

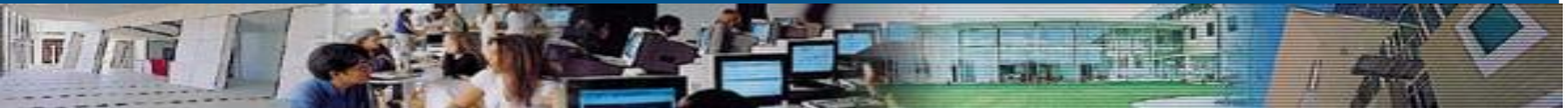


Prof. Philip Steele
Pro Vice Chancellor Campus Coordination
Academic Director Berwick & Peninsula

Monash Campus Coordination

The plan for today

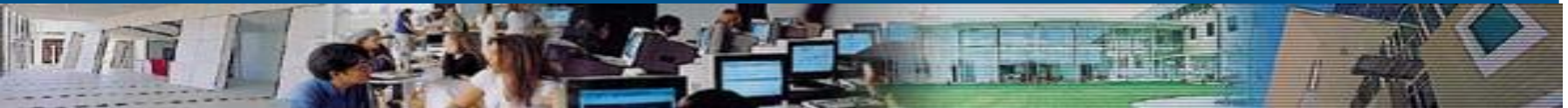
- **Campus coordination**
- **Cross campus collaboration**
- **People**
- **Place**
- **Technology**
- **Organisation**
- **Monash Mobility**
- **Vision**



The Monash Campuses

Monash statistics

	Academic Staff	General Staff	Total Staff	Students
Berwick	47.2	32.8	80.0	1,888
Caulfield	332.4	353.1	685.5	13,400
Clayton	1,757.3	1,881.0	3,638.2	22,998
Gippsland	150.3	210.6	360.9	7,188
Malaysia	1.0*	0.0*	1.0*	2,219
Parkville	92.0	49.9	141.9	1,173
Peninsula	98.5	82.2	180.7	2,715
South Africa	4.0*	3.0*	7.0*	345**
Total	2,482.5	2,612.6	5,095.2	51,926

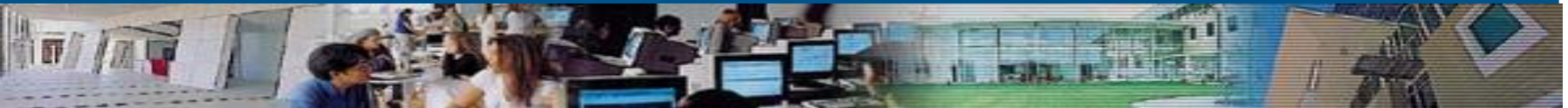


Coordination

- the harmonious adjustment or interaction of parts.
- the skillful and effective interaction of movements
- the regulation of diverse elements into an integrated and harmonious operation

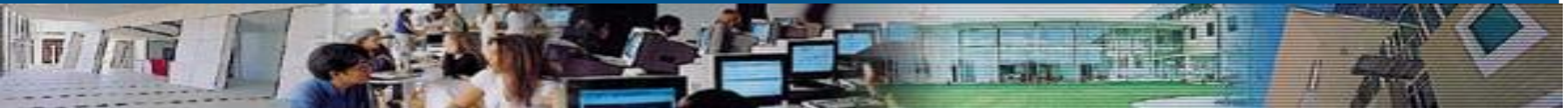
<http://dictionary.reference.com/search?q=coordination>

(Dicionary.com, 11 October 2005)



Campus Coordination

- **How could Monash ever be harmonious?**
 - A (mostly) shared vision for the university, faculties, divisions and campuses?
 - Recognising the need for diversity and similarity
 - Planning
 - > Structures, processes and instruments for reviewing and integrating, university wide plans, faculty / division plans and campus plans
 - > Eg. Campus direction statements, operational plans, which courses should be offered and where?
 - Operation
 - > Policies, procedures and practice to achieve an integrated and harmonious leading multi-campus university



Monash campuses

Contextual Differences and Similarities

localisation / autonomy

Melbourne

Large metropolitan

Caulfield
Clayton

Small metropolitan

Berwick
Parkville
Peninsula

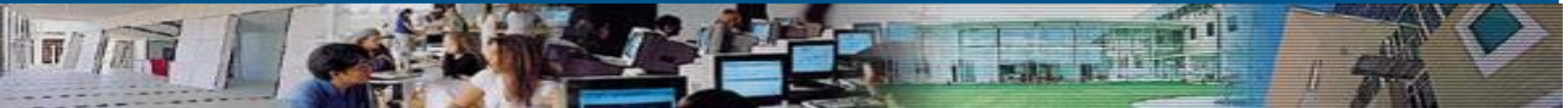
Victorian Regional

Gippsland

International

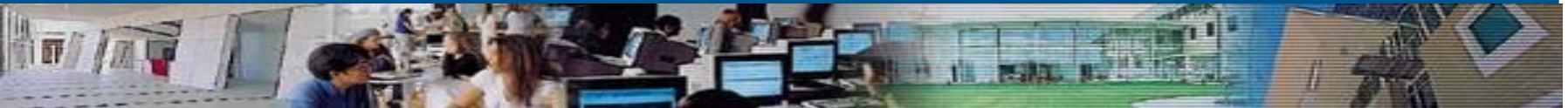
Malaysia
South Africa

Context should inform
planning, policies and practice



Some Possible Outcomes

- **Processes to integrate faculty, division and campus planning**
- **Ongoing framework for sharing knowledge across campus boundaries**
 - best practice, problems and issues, plans and objectives
- **Policies guiding activities in relation to multi-campusness – eg same course / unit at more than one campus – admission, assessment, etc.**

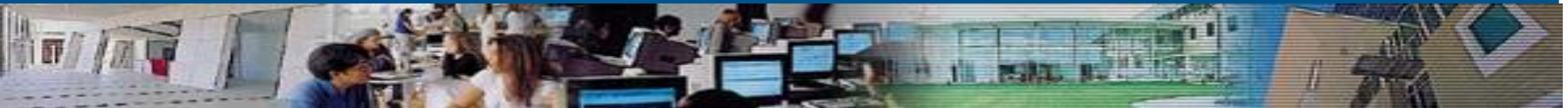


Collaboration

- To work together, especially in a joint intellectual effort.
- To cooperate treasonably, as with an enemy occupation force in one's country.

<http://dictionary.reference.com/search?q=collaboration>

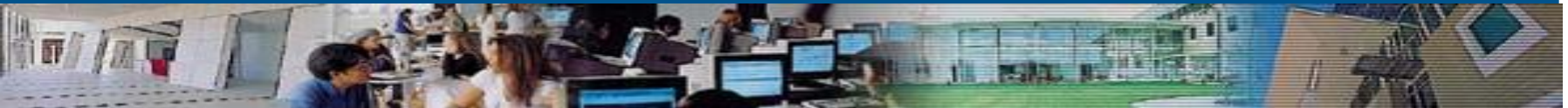
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Cross campus collaboration?

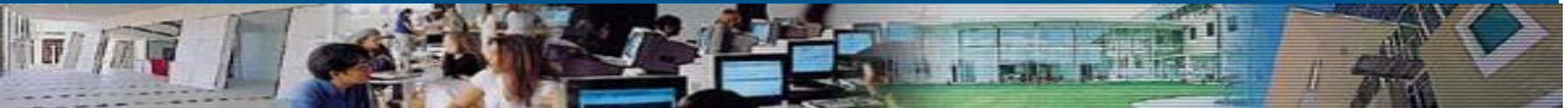
Inter-campus activity

- How much time and money do Monash people spend on inter-campus travel and for what purpose?
- Which courses and units are taught on more than one campus? What protocols apply? What technology is used?
- How do different Monash groups handle multi-campusness? What works well?
- An audit of current intercampus activities would be very helpful



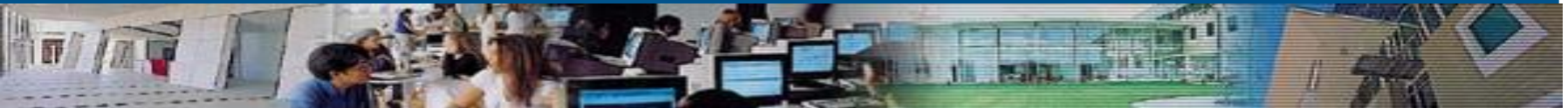
Cross campus Collaboration

- **Individuals and/or groups wishing to work together, regardless of where (which campus?) each person is currently located**
 - *Activities:* Learning & teaching, research, community service, management & administration
 - *Issues:* people, place, organisation, technology



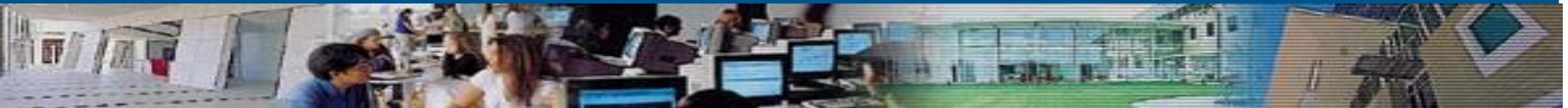
People

- *“To cooperate treasonably, as with an enemy occupation force in one's country”.*
- Clayton- centricity is contagious, particularly at Clayton!
- Them and us! They don't care about us!
- People must want to work together in a joint intellectual effort
- Affiliations must transcend campus boundaries
- Virtual meetings are just not the same as “real” ones



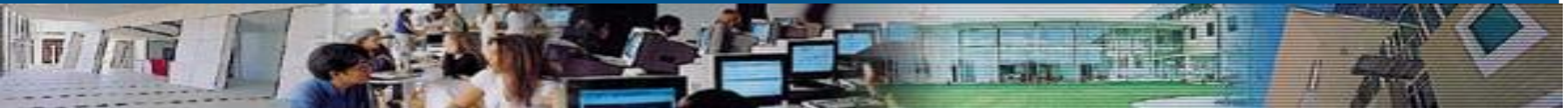
Place: The campuses → travel

Centres Prato & London?



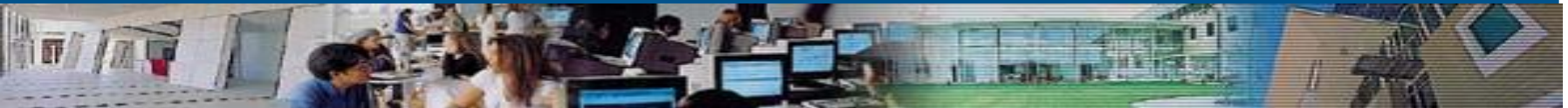
Collaboration Technology?

- **A wonderful array of technologies is available:**
 - Transport, meeting rooms and offices, physical and virtual documents, email, calendar, blogs, web, telephone, mobile phone, conference phone, video – conferencing, fax, computer telephony, VOIP, CSCW allowing distributed viewing and amendment of virtual documents
- ***Location transparency* should be the aim**
- **People, place & organisational issues often act as constraints**
- **Cost / benefit must be measured**



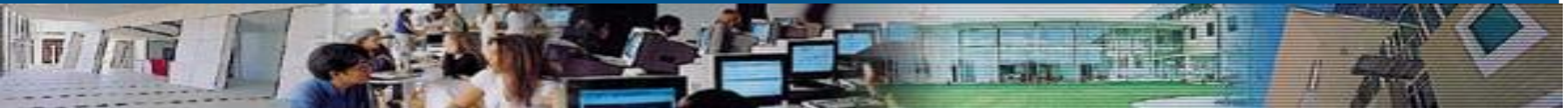
Organisational possibilities Monash 2025?

- Each campus to act as whole of Monash **portal** to the campus network as well as a node in its own right
- Each campus to have a **learning commons** where Monash students from any campus will be able to undertake academic and non academic activities?
- Each campus to have a **staff commons** where Monash staff from any campus will be able to undertake academic and non academic activities?



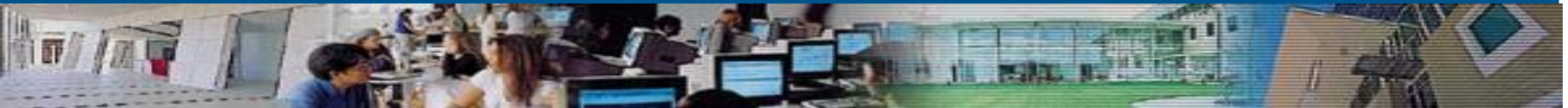
Organisational possibilities Monash 2025?

- Students will be able to enrol easily in units offered at another campus and travel or be **tele-taught?**
- It will be easy to interconnect (some?) **meeting rooms** located on any Monash campus using teleconferencing or video conferencing and also document sharing



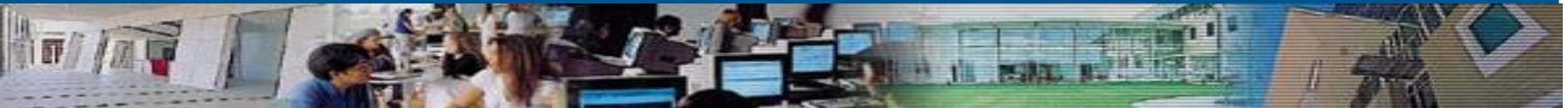
Organisational possibilities Monash 2025?

- ***Desktop video-conferencing*** will be widely available and support location transparent collaboration with document sharing between individuals and groups
- Intercampus travel will be reduced substantially and ICT supported collaboration will be increased substantially.



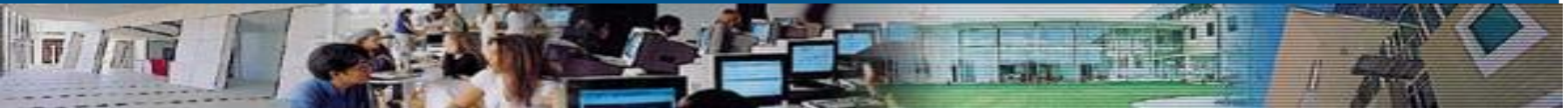
Monash Mobility

- Staff and student *mobility* are central to the strategic positioning of the University as outlined in *Monash Directions 2025*.
- ‘in the world’ & ‘international university’ → mobility
- ...staff and students to spend time studying, teaching and/or researching at other Monash campuses and other universities’.
- **Monash University University-wide Annual Priorities for 2006**



Why Monash Mobility?

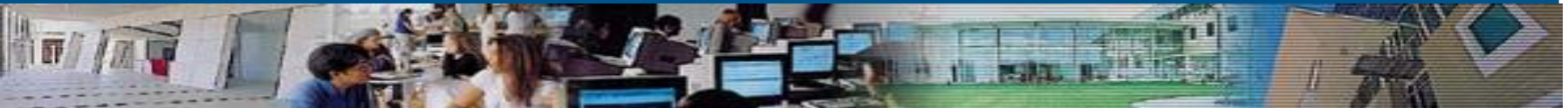
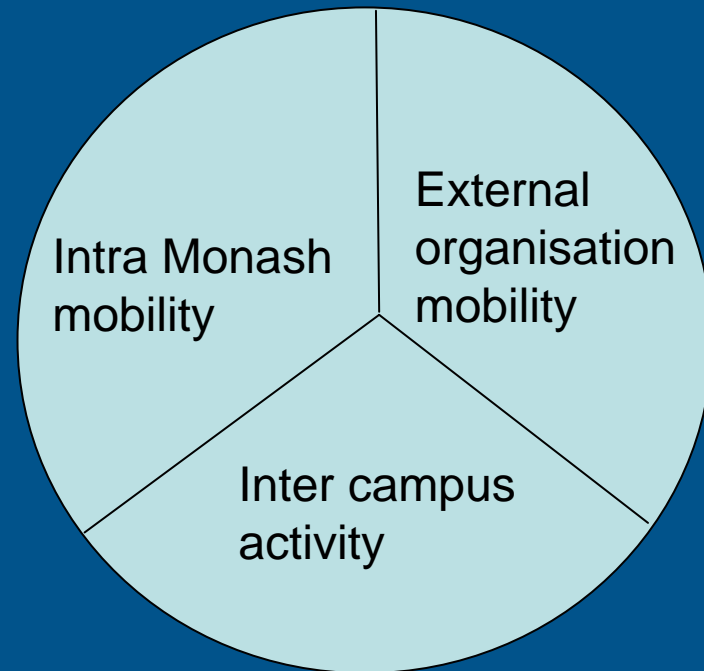
- **Monash wants to be a truly international university engaged in the world**
- **Staff and students enriched by a longer term experience in another country and institution**
- **Need to understand and value cultural, national & institutional diversity**
- **The world is my oyster!**



A View of Monash Mobility

Monash mobility involves staff & students spending weeks or months away from their 'home' campus → travel & long periods

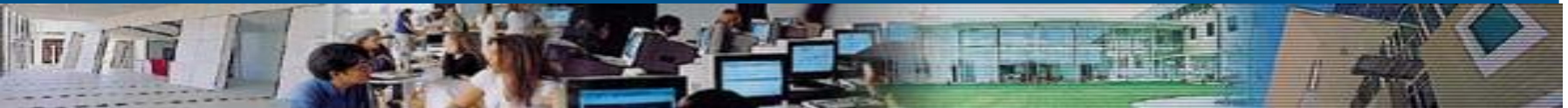
Inter-campus activity – short term collaboration across the campus network using travel AND/OR ICT



The Monash Mobility Framework

- ***Intra-Monash mobility*** for staff and students, to exploit the opportunities provided by the multi-campus network of Monash, and to build greater connectivity between campuses and centres.
- ***Student international mobility***, to build on and better support existing student travel programs.
- ***Professional development for academic and general staff***, to install international and intra-Monash elements into existing and new professional development opportunities.

(Monash Mobility Framework Discussion Paper, 2005)



A Vision for the Future

- **A (mostly) shared vision for the university, faculties, divisions and campuses**
- **Structures, processes and instruments for reviewing and integrating plans – university, faculty, division & campus**
- **Policies, procedures and practices to achieve an integrated and harmonious leading multi-campus Go8 university**
- **Each campus is a portal to the Monash campus network as well as a node in its own right**
- **Well developed transport connections between campuses where feasible**
- **Common access to information and services**
- **Distributed learning and teaching – physically and virtually**
- **Well developed ICT facilities and organisational processes for easy individual and group collaboration**
- **Much location transparency for staff and students**

