Sharing University Campuses with TAFE – Does it Really Work?

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Introduction

• Background
• Higher education/VET positioning
• Governance arrangements
• Operational arrangement
• Positive outcomes
• Challenges
• Future
Background

• Location

Moreton Bay Regional Council
Population 408,914
ABS ERP 2013
Principal Activity Centre
Urban footprint 2002

- Sunshine Coast
- Caboolture
- Brisbane
- Gold Coast
2050 Prediction

Caboolture
Higher Education/VET positioning

- **Why with TAFE**
  - Need for better access to higher education in north Brisbane various conversations started
  - October 2000 publication by Shoemaker et.al, *Multi-Partner Campuses; The future of Australian higher education*
  - November 2000, QUT and TAFE had published a *Value Management Study: Caboolture Community Campus – A proposed joint venture between North Point Institute of TAFE, Queensland University of Technology and the Caboolture Shire Council*
  - May 2001 Commonwealth Budget made provision for 670 new regional places
Higher Education/VET positioning (cont)

- The search for temporary premises in the Caboolture CBD began and by late May 2001 advice was provided to the Vice-Chancellor that good quality accommodation was available in a multi-storey building owned by the Caboolture Shire Council and located adjacent to the Council library (33 King St).
- Established as *Caboolture Community Campus* in 2002. A partnership with North Brisbane Institute of TAFE, the Caboolture Shire Council and QUT. Located at 33 King Street.
- Commenced 2002 with unique course offering – Bachelor of Business Information Management – 45 students in first intake.
- TAFE Diplomas in Business and Information Technology as well as Justice.
- The partnership with the Caboolture Shire Council faltered.
Higher Education/VET positioning (cont)

- A value management study took place on 1 July 2004. The recommendation of the study contained in the Value Management Study report dated 24 July 2004 was for QUT and TAFE to relocate to the Tallon Street campus and the CSC to pursue their interests in the CBD site on their own.
- After receiving approval from Minister Nelson to transfer the CDP funding from the CBD site to the Tallon Street campus, QUT and TAFE publicly announced on 7 September 2004, the decision to relocate.
- Relocated to be co-located with TAFE in 2005.
- Branded QUT Caboolture Campus.
- Ceased Unique course offerings to concentrate on existing QUT courses with strong demand and clear career outcomes.
Higher Education/VET positioning (cont)

- The decision to relocate meant the campus virtually had to be re-established.
- QUT had lost three years of work in developing the CBD campus.
- Now had to divert resources and staff effort to establishing a second “temporary” campus.
- The temporary campus in the CBD cost QUT $721,630 (TAFE spent $717,933) plus rent paid to the council.
- Moved to TAFE and redeveloped teaching spaces and library.
- J Block opened 30 August 2007.
- QUT used TAFE in Nambour pre USC.
Our Campus

CABOOLTURE CAMPUS

Legend:
- Bus
- Taxi
- Telephone
- Toilet
- Overhead Walkway
- Drop Off Zone
- Staff Parking
- Student Parking

Produced by QUT Facilities Management - 05-06-Dec-2017
The Site

4.519 Hectares

3.328 Hectares

15.887 Hectares
Original TAFE Facilities
QUT Funded Additions

- H Block
- I Block
- J block
- J Block Extension
- K Block
- L Block
- Events structure
- Sports Court
- Storage
Summary of Current Status

• Currently offer
  – Bachelor of Business (Marketing, Management & Accounting in 2014)
  – Bachelor of Education (Primary)
  – Bachelor of Education (Early Childhood) Years 1,2&3
  – Bachelor of Nursing
  – First year Program
    • Bachelor of Creative Industries
  – 800 students (50% to 60% low SES)
Higher Education/VET positioning (cont)

• Why with TAFE (cont)
  – QUT had good relationship with Brisbane TAFE’s
    • No pathway programs relied on TAFE Adult Tertiary Preparation program
    • Good articulation arrangements from Diplomas to Degree
    • Relied on TAFE as a source of students who upgraded their ranks
    • Did not compete for students
    • Students with worse than OP13 or equivalent were encouraged to go to TAFE
Higher Education/VET positioning (cont)

• Why with TAFE (cont)
  – Never viable to start greenfield site
  – Student numbers 2012 there were 3144 Seniors:
    1509 or 48% OP’s : 1121 or 35% OP 1-15 : 635 or
    20% OP1-10
  – Many students attended TAFE
  – QUT was always there to build aspiration
  – No Government support for capital developments
  – Sharing facilities politically favoured
Next Step 2011
A report on destinations of Year 12 completers from 2010 in Queensland

<table>
<thead>
<tr>
<th>Region</th>
<th>Main Destination – University (Degree)</th>
<th>Working F/T &amp; P/T or Seeking Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inner Brisbane SSD</td>
<td>68.1%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Caboolture</td>
<td>25.6%</td>
<td>47%</td>
</tr>
<tr>
<td>Pine Rivers</td>
<td>29.3%</td>
<td>40.8%</td>
</tr>
<tr>
<td>Redcliffe</td>
<td>32.3%</td>
<td>36.6%</td>
</tr>
</tbody>
</table>

Low participation in higher education
Longman ranked 144th out of 150 electorates across the country for university attendance.
Source - http://parlinfo.aph.gov.au/parlInfo/search/display/display.w3p;adv=yes;orderBy=_fragment_number,doc_date-rev;page=0;query=Dataset%3Ahansardr,hansardr80%20Date%3A2%2F11%2F2011;rec=0;resCount=Default
Strategic Fit within QUT

QUT’s Blueprint

“Continue to develop QUT’s Caboolture campus as an exciting and seamless model of educational provision, connected to the social and economic needs of that community, developing significant educational aspiration and attainment in communities between Brisbane and the Sunshine Coast”

• Continue to support the campus in the same way UQ supported James Cook in Townsville.
• QUT student Population – 46,500 to 47,000
Governance arrangements

- *Caboolture Community Campus* no longer existed
- Caboolture Shire Council no longer involved
- QUT is co-located with TAFE
- Each institution has its own identity
- The costs of running the campus are shared
- Separate administration
- TAFE now has just one campus in Caboolture
- Set up new Governance arrangements – Shared Use Agreement
In summary, the Caboolture Campus Shared Use Agreement provides for:

- “QUT to make a financial contribution (that is the $4.35 million from CDP funds) to the development of facilities at the Caboolture campus which will be constructed and owned by the Department of Employment and Training (DET). In return for our capital contribution, QUT will have access to a full range of campus facilities, including the newly constructed facilities, for a period of 20 years.

- Future development of the campus under similar arrangements with DET owning the facilities and QUT having shared use of facilities with a negotiated extension to the current 20 year term.

- QUT to have access to facilities including shared use of a range of teaching spaces, library and learning support areas, staff accommodation, student amenities and outdoor spaces.
• DET to consult with QUT prior to allowing a third party access to campus facilities and to ensure that use by a third party is not detrimental to QUT.

• QUT to meet a proportion of the operational outgoings of the campus with the proportion calculated on QUT’s proportion of the total number of students and staff at the campus. For 2005 it is anticipated that QUT will be required to pay about 11% of the operational outgoings amounting to approximately $70,000. For 2006 with increased student numbers, it is estimated that our contribution will be approximately $120,000.

• Establishes committee structures for the joint administration of the campus and for the management of further capital development of the campus, namely the Caboolture Campus Joint Management Committee which will have two subcommittees: one for campus operations and the other for facilities development.
• Each educational institution retains its autonomy and is responsible for the governance of its academic programs, support services and administration.

• The Agreement commits the two educational institutions to work together to: encourage innovative approaches in the delivery of courses; promote the campus as a hub for professional educators in Caboolture; provide opportunities for staff to teach across the two institutions; and, identify areas of common interest with respect to education, research and community engagement etc.

• The Agreement makes detailed provision for dispute resolution and the process for terminating the agreement by either party. Either party is required to give three years notice of an intention to withdraw from the agreement.

• Operational arrangements for the shared use of campus facilities are set out in a Schedule to the Agreement. These arrangements are a codification of the arrangements that are currently in place at the campus and have generally worked well.
To Recap

• The Agreement is not a lease. As QUT wanted ‘shared use’ of most of the facilities at the campus, a lease which defined specific spaces for either QUT or TAFE was inappropriate. Many of the newly refurbished spaces at the campus and the new J Block have been specifically designed so that they can be used for teaching by both QUT and TAFE.
Positive outcomes

- A University presence could be established quickly
- More students are attending the campus doing either TAFE or University study and TAFE students are better serviced
- The Governance arrangements have worked
- QUT students numbers are strong with 15% growth each year at OP15 maximum
Successes

- **Nursing**
  - 2011 Top Nursing Graduate GPA 6.94
  - In 2011 45% of nursing graduates earned a GPA of > 5.5
  - 80% of our 2011 nursing graduates are now in work as registered nurses

- **Primary Education**
  - 11 graduated with Honours (of the 18 that graduated with first class honours 8 were Caboolture students)
  - As of December 2011: 28 graduates had full time or long term contract work (100% employment 2010).
  - 2012: 15% Dean’s Scholars (2nd, 3rd & 4th Years) – GPA of 6 and above
  - Four students were selected for the Morayfield Teaching Centre of Excellence (TECE)
Joint Projects

- Adult Tertiary Prep jointly funded
- Early Childhood project
- Teacher Education Done Differently (TEDD)
- Widening Participation activities
Points to note

- Growth
  - Sharing with TAFE/Timetabling
  - Lack of capital funding
- Different levels of client service and practices
- Different funding levels
- Staff accommodation
- Time to get things done
- Upgrade teaching facilities
Points to note (cont)

- Marketing challenges and community perception
- Costs change as the campus matures
- Course selection – getting complimentary courses that are viable for both institutions in hard
- Immature market re knowledge of professional outcomes
- Moral obligation
- TAFE has changed a lot – this has been the biggest unexpected issue
Future

• TAFE reforms
  – Statutory Authority from 1 July 2014
    • TAFE Queensland
      – TAFE Brisbane
Future (cont)

- **Queensland Training Assets Management Authority**
  - The Queensland Training Assets Management Authority Bill, presented to Parliament in March 2014, provides for the transfer of ownership of the State’s training infrastructure from the Department of Education, Training and Employment to a commercial asset manager – Queensland Training Assets Management Authority (QTAMA).
  - QTAMA will be formally created by an act of Parliament to take effect on 1 July 2014.
  - QTAMA will manage and operate the State’s training assets on behalf of the Queensland Government, providing access to training infrastructure for both private and public sector registered training organisations.
  - Once QTAMA is operating, it will engage with registered training providers to ensure the efficient and effective ongoing utilisation of those assets.
  - As a statutory authority, QTAMA will be led by a Board, which will report to the Minister for Housing and Public Works. The Board and a CEO will be appointed before QTAMA commences operation on 1 July 2014.
  - The intention to reform the State’s training sector through the Great skills. Real Opportunities reform action plan was announced in 2013 as part of the Government’s response to the Commission of Audit recommendations.
  - More information will be added to this site once QTAMA is operating.
  - For more information on the ongoing operations of TAFE Queensland, visit their website.

Future (cont)

• **What this means:**
  – Uncertainty
    • Service levels
    • Capital expenditure procedures
    • Third party access to facilities
  – Re-visit legal agreement
  – Disconnect with Program delivery
  – Access to facilities
    • Timetabling – centralised
  – Growth