

Melbourne Metro Rail EES
Inquiry and Advisory Committee hearing

The University of Melbourne

Professor Glyn Davis AC
Witness Statement

12 August 2016

Background and expertise

1. **Name and professional address**

Professor Glyn Davis AC
Vice-Chancellor
Professor of Political Science
Office of the Vice-Chancellor
The University of Melbourne,
Parkville, Victoria 3010

2. **Qualifications and experience**

Professor Davis was appointed Vice-Chancellor of the University of Melbourne in January 2005. He holds first class honours in Political Science from the University of New South Wales and a Doctorate of Philosophy from the Australian National University. He undertook postgraduate appointments as a Harkness Fellow at the University of California, Berkeley, the Brookings Institution in Washington and the John F Kennedy School of Government, Harvard. Alongside an academic career starting in 1985 at Griffith University, he has worked in government. He served as Queensland's most senior public servant, Director-General of the Department of Premier and Cabinet, before returning to Griffith as Vice-Chancellor in early 2002. He is a Fellow of the Academy of Social Sciences in Australia, a Companion in the Order of Australia, and a Director of the Melbourne Theatre Company, the Grattan Institute, the LH Martin Institute and Asialink.

Appointed by the Council of the University of Melbourne, the Vice-Chancellor is the chief executive officer of the University and is responsible only to Council for the discharge of his duties. On behalf of Council, the Vice-Chancellor exercises management and superintendence over the affairs, concerns, finances, property and academic development of the University, subject to the statutes and regulations of the University and the decisions of Council. The Vice-Chancellor is the primary source of advice to Council in relation to the affairs, concerns, finances and property of the University, and is accountable to Council for the exercise of all responsibilities delegated to the office of Vice-Chancellor.

3. Scope of statement

The following statement seeks to make clear the potential impact of the Melbourne Metro Rail project and associated Parkville station building works on the University of Melbourne's community, business, campus and other activities.

4. Significant contributors to statement

Comment and advice has been sought from colleagues in the preparation of this statement. This includes University senior executives and key academic staff, the faculties most likely to be affected by the Project and internal and external technical experts.

The status and significance of the University

1. The University of Melbourne (**University**) is ranked the number 1 university in Australia and number 33 worldwide by the most prestigious and highly regarded international ranking systems.
2. The University has an approximate annual research expenditure of \$850 million, second in Australia only to that of the Commonwealth Scientific and Industrial Research Organisation (CSIRO). It has more than 100 research centres and institutes across Victoria, including:
 - a. the Bio21 Institute of Molecular Science and Biotechnology in Parkville, which is one of Australia's most sophisticated medical research and biotechnical institutions;
 - b. the Peter Doherty Institute for Infection and Immunity, which is a major partnership with the Royal Melbourne Hospital;
 - c. the Melbourne Neuroscience Institute;
 - d. the Melbourne Energy Institute; and
 - e. the Melbourne Sustainable Society Institute .
3. The University is the national leader in research excellence and income, and significant globally, with close to 90% of its fields of research rated by the Commonwealth Government as well above or above world standard.
4. Research undertaken at the University has resulted in many world class medical and technological breakthroughs ranging from the cochlear implant (bionic ear) which brings hearing to profoundly deaf children and adults, to recent advances in the bionic eye which will provide unprecedented high-resolution images to thousands with severely impaired vision.
5. Research programs include HIV vaccine research that attracted \$4 million in funding from the US National Institutes of Health, and a vaccine set to eradicate a fatal brain parasite, attracting \$15.7 million in funding from the British Government and the Gates Foundation.

6. The University has been host to many of Australia's, and some of the world's, most distinguished medical researchers including recipients of the Nobel Prize for Medicine.
7. The University has the highest average Australian Tertiary Admission Rank (93.82) in the country and has more than 45,000 full-time equivalent students including 13,000 international students from 130 countries. International education is now Australia's third largest export and the University generates in excess of \$0.5 billion in revenue per annum from international student fees. Deloitte Access Economics has forecast that international education will be among the fastest growing sectors of the global economy and that two thirds of the world's middle class will live in Asia by 2035. The University also has over 1 million enrolments in massive open online courses (MOOCs) and an alumni community of over 330,000 worldwide.
8. Graduates of the University are very often leaders in their field. The alumni community not only consists of a diverse range of academics, architects, historians, poets, philosophers, politicians, scientists, authors, corporate leaders and artists but boasts a number of prominent Australians as members including past Prime Ministers of Australia, High Court justices, Nobel Laureates and State Premiers.
9. Outside of government, the higher education sector is the largest employer in Victoria and, as an organisation with over 6,500 full time equivalent staff, the University is the largest employer in the sector. The University has seven campuses across Victoria, with its main campus being Parkville in EES Precinct 4.
10. While the University is an academic institution it is also a very large business and, according to IBISWorld, the University is equivalent to a leading ASX200 listed company. As Vice-Chancellor, I oversee the management of an annual budget in excess of \$2 billion and approximately \$6 billion of assets, including \$3.5 billion of property.
11. The location and close industry connections of the University are fundamental to its success. The Parkville campus lies at the heart of the Melbourne Biomedical Precinct, which consists of major teaching and research hospitals and leading medical research institutes. The Precinct comprises over 10,000

researchers, scientists, clinicians and technicians, and leading edge research and clinical facilities.

12. The Melbourne Metro Rail Project (**Project**) and the proposed Parkville Station will improve the accessibility and connectedness of the Parkville campus and, as such, is welcomed by the University. The central location of the station within the campus is appropriate and reflects the centrality and importance of the University in the Precinct.
13. However, given the nature of the research and teaching and learning work undertaken at the Parkville campus and the significance of the University's contribution to the Victorian economy, any adverse impacts from the Project – unless effectively mitigated – may have far-reaching and unintended consequences for the sustainability of the University and its national and global significance.

Strategic Context

14. The Melbourne Biomedical Precinct at the west end of Grattan Street is a cornerstone of the Parkville National Employment Cluster (**PNEC**). It is Australia's pre-eminent aggregation of health care, biomedical/ life sciences research and teaching and training entities, and includes:
 - a. four major teaching hospitals (Royal Melbourne, Royal Children's and Royal Women's Hospitals and the newly completed Victorian Comprehensive Cancer Centre which incorporates the Peter MacCallum Cancer Centre);
 - b. the University, including the Western Edge Biosciences Zone;¹ and
 - c. a diverse group of medical research institutes (including the Peter Doherty Institute, the Murdoch Institute, Walter and Eliza Hall Institute of Medical Research and the Florey Institute of Neuroscience and Mental Health) .

¹ A key feature of the Zone will be the establishment of shared Biosciences facilities for use across faculties. By facilitating collaboration across a range of disciplines, the Zone will create a site for biosciences teaching, research and training to address global challenges related to population health, sustainability, immunity and global food security.

15. The PNEC is identified in the State Government's Metropolitan Planning Strategy *Plan Melbourne* as one of six established national employment clusters and is competitive with the best biomedical precincts in the world, including the Boston Life Sciences Cluster (based around Harvard University) and the Cambridge Biomedical Campus.
16. *Plan Melbourne* explicitly recognizes the role of universities as 'anchors' to foster and enable the continued growth and development of the clusters in which they are located. The University's Carlton Connect Initiative at the eastern end of Grattan Street will be another anchor for the PNEC.
17. Over the coming decade, the Precinct will likely see the redevelopment of the Royal Melbourne Hospital and several buildings in the south-western corner of the University that are home to the Faculty of Medicine, Dentistry and Health Sciences.
18. The University welcomes the opportunity to jointly plan its redevelopment portfolio with the Melbourne Metro Rail Authority to achieve an outcome 'greater than sum of its parts' – educational, research, healthcare and economic development outcomes.
19. University Strategy: Growing EsteemIn June 2015, the University published its five year strategic plan, *Growing Esteem 2015-2020 (Strategy)*. The vision underpinning the Strategy is the University's commitment to "*being one of the finest universities in the world, contributing to society in ways that enrich and transform lives*".
20. The primary challenges and opportunities identified in the Strategy include:
 - a. scale and managing the physical growth of the University;
 - b. continuing to improve the quality of the student experience; and
 - c. maintaining the highest standards of research performance.
21. Impacts from the Project have the potential to affect each of these matters and, therefore, go to the core of the University's operations.

Potential impacts on teaching and learning

22. Competition for the best students is driving change in tertiary education domestically and internationally – the quality of the student experience has become paramount. This includes providing a vibrant and welcoming campus community. The quality of a university’s facilities and the amenity of its campuses also influence its ability to attract and retain quality researchers and staff.
23. While, in the long term, staff and students alike will benefit from the increased connectivity the Project will deliver, there is the potential for the Project to have sustained negative effects on the University’s teaching and learning activities and the overall quality of the student experience during construction.
24. These effects will likely include but are not limited to:
 - a. the loss or reduced availability of key teaching and study spaces due to access restrictions, safety or noise and vibration;
 - b. the loss of amenity and access for major events such Open Days, examinations, graduation ceremonies, conferences and community tours (including school tours);
 - c. restricted pedestrian flow between the North and South sides of the campus; and
 - d. an overall reduction in the quality of student experience in terms of amenity (dust, noise, and the visual impact of construction activities).

Access across and into campus

25. The Grattan Street corridor, which effectively runs through the centre of the University campus, is a highly active and heavily utilized precinct for teaching and learning. The Grattan Street corridor also serves as a busy thoroughfare for staff and students moving between the North and South sides of campus. With an average of over 60,000 movements entering and exiting the Parkville campus every day during semester, restricted pedestrian flow and increased transit times would have adverse impacts on both the experience of the Parkville campus and on the operations of the University generally.

26. Disruption to Gate 10 access as a result of construction activities in the vicinity would have particularly serious implications for teaching and learning at the Parkville campus. This is because:
 - a. pedestrian movements are particularly heavy near Gate 10; and
 - b. Gate 10 is an entrance for vehicles which are associated with a wide variety of the University's educational activities, including sensitive transportations associated with the body donor program.
27. It is therefore critical that continuous access for pedestrians and vehicles via this entrance is maintained.
28. It is important to ensure steps are taken to preserve or establish a number of avenues for pedestrian traffic across Grattan Street. The University must be involved in the assessment and determination of the design solution for such access. The provision of an overbridge across the construction trench in the vicinity of Berkeley Street for quick access between the Tri-radiate Building and Medicine, Dentistry and Health Science buildings on Berkeley Street is one possible strategy to ensure movements into, out of and within the campus are not unduly constrained during the construction phase of the Project.

Building closures

29. Continuous access to, and use of, all buildings throughout construction is a priority for the University. While the immediate area affected by surface works may be within 60 metre radius of the construction zone, the flow-on effect of building closures has the potential to cause disruption across the campus. This is primarily because teaching spaces at the Parkville campus are already at capacity (85 - 95% during semester teaching periods) so any reduction in available spaces due to noise or access limitations will be difficult to manage.
30. For this reason, the University proposes to keep all of its buildings open and operational during the Project's construction phase. It is therefore essential that, noise levels in teaching/study areas are effectively mitigated to ensure spaces remain useable.
31. Timetabling is a complex and ongoing process and is undertaken 6 - 12 months in advance of the commencement of the academic year. If noise, vibration or safety considerations necessitate building closures, the University

would need at least of 6 months' notice to make the necessary timetabling adjustments.

32. Even with advance notice, the closure of large-scale lecture theatres will present a particular challenge. The University currently only has 6 lecture theatres with the capacity for over 300 occupants and these are typically booked out during and outside business hours which means reallocation of times or relocation of lectures elsewhere on the campus will simply not be possible. The specialised equipment in certain teaching spaces also makes relocation to alternate venues, even *with* notice, difficult and costly.
33. Traditionally, the academic year at tertiary institutions such as the University is structured around two 13 week semesters, followed by a five week study/examination period. Increasingly, this structure is diversifying to accommodate the requirements of summer school and trimester based courses.
34. Non-course based research activities (of which there are many at the Parkville campus) are also undertaken throughout the year and are not structured around the traditional semester. It is therefore difficult to identify extended periods during which the Parkville campus is underutilised and more able to meet the demand for space associated with building closure.

Examinations

35. Students sitting exams require absolute silence. Disruptions such as noise and vibration which affect concentration could affect performance and are likely to result in an increase in the number of requests for special consideration.
36. The Alan Gilbert Building (immediately opposite the future Parkville Station site) is routinely used for examinations – not only for students of the University but for students of other universities and tertiary institutions. This is an income stream for the University which would be lost if the impacts of the Project compromised the utility of this examination venues.
37. Effective communication between the MMRA and the University about the timing of noisy construction activities will need to be combined with agreed acoustic mitigation measures to reduce noise emissions. The University must be satisfied that construction noise from the Project will not render the Alan Gilbert building unsuitable as a venue for examinations.

General amenity for staff and students

38. The Alan Gilbert building, like many other buildings near the construction zone, is used extensively by students for private study purposes. Access to study spaces is particularly important for international students who may have housing arrangements that are not conducive to at-home study. These students value highly the on-campus spaces, including library spaces and study areas.
39. Similarly, staff whose offices and teaching spaces are located in proximity to areas of construction activity will face extended disruptions if noise is not effectively attenuated. This could not only lead to a reduction in productivity but, where noise consistently interrupts lectures or tutorials and relocation is not a viable option, may compromise the overall teaching and learning objectives of a course.
40. The open spaces of the University, such as University Square, are also an important part of the educational experience. The University strives to encourage students to spend time on campus working with peers.
41. Aside from causing frustration to students, there is a risk that prolonged construction activity in and around the campus will reduce attendance rates at lectures and tutorials. While the University provides students with access to online lectures, it cannot offer live-stream lectures or interactive tutorials. Research has shown that students who do not attend campus are less successful in their studies – this means that the construction activities associated with the Project, unless effectively managed, could potentially impact academic performance.
42. The University operates in a highly competitive environment and the disruptive effects of the construction on the amenity of the Parkville campus may also affect the University's capacity to recruit high-achieving domestic and international students.

43. It is therefore vital that, throughout the construction phase of the Project, the Parkville campus remain an inviting and attractive place which students can navigate effectively and use without undue disruption.²

Potential impacts on research

44. The potential impacts on research activities and facilities are addressed in some detail in the witness statement of Professor Jim McCluskey.
45. The University has grave concerns about the potential losses (including but not limited to financial costs) associated with decanting facilities if noise, vibration, EMI and other adverse effects of the Project cannot be effectively mitigated. The loss of research, the need for recalibration of sensitive equipment and the disruption to research, staff and students are costs which can be difficult to quantify but will undoubtedly be significant and should be avoided.

Growth and redevelopment of the Parkville campus

46. The Strategy identifies a number of overarching objectives for the University and emphasizes the need for physical growth to achieve these objectives:

A critical step in the next five years, therefore, is to plan for the scale required to realise our ambitions to offer students the widest range of opportunities, including global mobility with world-renowned university partners, in a context where government sets fees for domestic undergraduate students, often at less than the cost of delivering a quality education.

The size of the University is a key strategic issue running through this document. Through scale, we can achieve a return on our activities that enables us to build organisational sustainability and make strategic choices. Scale enables investment in the priorities at the core of our mission – a superb education for students, internationally leading research, an intellectually challenging environment for staff, strong links with alumni, and partnerships that reach out into hospitals, research institutes, companies and communities.

² Given the average length of a typical degree, for at least two student cohorts their only experience of attending the University of Melbourne will be with the presence of the construction site.

Scale enables investment in large-scale research platforms and greater collaboration across shared sites. If managed well, it will deliver an enhanced student experience through the provision of more extracurricular activities, access to wider social networks, a more culturally diverse environment and provision of a greater range of learning and recreational facilities.

47. Redevelopment and expansion of the Parkville campus is critical to ensuring the University can compete effectively in a global market. The redevelopment of the Parkville campus will enable the University to:
 - a. increase the scale of teaching activity;
 - b. update teaching and learning spaces to deliver contemporary learning;
 - c. increase student accommodation in and around the campus; and
 - d. deliver world class research infrastructure to attract and retain leading researchers and drive enhanced research activity and outputs; and
 - e. provide the capacity to accommodate major new industry partners and create new industry collaboration and engagement platforms.
48. The cost of the proposed major redevelopment of the Parkville campus is anticipated to exceed \$3 billion over ten years. Much of the proposed redevelopment will be affected, directly or indirectly, by the Project.

Key Infrastructure projects

49. A core principle underpinning the University's Strategy is that innovation is key to sustaining economic prosperity. The University has therefore invested, and will continue to invest, significant resources in major infrastructure projects that will support research and innovation across different sectors.
50. The University is committed to establishing Melbourne as a "knowledge city" – an objective shared by the local and State government, and welcomes opportunities for collaboration and partnership with local and State Government on its redevelopment projects.
51. The following key redevelopment sites fall within the proposed DDO and/or the Project Land:

- a. Medical Building (part of the Western Edge Biosciences Zone (south));
 - b. City Ford Site (Gateway Health Sciences Project);
 - c. Lincoln Square South Buildings (Student accommodation towers); and
 - d. Buildings 170, 176 and 169 “engineering block” (Student Precinct).³
52. The redevelopment projects proposed for these sites are discussed in more detail below.
53. Avoiding disruption to research and teaching and learning activities will be critical in the roll-out of these projects. Meticulous planning, well in advance of any works, will be required to ensure adverse impacts to the University’s core operations are avoided.
54. The timing of works will be dictated by the needs of the staff and students occupying affected buildings. Where it is necessary to “decant” certain buildings, suitable alternative sites (fitted-out with all necessary specialist equipment) will be prepared. This is a time-consuming, disruptive and costly process. For example, as part of the construction of the new Melbourne School of Design which was completed in 2014, the total decant cost of the project was in the order of \$4.4m. The University’s vision to deliver the Western Edge Biosciences Zone Stage 1 which has a projected cost of \$93.5m has a provisional budget of \$7.5m for decant.
55. To the extent that it is necessary to relocate research activities to avoid adverse impacts from the Project, a similar process will need to be undertaken. Possibilities for coordination of Project works with works for the University’s redevelopment projects should be explored to minimize disruption to the campus.

Medical Building redevelopment – Western Edge Biosciences Zone

56. The Tri-Radiate Building and its broader environs will be redeveloped as part of the University’s Western Edge Biosciences Zone which will comprise a number of towers ranging in height up to 38 metres.

³ A map of the Parkville campus is attached.

57. The redevelopment site is affected by the proposed DDO and falls within the Project Land.
58. Stage 1 of the project will involve:
 - a. decanting and demolition of the tri-radiate west wing and the old Florey building (Buildings 181 and 183 respectively);
 - b. significant excavation (approximately 20m) alongside the Metro Rail Project; and
 - c. 2 - 3 levels of basement, ground floor and 8 additional levels above ground, each with approximately 6,200sqm of floorspace.
59. In Stage 2, the remaining part of the tri-radiate building will be demolished to allow redevelopment of the land with a further 35,000sqm floorspace for teaching/research activities.
60. Demolition of the old microbiology building (Building 184) will then be undertaken as the final stage of the project. The total targeted yield for the project over three stages is approximately 135,000sqm.

City Ford site – Gateway Health Sciences Project

61. The City Ford site has been earmarked for redevelopment as part of the Gateway Health Sciences Project. The activities that will potentially be undertaken at this site include translational research, clinical teaching, ambulatory or short stay care, private hospital services and medical consulting services. It is also a potential site for the State government's proposed National Centre for Proton Beam Therapy.
62. The site falls within the Project Land and is proposed to be occupied and used for the purposes of the Project for a substantial period during the construction phase.
63. Stage 1 of the Gateway Health Sciences will involve redevelopment of the northern portion of the site for a 79m and 34m tower. Stage 2 will involve redevelopment of the southern portion of the site with a 60 metre tower.

Student Accommodation Program – Lincoln Square South Buildings

64. In September 2013, the University Council endorsed the Melbourne Student Accommodation Program in response to student need regarding the quality, mix and affordability of accommodation. International students in particular reported increasing concern with affordability of accommodation available near to the University. The University's ability to attract local and international students is intrinsically linked to the degree to which it can provide appropriate and affordable accommodation options
65. Originally, a minimum target of 2,000 additional places by 2020 was set, from a baseline 2,540, i.e. a total of 4,540 additional places. In 2015, in response to growing demand projections, this target was raised to 6,000 by 2020.
66. Redevelopment opportunities are being considered that are on, close to, or with easy access to the Parkville campus, in order to support the creation of a more vibrant campus, to connect residents with the University, and to maximise student access to the vibrant Melbourne CBD. A number of sites owned by the University in close proximity to the main Parkville Campus have been earmarked for student accommodation including the Lincoln Square South Buildings (Buildings 217, 218 and 219).
67. Following the consolidation of existing University titles, Melbourne Student Accommodation Program will deliver purpose built student accommodation towers ranging in height from 24 – 60 metres across an area of approximately 2,700sqm.
68. The Lincoln Square South Buildings are partially affected by the proposed DDO. Cooperation between the MMRA and the University will be critical to ensure that the redevelopment of these buildings is not jeopardized or unduly compromised or delayed by the Project.

Student Precinct Program – Infrastructure Engineering buildings

69. The University's student profile is unique in Australia with around 50% undergraduate and 50% graduate, and the graduate cohort itself is a mix of full-time and part-time students, some of them professionals visiting their graduate schools only for classes.
70. Working in physical proximity to other teams and to students will help Student Services staff to develop a greater understanding of student needs, the student

lifecycle, and how their work integrates with that of their colleagues and ultimately contributes to student progress and outcomes.

71. The Student Precinct Program comprises a number of key inter-related projects:
 - a. a new consolidated Student Centre and supporting services in 757 Swanston Street;
 - b. the relocation of Union House functions to suitable locations on campus depending on functional requirements; and
 - c. associated urban amenity improvements.
72. The Infrastructure Engineering, Old Engineering and Mechanical engineering buildings along the northern side of Grattan Street (which comprise Buildings 169, 170, 173, 174, 175 and 176) present the University with the spatial opportunities to accommodate the latter phases of the Student Precinct Program. The site is affected by the proposed DDO and falls within the Project Land.
73. Stage 1 will involve significant upgrades to landscaping and urban realm areas to provide greater amenity and green spaces for staff and students. This may require excavation drilling to create consistent levels across the student precinct environs. This stage will also see the adaptive reuse of a number of buildings (ERC, Doug McDonnell, Building 138, Frank Tate and Building 1888) and the creation of new east-west and north-south linkages through the Precinct to improve amenity and broader connectivity, particularly to the rest of the campus.
74. In Stage 2, upon the relocation of infrastructure and mechanical engineering, buildings 169, 170 and 176 are proposed to be occupied for the Student Precinct Program and refurbished to accommodate the broader student program.

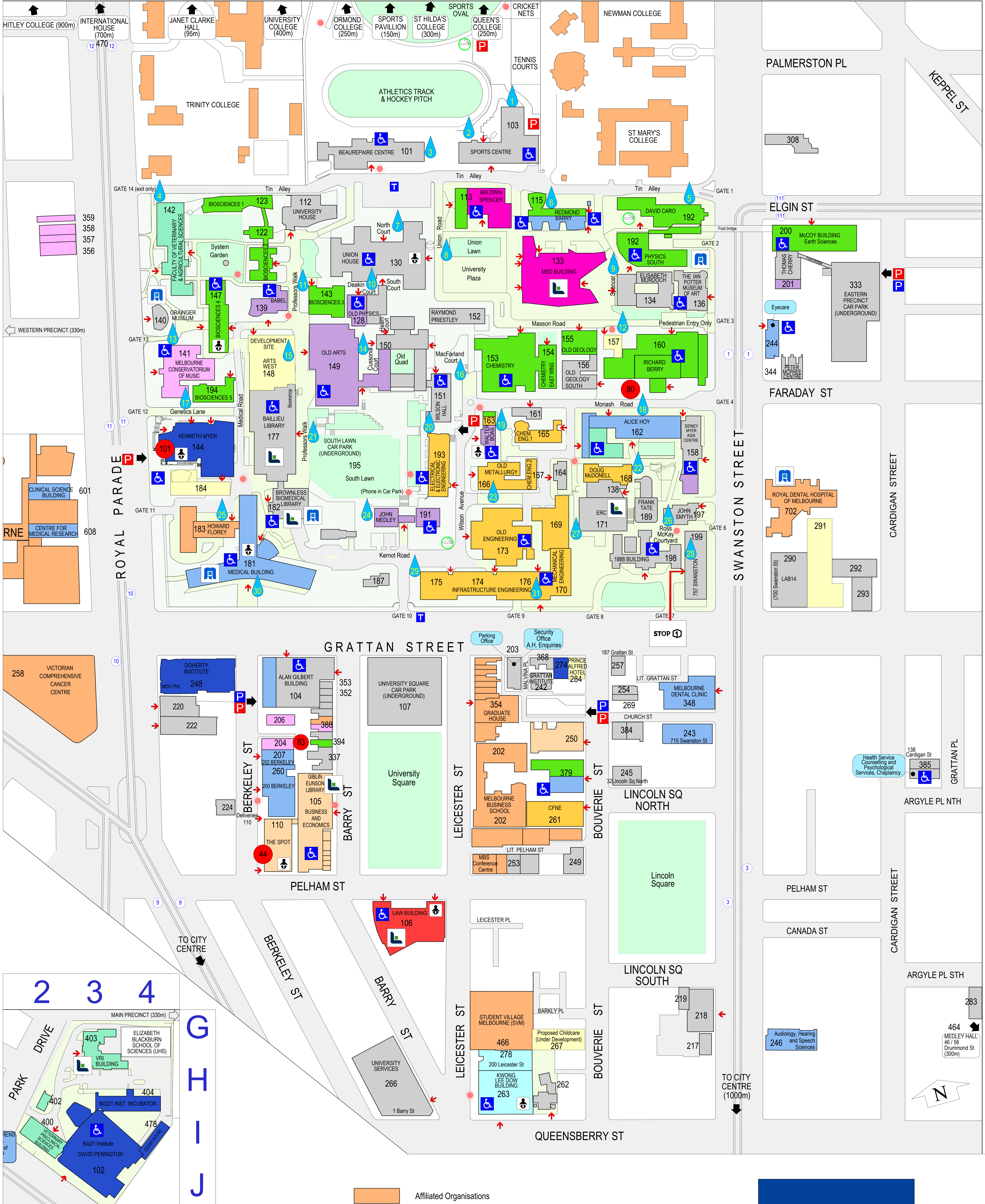
Conclusion

75. The University supports the Project and recognizes the benefits of having the future Parkville Station located centrally within its main campus.

76. The University is an organisation with activities and needs that are most likely unique with compared other organisations that may potentially be affected by the Project. This must be adequately taken into account during both the construction and operating phases of the Project such that there is minimal disruption to business continuity, long term sustainability and global ranking.
77. Extensive redevelopment of the Parkville campus is proposed in the coming years and the University welcomes the opportunity to work with the MMRA to integrate its redevelopment projects with the Project.
78. The intricacies involved in preparing the campus for large scale construction activity are such that the University must be closely involved in the design of any management plans and mitigation measures. It is only if the University is given an active role in the decision making process that the unique sensitivities of the campus can be properly understood and accommodated.

Professor Glyn Davis AC

ATTACHMENT: Parkville Campus Map



- Buildings Under Development
- Main Entry to Buildings
- ♿ Parenting Room
- ♿ Wheelchair Accessible Toilet
- Access Facilities shown are not exhaustive. For more information contact the Disability Liaison Unit or the Information Centre.
- 💧 Drinking Fountain
- 📞 Help Phone
- 🚊 Tram Stop Number
- ✉ Mail Box
- 🚲 Secure Bicycle Hub (Number = Spaces)
- 🚬 Designated Smoking Areas
- 🚖 Taxi Pick Up Point
- P Public Parking
- P Permit Only Parking

- Affiliated Organisations
- Architecture, Building & Planning
- Arts
- Business & Economics
- Education
- Engineering
- Inter-Disciplinary Research Institutes
- Law
- Medicine, Dentistry & Health Sciences
- Music
- Science
- Veterinary & Agricultural Sciences
- University General



The University of Melbourne Acknowledges the Wurundjeri people as the Traditional Custodians of the Land on which this Campus is situated.