



Principles for Master Planning - 2011

Coffs Harbour Senior College, North Coast TAFE, and Southern Cross University co-exist as three separate entities for mutual benefit in the jointly owned and operated Coffs Harbour Education Campus.

The three partners operate the site as an integrated facility, and in order to maximise the potential synergies between the partners, the opportunity for collaboration, and to enhance outcomes for students and the broader community, have articulated the following principles as clear strategic directions that will inform physical planning:

1. The campus is an *adult learning environment*;
2. The **complementary** educational provision and capability of the partners affords the community a universal solution to education, training, research and development needs;
3. Services and facilities are provided at the standard of the *highest common denominator* (that is, at which ever level is the most superior for one of the partners).
4. There is joint ownership and use of all campus facilities and infrastructure;
5. Co-dependence is implicit in the joint use of the site;
6. No one partner is precluded from (any initiative) through being collocated at the joint site;
7. Permissive occupancy is not a right – the partners jointly agree to use of facilities (precedents in use of teaching space, occupying rooms/offices, or investment in refurbishment do not bestow special rights);
8. By pooling resources the partners seek to benefit their operations and clients;
9. **Collaboration** is encouraged and supported with pooled resources used to leverage and facilitate joint efforts.
10. Mechanisms exist that ensure **coordination** of activities and the protection of the interests of the partners.

These principles were endorsed by Campus Executive meeting 06/11 on Tuesday 9 August 2011.