create places for staff and students to come together and interact. The primary role of the campus is to host all scenarios on common ground. The campus is the source of tangible and meaningful connections before, during and after digital engagement.

### CENTRAL TO THE ACTION

People (including students) want to be where the action is. They can collaborate, interact and leverage off surrounding assets and resources. Connections made beyond the campus through partnerships with local business, government and community, enable a greater depth of inquiry and learning attuned to real world scenarios.

The Living Lab concept, exemplified with NIER on the Callaghan Campus provides connection to industry partners that align with academic offerings and research outcomes. By providing clear pathways for industry and community to collaborate with the university, opportunities will be created for partnerships to increase research income.

Benefits of these connections also correlate with a rise in work integrated learning, allowing students to apply their work and life experience to their education through workplace training - exposing them to new fields, ideas and connections.

Some campus locations are well placed to respond to the increasing emphasis on inclusion and equitable access for groups traditionally excluded from higher education. Students juggling employment with study often have improved accessibility to campus facilities and resources when centrally located.

### OPEN, CONNECTED & EQUITABLE

Single use venues are becoming obsolete – spaces need to be integrated, flexible and multi-use to cater to the demands for ultra-convenience and timeliness, while promoting greater choice, diversity and equitable outcomes for students, staff and community.

The shifting role and nature of higher education institutions has seen universities emerge as key nodes within a community. The physical and spatial response to these trends through master planning has seen educational institutions delivering the public realm to support community events, cultural programs and informal meeting spaces.

There is continued debate about the benefits of workplace trends such as co-working and their relevance in an education environment. New workplace accommodation typologies are needed that balance the benefits of collaborative environments to inspire innovation and accommodate the needs of academics and researchers. Universities need to facilitate and deliver bespoke spaces which people want to inhabit and enable knowledge alliances.

## RE-IMAGINING THE CAMPUS EXPERIENCE

### CAMPUS AS ACTIVITY NODE

The future campus is not only an education facility, it is a knowledge hub and community node. Becoming more village like by providing a range of retail, recreational and social infrastructure which blur boundaries between academia and the everyday. Experiential programming, curates events that extend the operational hours of the campus. Events that welcome community onto campus and Country increase familiarity, promote accessibility and build awareness with the local community.

### PROVIDING THE RIGHT FACILITIES

The quality of campus facilities directly influence student attraction and satisfaction, as well as the University's reputation on a regional – international scale. Investment in the correct facilities has the ability to not only lure students, but also the best staff, industry and talent both locally and abroad.

A connected network of flexible public spaces supports social interactions, a sense of community and the vibrant activation of the campus. A transparency of space clearly communicates the University vision and brand, to establish a strong identity and reputation amongst the community. Clear sight lines through the campus and implicit wayfinding, bolster campus wide integration and further assimilates outside influences with the education process.

# WE'VE BEEN LISTENING

The University has engaged with internal and external stakeholders to gain an understanding of the organisation's purpose, distinctiveness, and regional relevance. Engagement included members of the University's senior management and council, Indigenous leaders, students, staff, the community, local and government agencies.

## STUDENT FEEDBACK TELLS US

**50%**

of students are seeking exposure to a diverse range of experiences on campus. These experiences are related to engagement with peers, community and industry

**25%**

of students have lower engagement rates with campus life due to external commitments and/or are satisfied with only making some social connections

## THE IDEAL FUTURE CAMPUS WOULD LOOK AND FEEL:



A campus to work + study



Inclusive



Healthy



Social



Welcoming to the Community

## ENVIRONMENT AND SUSTAINABILITY

Students have significantly noticed a positive shift in the university's engagement with environmental sustainability. The campus environments provide enough space to socialise, gather and be independent.

## TOP 5 EXPERIENCE PREFERENCES

1. Ease of parking
2. A beautiful natural landscape
3. Access to public transport
4. Proximity range of food and beverage
5. Proximity to integrated learning opportunities

## STAFF FOCUS GROUP FEEDBACK

- Lack of visibility and local sightlines prevent passive engagement with the surrounding community
- The Campus can be confronting and wayfinding improvements are required to provide a welcoming experience
- Public transport needs to be more prominent and better connect the campus with other city knowledge, employment and place assets
- Sport and research are key components of current industry and community engagement that should be further developed

- Active and engaged industry partners in the community don't have a clear pathway or industry portal to engage with the university
- Opening up the campus as a large-scale community asset that is available to all, 'share the post code'
- Establishing better on campus programs and spaces for schools to promote pathways to University
- Providing better and more appropriate space rather than additional space
- Promoting public transport improvements to increase accessibility and remove reliance on car parking
- Focusing on personal mobility as an enabler for campus connections, wayfinding and accessibility.

# SURVEY RESULTS

## FEATURES AND AMENITIES TO CREATE AN ENJOYABLE & INSPIRATIONAL CAMPUS



## STAKEHOLDER FEEDBACK

### LOCAL GOVERNMENT WANT:

- Integration of Newcastle City's Arc of Innovation that extends into neighbouring LGAs (Lake Macquarie).
- Development of emerging industries such as technology, green energy and manufacturing
- Entry level spaces to support the Newcastle innovation ecosystem
- Facilities to support conference and convention events
- Accessible community resources that are linked through a network of multi-functional facilities such as libraries
- Community engagement through education and volunteering programs, such as Land Care, promoting community connection and empowerment.

## SPECIALIST FOCUS AREAS

Engagement with senior management, council and Indigenous leaders revealed four specialist focus areas for the Callaghan campus.

### THE RESERVE

#### CELEBRATING AND PROTECTING OUR LOCAL INDIGENOUS FAUNA AND FLORA.

- Develop a local university reserve to protect our vulnerable local indigenous fauna and flora.
- The campus as a living laboratory and education asset for the university, our researchers and our collaborators.

### SPORTING PRECINCT

#### EXCELLENT SPORTING FACILITIES

- Position the University as a hub of sporting excellence for the region, by investing in sporting infrastructure.
- Sporting excellence hub will align with sport science, health and wellness academic programs and research ecosystem.

### COMMUNITY INFRASTRUCTURE

#### PROVIDING FIT FOR PURPOSE COMMUNITY INFRASTRUCTURE ON CAMPUS.

Establishing a framework that identifies priority, the partnership model and co-location strategy that responds to:

- Relevant relationship with the university's academic, education, training and research aspirations,
- Anchor uses and their complementary activities and uses,
- Supporting infrastructure.

### COUNTRY AND CULTURE

#### DELIVERING A CULTURALLY RELEVANT, WELCOMING AND SAFE CAMPUS ENVIRONMENT.

Provide a framework that supports projects that add whole of community outcomes for First Nations Australians including:

- Working for and with Country –The 'Reserve'
- Providing opportunities for genuine engagement and participation in future planning, design and campus capital projects.

# STRATEGIC DRIVERS

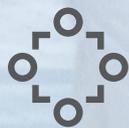
Four strategic drivers have been identified to re-position the Callaghan Campus. The strategic drivers act as the 'high level' strategic intent and direction for the future of the University and guide the future form, function and facilities for the campus. They frame the master plan response, vision, objectives, strategies and projects that will define the future of the Callaghan campus in alignment with the University's core values of equity, excellence, engagement and sustainability.

## THE ENGAGING CAMPUS

The University of Newcastle is fundamentally a face to face university. The campus is a place to meet, socialise and build relationships with peers, colleagues and industry. The campus heart has density and intensity that drives campus life providing centralised student services and other daily life needs. Smaller concentrated villages are well connected to the campus heart, providing localised amenity. A vibrant and diverse campus life attracts and retains students, industry partners and community. Formal and informal spaces are universal and common to all allowing serendipitous interactions and learning to occur.



**CAMPUS HEART**



**CAMPUS EXPERIENCE**

## THE SUSTAINABLE CAMPUS

The University's Environmental Sustainability Plan 2019-2025 underpins the activities and development drivers for the campus. The unique bushland setting of Callaghan is a positive contributor to the campus identity and those who occupy it. Conservation and culture meet in landscape, on Country, providing a shared platform for relationships with students, the community and industry. The campus will be a place for everyone, in particular acknowledging First Nations Australians as the traditional custodians of the land and their traditions and practices as intrinsic in caring for Country.



**DOING OUR PART**



**CARING FOR COUNTRY**

## OUR VALUES

The University's values set the standard that we expect of ourselves and seek to nurture in our students. We will seek to live our values through a range of strategic initiatives and will hold ourselves accountable through measures of success.

<b>EQUITY</b>	Our commitment to equity and inclusiveness for access and success in higher education is fundamental to everything we do.
<b>EXCELLENCE</b>	We pursue the exceptional and strive for innovation in our teaching, research and operations.
<b>ENGAGEMENT</b>	Our staff, students, alumni and communities are deeply connected to the challenges and opportunities in each of our regions and beyond.
<b>SUSTAINABILITY</b>	We are ethically minded and prioritise responsible management of our environment and financial resources.

### THE INDUSTRY CAMPUS

Welcoming industry partners onto campus with shared values and interests will provide opportunities for research, student and post graduate development. The university should define the type of industry partner and allied uses that are the right fit for the Callaghan Campus. These partnerships will add to the destinational appeal of the campus contributing to the diversity of campus life. Development of adaptable and robust research spaces will support the attraction of partners. Higher degree by research qualifications are emerging as a significant career advancement enabler which can be supported through partnership synergies.



**INDUSTRY PARTNERSHIPS**



**DESTINATIONAL CAMPUS**

### THE COMMUNITY CAMPUS

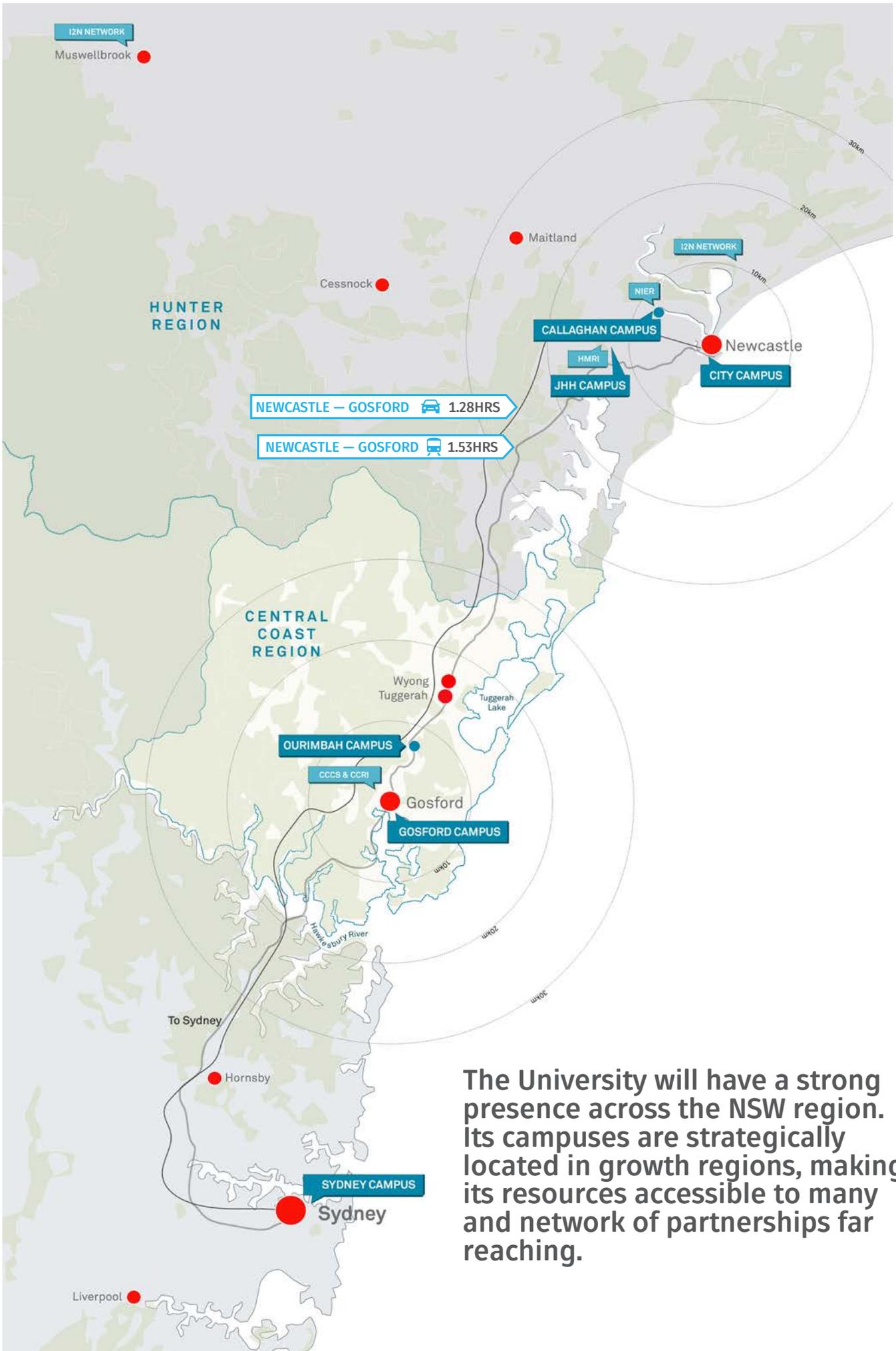
Campus life is a thriving mix of intertwined groups and individuals that are welcomed onto campus and Country. The campus is open and available for extended hours beyond the university teaching program. Programmable spaces accommodate markets, music, cultural events and support the city and region's annual event program. Callaghan Campus has emerging community assets that should be further explored. The bushland reserve gives context and identity to all who visit, use and reside on campus. Areas for development continue to be sport and recreation, residential typologies and infrastructure aligned to the industry partnerships.



**DIVERSE GROUPS**



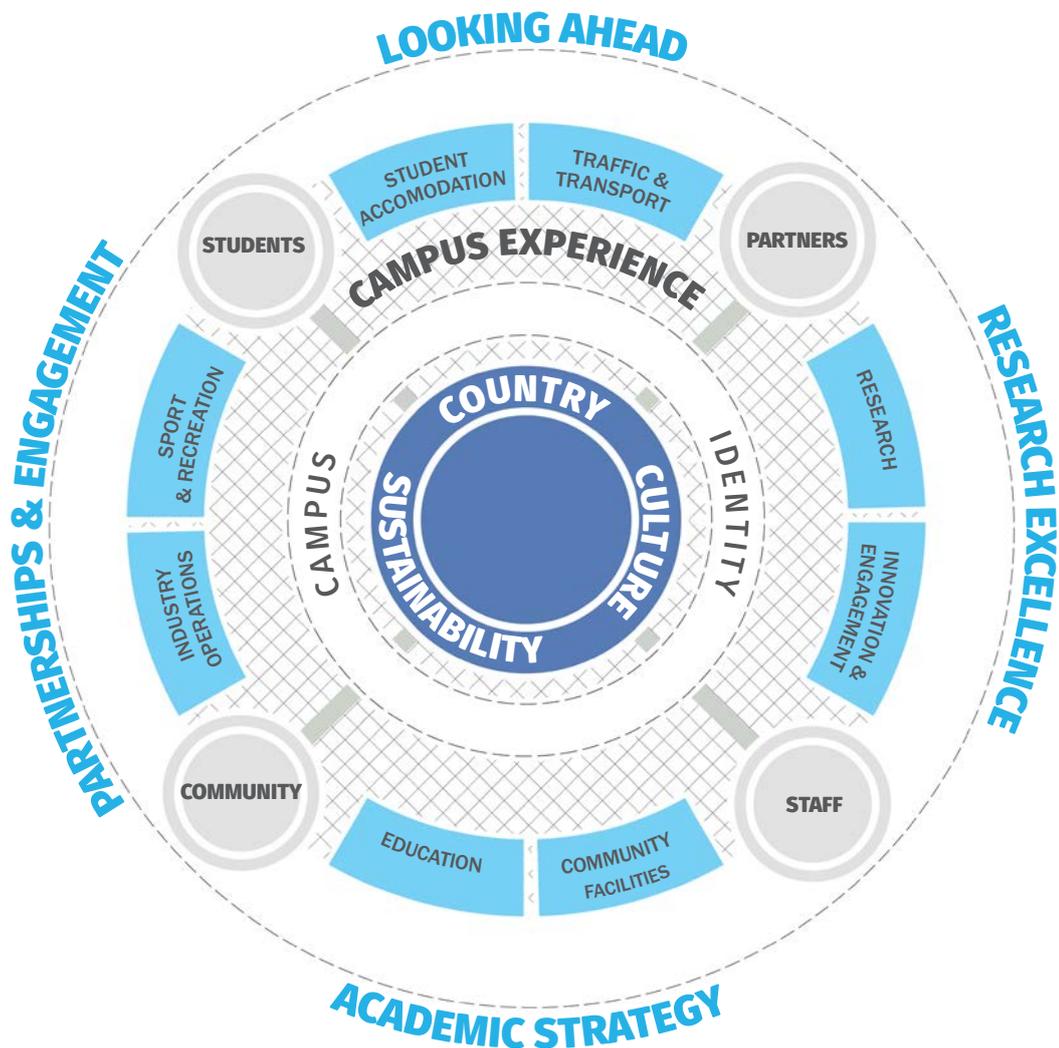
**IDENTITY + EVENTS**



The University will have a strong presence across the NSW region. Its campuses are strategically located in growth regions, making its resources accessible to many and network of partnerships far reaching.

Callaghan campus experience is made up of tangible and intangible components. A wide spectrum of users with common interests and goals are supported by functional and social infrastructure. The campus identity is in part defined by Country and culture, and ecology and geology which is enriched by the collective ambitions and goals of the community that occupy the campus.

The campus is a host to many different communities who share common goals and interests. It provides places for the meeting and gathering of community, industry, staff and students in a culturally safe way. Infrastructure and event programming are designed to enrich and enhance the campus experience, by increasing accessibility and extending a welcoming hand to community. The campus is also the theatre setting for daily life, enabling the strategic, academic, research and partnership and engagement framework for the University.



# DESIGN PRINCIPLES



Six design principles underpin the design intent of the campus master plan. They form the foundation around which the campus strategies have been delivered.

## 01

### COMMUNITY ENGAGEMENT

- Identify places where the University can engage with business on the campus
- Provide an environment that positively impacts learning, discovery, culture, socialisation and collaboration
- Encourage the public to move through the campus to promote life, activity and increase safety
- Make cultural, community, social, sporting and recreational assets open to the public
- Provide opportunities for Work Integrated Learning (WIL)
- Invest in spaces that are flexible and multi-purpose to encourage greater utilisation

## 02

### SUSTAINABILITY AS CORE BUSINESS

- Continue to engage in an open and active manner to deliver a campus that continues to uphold the highest standards in Environmentally Sustainable Development
- Engage with industry and government to develop infrastructure both built and natural to support environmental outcomes
- Facilitate sustainable hands-on education opportunities that empower community
- Acknowledge Country and the people, traditions and practices that have cared for Country
- Provide a holistic campus experience that provides for the needs of staff, students, community and industry

## 03

### PROVIDE A RE-IMAGINED CAMPUS EXPERIENCE

- Consolidate public realm nodes as flexible co-learning and event spaces to provide vibrant, engaging and community centric activity hubs
- Provide activated edges around key public realm nodes to blur the edges between indoor and outdoor
- Connect spaces for Aboriginal and Torres Strait Islander people. Increase continuity and amount of culturally relevant spaces.
- Secure consistent, quality service providers that contribute towards a more enduring and choice-rich environment on campus
- Maximise safety and wellbeing for all users



## 04

### PROMOTE A RANGE OF ACTIVE EDGE TYPES

- Promote building activation in the right areas
- Make active edges open and transparent, placing discovery, innovation and collaboration on show
- Let people see what's happening on campus - create a new edge condition with welcoming and stimulating buildings and activity
- Place the right activities in the right places to promote vibrancy through visually transparent building façades
- Orientate building edges to movement and activity focus areas
- Improve and address University Drive frontage

## 05

### DELIVER BETTER ACCESS AND CONNECTIONS

- Advocate for better external connections and transit interchanges/stops
- Protect and enhance existing sight lines. Create new avenues of visibility through the campus whilst preserving the landscape.
- Connect the anchors, speciality places and main transit stations
- Improve navigation and information delivery through wayfinding devices
- Consolidate car parking to create development opportunities
- Promote personal mobility as an enabler for connectedness
- Provide a legible network of streets, connections and cycle ways integrated with key public spaces
- Promote inclusive and accessible design

## 06

### DELIVER PLACES THAT ARE SAFE AND INCLUSIVE

- Ensure local character and environmental assets create authenticity to enrich the sense of place
- Create culturally relevant and safe places for Aboriginal and Torres Strait Islander people
- Promote places that support socialisation, recreation, restoration and wellness
- Allow everyone to participate equally, confidently and independently in everyday activities
- Promote casual surveillance within the public realm and incorporate safe building edges through a variety of Crime Prevention through Environmental Design (CPTED) techniques



The University of Newcastle is a tertiary institution leader in educational outcomes for Aboriginal and Torres Strait Islander students and employability of Aboriginal and Torres Strait Islander staff. We acknowledge the knowledge systems and understandings of caring for country that have been sustained by Aboriginal and Torres Strait Islander people for countless generations. The University is committed to ensuring our campus environments are culturally welcoming and inclusive of Aboriginal and Torres Strait Islander cultures.

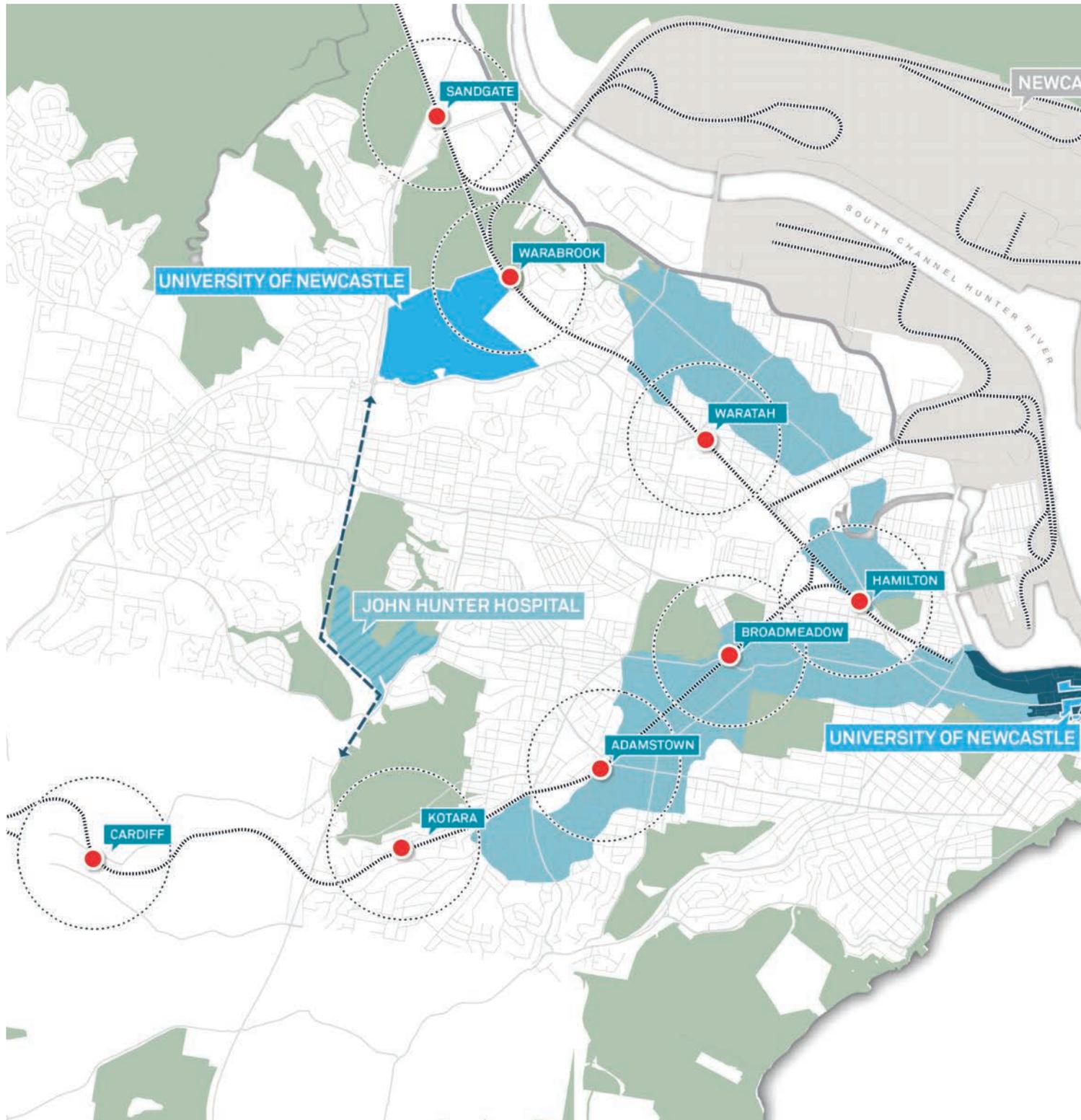
Through this master plan update a commitment is made to partner with Community, to co-design and promote Aboriginal and Torres Strait Islander culture and identity and relationship with Country.

We commit to the development of a strategy that seeks to embed future processes and outcomes that will enable all University of Newcastle Campuses to be a place where:

- Aboriginal and Torres Strait Islander students, staff and community feel a connection to place
- Aboriginal and Torres Strait Islander people are socially, culturally and economically included
- Country is regarded and respected
- Community feel welcome on campus
- That provides a vehicle for greater understanding and respect for all students, staff, partners, community and visitors



# CALLAGHAN POSITIONING

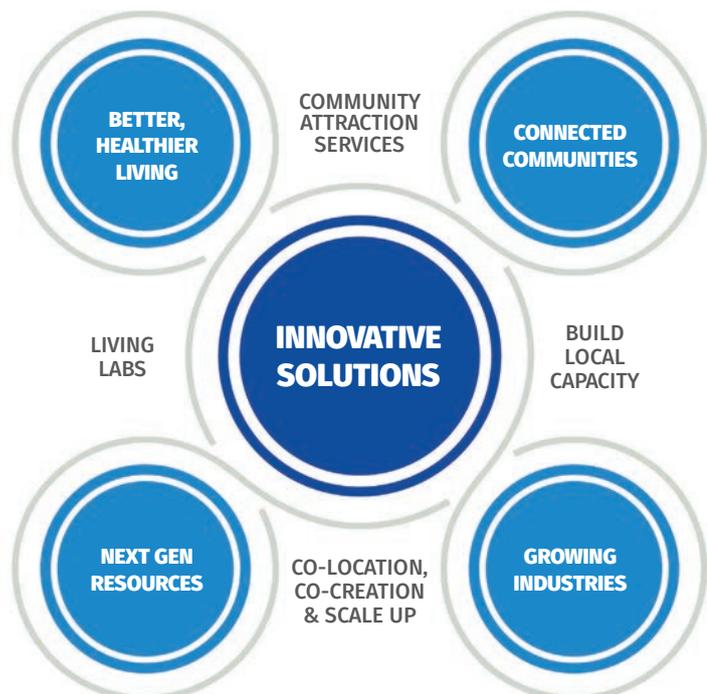


## CONTEXT

The Callaghan Campus, just 12 km from Newcastle's CBD, is set in a uniquely Australian bushland landscape. The site houses the original community funded Great Hall, a series of architecturally designed and award winning buildings and newly built world-class infrastructure. It is bounded on 3 sides with one front address to University Drive. The University has occupied parts of the site since it was granted autonomy from the University of New South Wales in 1965, and celebrated 50 years at Callaghan in 2015. In 1989, the University based on the Shortland site amalgamated with Newcastle College of Advanced Education, located across the creek on the Hunter side of campus. The split between the Hunter and Shortland sides is a fundamental characteristic of the campus structure and the positive and negative consequences remain an issue. The character of the campus and the majority of its buildings have been dominated by the concept of a 'bush campus'. Previous master plans have reinforced this with policies promoting low density and buildings that 'do not break the tree canopy'. The 1990 Master Plan controlled this with low plot ratios and strict bush buffer zones between buildings. Many of the present day challenges and opportunities are a result of these policies including; isolated and introverted buildings, long distances between classes, a lack of street address and a general lack of density/vitality.

## CAMPUS POSITIONING

Movement of courses, staff and students into the Newcastle City Campus will be a major determinant of the future structure, form and function of the Callaghan Campus. The overarching intent of master planning since 2014 is to consolidate and intensify in the western zones to create a more unified and vibrant campus experience. This is carried forth in this master plan. This overarching strategic direction then gives rise to the consideration of the long term future for the eastern side, including the long term position and relationship of sporting and accommodation precincts and their connectivity and relationship to the campus heart. Potential partnership opportunity areas are again identified in the central zone that acknowledge a gradual movement of core university activities to the western zone. Ideally these partnership opportunities will be related to creating greater synergy between the University's strengths and addressing challenges and opportunities specific to the Hunter and Central Coast regions. There are still many aspects requiring resolution in respect of the opportunity areas including; tenure, planning and potential delivery options. All future development must promote campus life, engagement and multi-sector and multidisciplinary models for work integrated learning, teaching and research.



# CALLAGHAN VISION

Callaghan nurtures a transdisciplinary community of students, educators, researchers and industry partners to engage in collaborative knowledge sharing that makes a difference in our region and across the world. Specialised precincts embedded in our stunning bushland setting offer the perfect location to develop, test, scale up and commercialise innovative solutions to our greatest challenges.

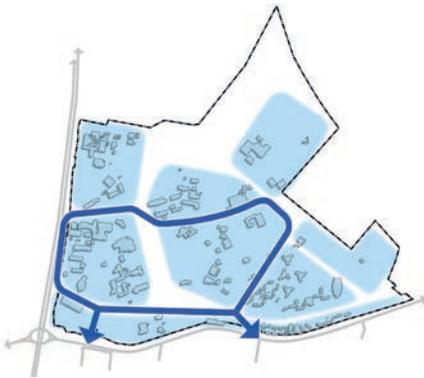


“ The campus public domain provides the unified setting for public life and the framework in which future buildings are integrated. ”



# DEVELOPMENT SUMMARY

## 01

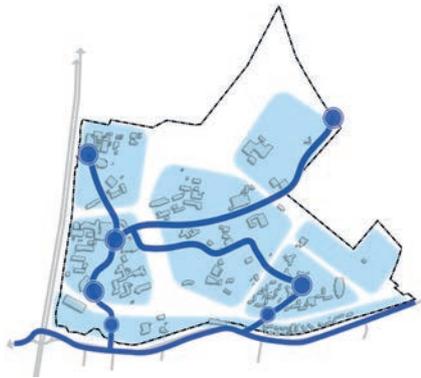


### WORK WITH THE CAMPUS ZONES

The campus is defined by a number of zones that are, shaped by current and future uses, movement networks, topography and natural systems.

The master plan will work with these zones and respect the layering of places, routes and the transition and integration between natural and purposefully crafted open space and public realm.

## 02

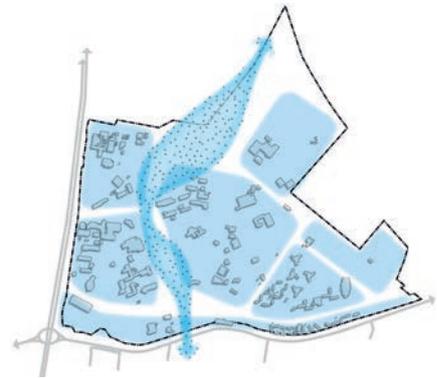


### BUILD UPON THE CAMPUS MOVEMENT NETWORK

Key pedestrian and active transport networks connect the zones.

The intent is to build upon this primary network, align activity, facilities and nodes that promote order, orientation and safety.

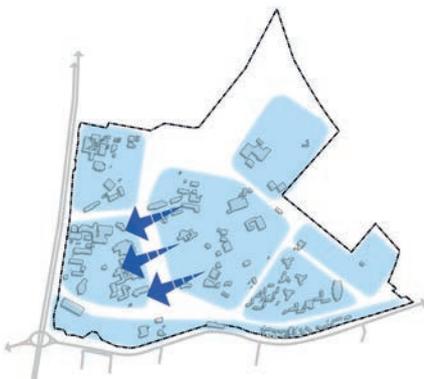
## 03



### RESPECT THE OVERARCHING CAMPUS STRUCTURE

The central natural creek system and conservation area are key structural elements for the campus. The natural system will be maintained as a key element defining the overarching character of the campus. It provides natural relief and a clear separation and crossing between the eastern and western precincts.

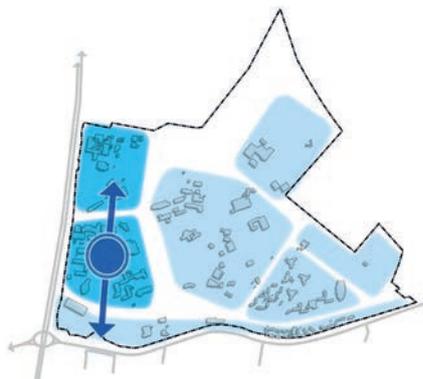
# 04



## CONSOLIDATE AND INTENSIFY

The long term strategic intent is to consolidate and intensify core University activities towards the western zones. Optimisation of building uses will be key in providing efficient use of space within the existing buildings footprints. Consolidation to the western zones will provide opportunities for key partners and aligned activities to be embedded in the central zone.

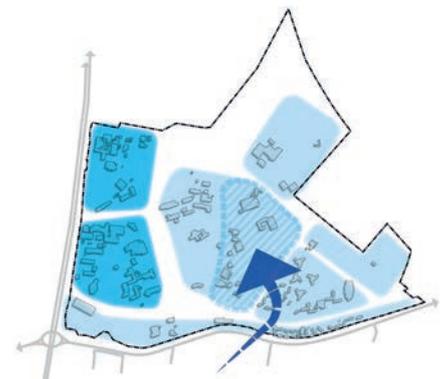
# 05



## BUILD A HEART AND CAMPUS EXPERIENCE

All effort in respect to the western zone should be to maximise the campus experience. Access to services, retail, food and beverage facilities, student services, activities and quality open space will be key to building a campus that attracts and retains students, staff, visitors, partners and the broader community.

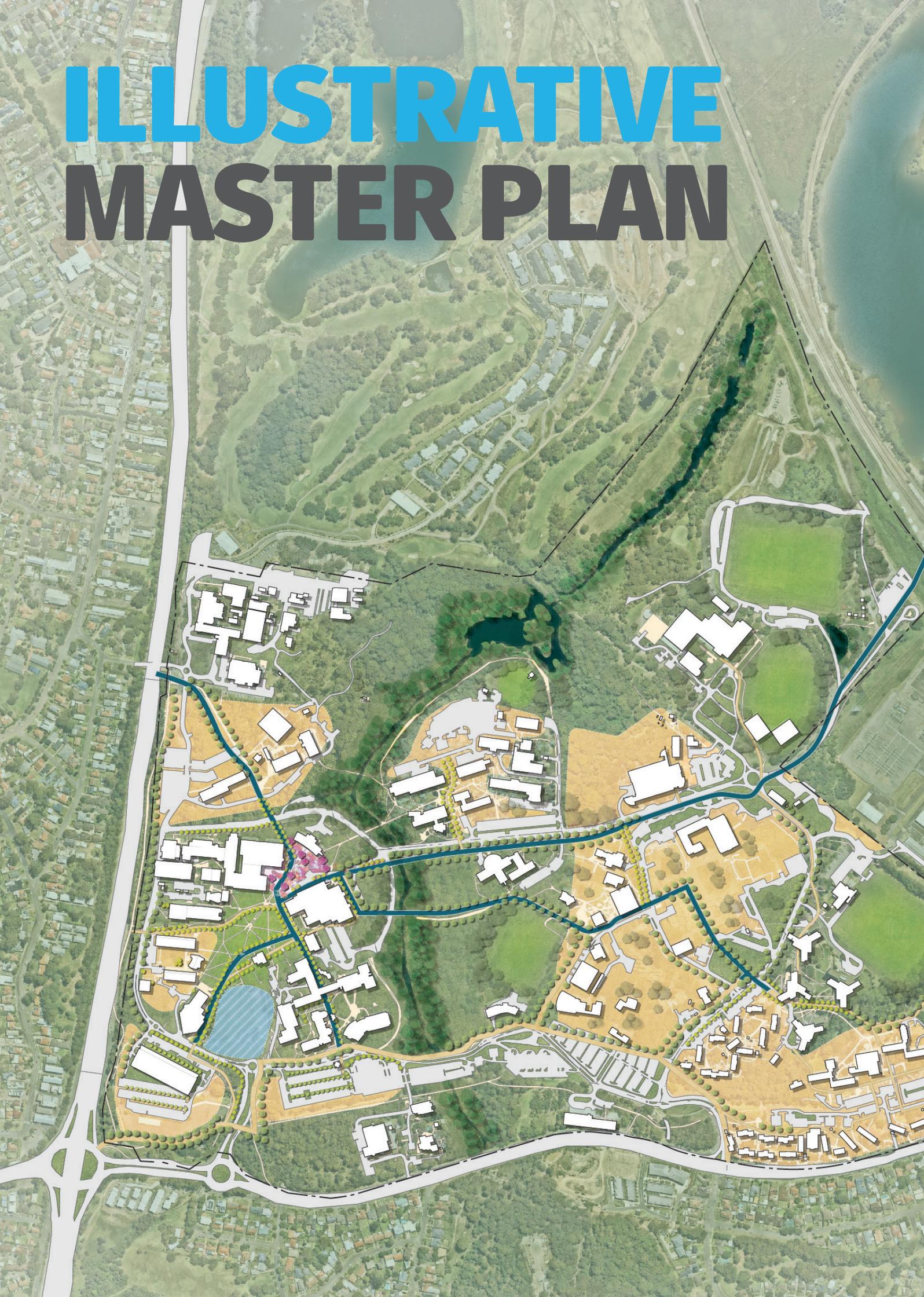
# 06



## PLAN FOR THE FUTURE OPPORTUNITY AREAS

The central zone should be the focus for ongoing planning and design processes to determine the most appropriate complementary uses that should be invited into this area. It should act as a catalyst for change and provide a linking hub of activity that connects the western zone with the student accommodation, sporting zones and rail station.

# ILLUSTRATIVE MASTER PLAN





## LEGEND

- Campus heart
- Campus gateway site
- Future opportunity site
- Priority pedestrian connections

# The Callaghan Master Plan illustrates the development opportunities of the University's strategic vision and business objectives, providing decision-making tools to inform the next 10-20 years of capital development.

The Callaghan Campus Master Plan recognises the need for targeted investment to ensure that the campus remains competitive and that decisions are underpinned by financial alignment with viability, return on investment and organisational vision.

## A VIBRANT CAMPUS EXPERIENCE

A genuine, high quality and engaging physical environment will be key in attracting and retaining students, staff and visitors. Increasing the utilisation of the public realm will harness the value of the University's cohort.

## CELEBRATING THE BUSH CAMPUS

Callaghan's unique landscape character plays a significant role in shaping the University's identity and will be celebrated as a defining feature of the campus experience.

## INDUSTRY AND RESEARCH

Industry partnership opportunities, research and innovation form the foundation for growth and development at the Callaghan campus. The continued evolution of research centres and programs will support ongoing industry engagement and work integrated learning with partners, potentially increasing their physical presence on campus and unlocking additional benefits for students and staff.

## POTENTIAL PARTNERING AREAS

Land associated with the Hunter Building and the eastern campus provide a series of opportunity areas requiring further testing and feasibility studies. Three critical outcomes need to be identified: the most appropriate future uses that will complement the University, the future development of a village like outcome containing a mix of uses and the most appropriate partnership structure to attract partners and overcome planning and tenure constraints.

## CAMPUS CONSOLIDATION

Consolidation on campus will maximise efficiency, while unlocking the value of a dense campus cohort. A fundamental step in this process is the co-location of compatible uses on the western side of the campus. This will release land for future uses and partnership opportunities.

## KEY PRIORITIES

- Co-location and consolidation of activities to the western side of the campus, facilitating interdisciplinary connections.
- Create an accessible, vibrant and coherent campus experience, valuing the student experience and welcoming the community.
- Provide contemporary collaborative learning and research facilities, with research and innovation on show.
- Realise opportunities, embedding industry partners within the campus to support innovation and commercialisation.
- Improve the performance of the estate, through increased utilisation and embedding a whole of life response to the University's valuable physical assets.
- Next generation education – exploring opportunities for Living Lab and Work Integrated Learning (WIL).

# CAMPUS STRUCTURE

## CAMPUS HEART

The ongoing development of the central and consolidated campus heart will be promoted as a hub for campus activity, services, retail, food and beverage and gathering. It will also be a key node bringing together numerous pedestrian paths to promote orientation and wayfinding for students, staff, partners and the community.

## CAMPUS GATEWAY

This prominent site adjacent to the main bus stop on campus will perform the role of a significant gateway and welcoming point for the University. It should be an identifiable entry portal in program and design that orientates people into the campus and onto the Campus Heart. Its ground plane must be highly active and permeable promoting entry and through passage.

## UNIVERSITY DEVELOPMENT

Areas suitable for future university development are located throughout the campus. They can provide for future development supporting academic, research, and other university functions, including engagement and partnering activities. There are areas that provide for concentrated and future engagement and partnership development. Future design and feasibility studies should determine the extent of future developable area, environmental protection and enhancement and connectivity needs.

## TRANSPORT NODES

Increased patronage for public transport is a key policy of the university. An increased focus on public transport and the Rail Station to support Callaghan Campus as a transport hub are key components of a transport network that links the Campus with the CBD and other key economic, activity and destination precincts throughout the city. Increased frequency and diversity of modes of public and active transport networks will reduce reliance on private car transport to the campus. The campus as a transport hub will positively impact the car parking supply freeing up key development opportunities.

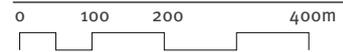
## PEDESTRIAN CONNECTIONS

Primary pedestrian routes must support the movement of people across the whole campus, uniting various university, partnership, campus life and community functions. They should be identifiable, safe, convenient and promote future opportunities to orientate and concentrate higher order uses and activity.

Promote a simple and identifiable campus structure that relates to transportation and mobility, arrival and circulation and the campus heart. The unification of a primary pedestrian circulation system connecting the whole campus will aid in orientation and student, staff, partner and community safety.

**LEGEND**

-  Site boundary
-  Future development sites
-  Creek
-  Flora and fauna corridor
-  Campus heart
-  Bus route and stops
-  Train station
-  Connections



# CAMPUS COMMUNITIES

## 01 CORE UNIVERSITY ZONE

The Core University Zone will provide a concentrated core for University development. It will be the heart of academic, research and campus life for students, staff, partners and the community.

## 02 PARTNERSHIP AND ENGAGEMENT ZONE

The Partnership and Engagement Zone will provide for greater integration of University and partner led research and engagement. Future planning and design activities will be required to ensure that future development delivers a framework for delivery of the right types of development that promotes appropriate partnerships that are complementary to and build upon the University academic and research strategies.

## 03 ACCOMMODATION ZONE

The Accommodation Zone provides for the continued and future provision of accommodation that will meet student, staff and University needs. A diverse accommodation offer is integral to the University's regional offer and the creation of a community asset that promotes safe and fit-for purpose accommodation on campus. The future uses of the campus and more industry partners will mean a broader accommodation offering may be supportable.

## 04 SPORT AND RECREATION ZONE

The Sport and Recreation Zone provides for the ongoing and future provision of university, community and regionally significant sporting and recreation assets.

## 05 OUTWARD INTERACTION ZONE

The Outward Interaction Zone is a prominent area fronting University Drive. It recognises the opportunity to explore the gradual release of car parking spaces and potential freeing up of encumbrances associated with the High Voltage Transmission Line. This zone provides an opportunity to develop facilities that put the university on show increasing accessibility and community orientated assets and services.

## 06 LAND USE ZONING & TENURE

Addressing the zoning of Education specific areas, where relevant, and areas in crown tenure to provide opportunities for Mixed Use development. Increasing flexibility for the University to attract commercial and industry partners onto the campus to be more closely integrated with academic and research activities.

The intent for the Callaghan Campus is to shift from disciplinary-based spaces to activity-based spaces. To achieve this campus planning zones enable: university concentrated zones, industry and partnership engagement, support for campus life and experience, and sport and recreation assets for the whole community.

The zones establish areas for future analysis, planning and development that meets the needs for a campus environment better integrated into and responsive to the City and Region's needs.

**LEGEND**

-  Site boundary
-  University central
-  Partnership engagement
-  Accommodation
-  University Drive activation edge
-  Sport and community
-  Creek
-  Flora and fauna corridor



# CAMPUS

# URBAN DESIGN

# FRAMEWORK

Key design outcomes have been established to provide a framework for the development of the Callaghan Future Campus.

## DESIGN OUTCOMES

### INCREASE VISIBILITY

- Networks of pedestrian and cycleways are well signed and have clear directive information
- Precise sight lines are established to ensure the integrity of the bush setting is maintained
- Improvement of public transport serviceability
- Facilities interact, activate and overlook public spaces, allowing users to both see in and see out of buildings

### CREATE DENSITY

- Consolidation of university assets to the west to free up the central zone for partnership engagement
- Activate building ground floor edges and outdoor areas with programmable spaces

### CENTRES AND NODES

- Start at the centre, the community heart.
- Create a small village
- Connect the village to specialised hubs

### ADVANCEMENT OF PARTNERSHIPS

- Engagement/co-location zone is free for development and to craft new experiences on campus
- Industry provides diversity within the campus community

### ADDRESS THE COMMUNITY

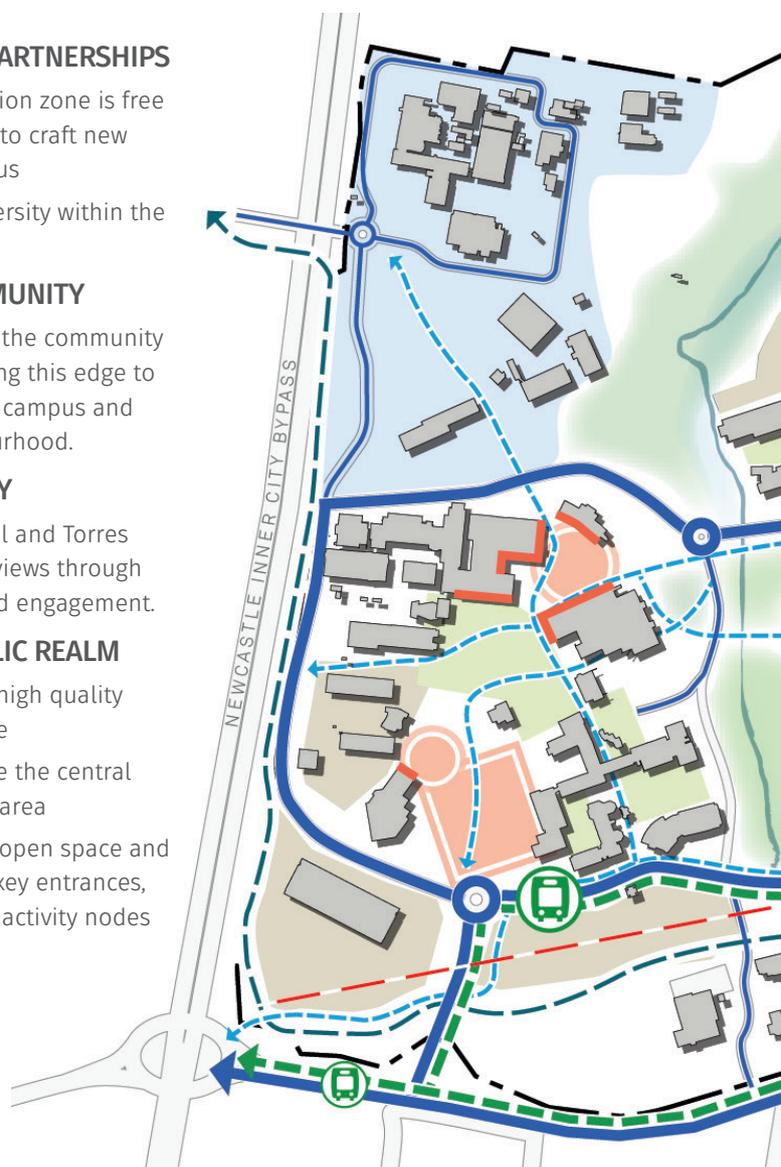
- University drive faces the community allowing facilities along this edge to engage with both the campus and the broader neighbourhood.

### CELEBRATE COUNTRY

- Incorporate Aboriginal and Torres Strait Islander world views through co-design process and engagement.

### OPEN SPACE & PUBLIC REALM

- Continue to invest in high quality sporting infrastructure
- Maintain and promote the central creek and vegetation area
- Invest in high quality open space and public realm around key entrances, movement paths and activity nodes



**LEGEND**

-  Site boundary
-  Major vehicle route
-  Minor vehicle route
-  Public bus route
-  Public bus stop
-  Train station
-  Major pedestrian route
-  City cycle link
-  Open space
-  Campus node
-  Active frontage
-  Future development sites
-  Partnership engagement zone
-  Power lines
-  Creek
-  Flora and fauna corridor









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