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Post-Secondary Campus Master Planning

The University Tunku Abdul Rahman – KL Campus Master Plan

This new 30,000 student university is planned for a 1,300 acre site near Ipoh in Malaysia. It consists of all key faculties and the university commenced operations with 300 students in 2002. A year later it now has 3,500 students and phase 1 of the campus is being designed for 10,000 students by 2006, a phenomenal growth. Dr Fisher is leading the masterplan and facility planning project. A series of high level workshops have been facilitated with the senior staff of the university and the local community at Kampar. The site is complex being comprised of an old tin mine with around 30% lakes. Adjacent are two parcels – one of 300 acres is to be developed as residential and commercial related to the university activities, and the other is a 70 acre site which will be designated as a research park. Dr Mahatiar was invited to launch the ground breaking ceremony in January 2003. Since that time donated funds have increased from 20m RM to 200m RM. The funding is 50% government and 50% private. The second phase of masterplanning and project brief development is underway, with construction expected to start in October 2003.

The United Arab Emirates National University - Campus Master Plan

Dr Fisher was appointed to lead a team of master planners for this prestigious university after an international design competition. The firm was appointed ahead of a bluechip international field of architects which included a short list of two of the largest design firms in the USA and the largest in the UK. The master plan will shape a campus which will rival the best in the world and is the forerunner to a major capital works program. The University will be the centrepiece for Emirates higher education teaching and academic excellence, structured on world-class curricula and increasing research programs. The new campus will be fundamental to the nation's strategy to provide a contemporary approach to a world-class education. The site provided both challenges and opportunities – a stunning mountain backdrop, a naturally occurring oasis and 50°C plus temperatures in the summer. Within this context the design requirement was to 'pedestrianise' the campus and to provide outdoor recreational spaces. The winning design includes the separation of vehicular and parking circulation from pedestrian movement, integrating the qualities of the naturally occurring oasis and the meandering waterways within landscape settings and a spectacular shaded structure over the whole built form. The plan will also minimise walking distances within the shaded pedestrian campus to cope with extreme desert environmental conditions and provide environmentally sustainable features such as waste-water recycling, aquifer recharging and passive solar control. It addresses Islamic, cultural and architectural characteristics which respect and focus on local traditions. The solution was the result of extensive consultation with the university leadership team and the exploration and assessment of a range of campus planning options. It took account of the University's strategic academic and research plans, the needs of its student population and the development of links to the Al Ain community. At the same time it had to ensure that faculties were collocated to provide maximum synergies and space sharing opportunities as well as minimising the cost and scope of services and roads infrastructure.

University of Technology, Sydney - Kuring Gai Campus Master Plan

This suburban campus located between a regional centre, residential estates and a national park, offers fantastic potential for the future. But any development must be sensitively handled, and Dr Fisher was commissioned to examine various ways of developing the site for a number of functional options. Consideration also had to be given to traffic generation in the suburban streets, the possibility of a new railway station and the adjacent Film Studio complex.

Luther College – Campus Masterplan

This campus in a central and prestigious residential area in North Adelaide in South Australia, is made up of heritage, 1960's and later buildings. It is surrounded by residential properties, some of which are owned by the Institution. The Lutheran College, which awards degrees at Bachelor and Master's levels, needed to reposition its facilities to meet new client profiles in the emerging priesthood and to provide stronger links

to its distance and partnership programs in other institutions. Dr Fisher leads a small team which tested the existing infrastructure capability on the site and subsequently was required to evaluate alternative locations for the whole campus. This critical strategic value management exercise for the Luther College is still underway at the time of writing.

Deakin University - Burwood Campus Masterplan

Dr Fisher led the review and redevelopment of this inner suburban campus. Originally made up of number separate holdings for a high school, CAE, training centre and a school for the deaf, it now is required to house five Faculties of the University. Some new buildings have appeared recently on the site and others are about to be designed. The master plan will address issues such as identity and arrival, the image and experience a campus of the 21st Century might have, the need for flexibility and relations with the community. In this continuing project Dr Fisher is facilitating and leading the staff of the Property Division in the revision process.

Australian National University – Precinct Masterplan

This innovative study was designed to promote user participation in the campus planning and architectural design process. The site is divided into ten notional precincts, and the three most critical were developed to provide urban design guidelines for future projects to be implemented with user participation. Within each of the ten precincts user groups were established. The conveners of these 10 groups each became members of the ANU Campus Advisory Committee and represented the views of each of the precinct users. All users were invited to join in a three-day design charette process for the three precincts, led by Dr Fisher, and users were also asked to draw their ideas. The first projects are now under way using these guidelines and the user groups established for the study are now represented on the formal ANU Campus Advisory Committee

Newcastle University - Chemical Sciences Precinct Urban Design Study

A major refurbishment and extension was proposed for this compact part of the campus. The orientation of the existing buildings, perpendicular to a major axis of the university, made it difficult to provide a linking extension between the two chemistry buildings. Dr Fisher led an urban design and strategic facility planning study to evaluate the options and determine which solution would best meet both the needs of the users of the buildings but which still provided a campus plan that maximised urban spaces for the inhabitants.

The University of Adelaide - North Terrace Campus Masterplan

Dr Fisher was project director for the strategic facility planning analysis and the development of strategies for this very attractive inner city site. The campus is quite densely built and new site options had to be carefully considered in urban design terms, whilst still providing the best opportunities for the users to expand their operations. The strategic facility planning study provided the key database and consultative framework for this study to take place.

The University of Adelaide - Roseworthy Campus Masterplan

Dr Fisher was project director for the strategic facility planning analysis and the development of strategies for this rural campus. It had been poorly planned in the past and development was haphazard with large exposed areas between buildings open to the elements providing poor open space amenity for the residential and other users. It was necessary to ensure that the campus development was well staged to provide an environment that continually enhanced the campus amenity during its developmental stages.

The University of Adelaide - Thebarton Campus Masterplan

This industrially located campus required a complete review of building use and future development options of the site. The old industrial buildings were evaluated to determine the best future use. Car-parking constraints and opportunities were evaluated and the identity of the site was studied to improve its image. Dr Fisher was project director for this study.

The University of Adelaide/CSIRO - Waite Campus Masterplan

Dr Fisher worked closely with the multi-disciplinary CSIRO units on the campus to review the utilisation and determine the capacity of this delicately placed site. The campus is surrounded by the University of Adelaide and Wine Research Institute facilities and the client required a study to optimise the development potential of the site without compromising the site amenity for the users and impacting on the surrounding neighbourhood. The construction of two new buildings and refurbishment of the existing structures required careful space planning and site analysis to ensure the best use of the site without compromising future opportunities for development.

University of South Australia - City East Campus Masterplan

Due to the relocation of more than half of the activities on this campus to the City West campus, the remaining spaces offered excellent opportunities for re-positioning previously neglected programmes and support activities. The whole campus was replanned to provide a much stronger relationship to the 'customers' of each of the programmes, a more legible approach and sense of place for campus visitors together with stronger affinities between programmes. Dr Fisher lead the study.

Australian Catholic University - Campus Masterplan

The university, since having been granted this status in the early 90's, has been examining ways of increasing its identity through consolidating activities on a major campus and developing a stronger physical image to the public within the City of Melbourne. This campus provides opportunities for a major street-front general teaching and administration building, leaving additional space for future expansion on the campus. Dr Fisher worked with the university over two years to produce a strategic urban design and planning approach which could both meet the budget and optimise campus opportunities for development.

Monash University - Berwick Campus Masterplan

This new campus was designed to provide a figurehead for the university's delivery of distance and flexible programmes locally, nationally and internationally. It is located in a high growth region of Melbourne's metropolitan area and the local characteristics and constraints heavily influenced the planning and design options. The campus is associated with the adjacent Casey TAFE campus and is close by a railway transport node. The site was previously an airfield and Dr Fisher lead a team which explored heritage-based solutions to the design layout.

Southbank Institute of TAFE - Campus Masterplan

The Institute occupied six campuses up to 1994/5 and wished to examine how it could rationalise these down to two sites. This meant that the capacity of the focal Southbank Campus in Brisbane, just adjacent to the Southbank Expo-Centre site and the Exhibition Hall, needed to be evaluated for future potential expansion. The campus had been developed in a haphazard way over past decades, and the site required an urban design and strategic facility planning study to determine the best way to use the remaining parts of the campus. It also sought to better integrate the existing buildings and provide more useable urban spaces with a link across the dividing road. Dr Fisher lead a comprehensive consultation and analysis of the campus strengths and weaknesses and developed a strategy that the Institute has adopted and is now working towards.

South-Eastern Institute of TAFE - Mt Gambier Campus Masterplan

Dr Fisher lead a team for this major redevelopment and expansion project. The site was only partially developed and is adjacent a future senior secondary school site. There are industry-based activities and the existing TAFE functions that were reviewed and positioned to enhance the site as a whole. The campus provides a new identity for TAFE in the region and presents ample opportunities for collaboration with industry partners. It also has focussed on providing a learning environment which is attractive to full-time campus users following the increased trend in full time TAFE students in the region.

Casey Institute of TAFE – Campus Masterplan

This is a strategically critical new campus of the Casey Institute of TAFE. It is in a rapidly growing region of Melbourne and the campus is designed to focus on new flexible delivery methods. The campus is

accessible all hours and provides considerable part-time and after-hours courses. The site has been planned for gradual expansion in a systematic way ensuring that the campus continues to be viable at all times during any future stages of development. Dr Fisher lead the educational planning components of this project.

William Angliss Institute of TAFE – Campus Masterplan

This is one of Melbourne's best known hospitality training institutes. Many of the run-down facilities are now demolished and the campus has now been designed to provide a strong image to the CBD main streets to assist in marketing the program being offered by the college. The new building, firmly sited in a highly visible corner location, is linked to the older parts of the campus by courtyards providing added student amenity. Dr Fisher wrote the brief and liaised with academic staff and students.

Bendigo Institute of TAFE – Campus Masterplan

This is a new campus designed to cater for horticulture, agriculture and animal husbandry. The Institute wanted to promote opportunities for collaboration with business and also to provide a staged expansion and relocation of facilities from the CBD campus. Existing buildings were re-used and a strong identity and image developed for the new campus. The campus was formerly a saleyard for cattle and sheep, and this heritage has been retained in the master planning. Dr Fisher wrote the brief and liaised with academic staff and students.

Post-Secondary Strategic Facilities Consulting Projects

National

RMIT University, Mode 2 Asset Strategic Study

This project is research based and seeks to reposition the physical assets of RMIT from teacher centred Mode 1 facilities (largely traditional classrooms and laboratories) to Mode 2. The latter are flexible and distributed facilities that support multi-disciplinary, collaborative and student centred teaching, learning and research. At present the ratio of assets is 85:15 Mode 1: Mode 2. It is planned to restructure this asset base closer to 50:50, recognising that some course content is better taught in traditional modes, but much knowledge production is Mode 2 and flexibly delivered. The study is examining RMIT's 4 campuses, including its Vietnam campus. This study will extend to examine how organisations cluster to collaborate on research and development in Mode 2 approaches, with a view to developing a unique research park with a difference. Dr Fisher lead the study.

University of Newcastle - International Trends in Campus Planning, Strategic Planning Workshop

Dr Fisher was invited to this two-day workshop to illustrate to the 30 or so high level participants emerging trends in campus planning and design across the world. The University wished to have a much stronger relationship between its one, five and ten year strategic academic and business plans and the campus facilities which support those activities and objectives. The group consisted of 11 Faculty Deans, the University's Senior Management Group, Chancellor and Deputy Chancellor, Senior Administrators and representatives from the University Council, Student and Staff associations. The workshop was also intended to launch the revision of the now ten year old campus master plan.

The Design of New Learning Environments Colloquium

DR Fisher is a participant in an ongoing series of workshops which seek to develop new and innovative approaches to the design of learning environments in an age of rapidly changing pedagogical paradigms. The impact of IT+C has enabled a greater focus on student centred learning with much more informal and collaborative learning than ever before. The Colloquium is primarily a partnership between Griffith, ANU, Monash, VUT and Flinders universities and has convened two two-day workshops attended by 30 participants from more than a dozen institutions. The approach is primarily driven by the centres of staff development, teaching and learning and flexible delivery from the various participating organisations. A

series of refereed articles is about to be published in the Journal of Higher Education Research and Development (HERDSA) outlined the developments to date.

The University of Technology, Sydney – Strategic Asset and Capital Management Plan

Dr Fisher was part of a team of consultants engaged to develop a strategy to manage the rapid student growth at UTS. This growth had far outstripped earlier predictions and the study had to seek more innovative ways of using the physical asset. In particular finding the best use of the newly purchased adjacent Fairfax Building, the withdrawal from a variety of piecemeal lease/rental accommodation and the future of very underutilised outlying campuses were part of the study objectives. The programme involved interviews with all Faculty Deans, Heads of Departments, Administrative and entrepreneurial units, statutory authorities and selected neighbours to determine future growth and spatial demand patterns. The existing building stock was evaluated for supply potential and the gap determined in supply. Further, the space occupancy and utilisation, maintenance backlog, and functionality were all thoroughly investigated and evaluated. These results were fed into a capital works management plan the cost projections of which were linked to income from government grants, student fees, consulting activities and other sources of revenue. Finally a capital works programme was established which saw critical functional units collocated for greater synergy over a time period which allowed the university to continue to operate with minimal disruption and only a maximum of one move per organisational unit.

University of South Australia – Levels, City East and Salisbury Campuses Space Utilisation Study and Strategic Facility Plan

The University was examining options for maximum utilisation of its six campuses and the potential for collocation of various faculties to provide additional synergies. Dr Fisher undertook a collaborative and consultative strategic study to determine which facilities could be utilised to a higher level, which could be shed, and those which required additional work to upgrade them to current day building code, maintenance, disability and functional standards. The study also examined alternative uses for building assets and looked at possible low-cost built solutions for relocated functional units.

Curtin University – Division of Humanities Space Utilisation Study

This consultancy had two primary objectives – to develop improved ways for the measurement of space utilisation in the Division, and to gain ‘ownership’ by the Divisional academic staff to the processes involved. The Central Space Planning Unit at Curtin was aware that much of the specialist space within and controlled by the Division was greatly underutilised. In view of the imminent space charging mechanism it was necessary that the Division fully understand how its space was used. A highly interactive consultative process was used by Dr Fisher, with targeted interviews, focus groups and workshops. The Division has now set up a Space Management Group and is considering the dozen or so recommendations made in the report. Amongst other recommendations it has been suggested that the space be divided into three categories - highly specialised (unshared); specialised (shared within the Division only); and general teaching (reallocated back to the Central Space Planning Unit).

The Parks Community Centre – Strategic Asset Management Study

Dr Fisher was commissioned to carry out a unique and comprehensive study of this 24,000m² site. The study involved condition data capture, CAD drawings of site and buildings, urban design studies, life cycle costing models and strategic facility planning scenarios for alternative uses. The database was compiled from inspections and from existing SACON CAD drawings and BLAMS databases.

RMIT University - Relocation of Coburg Campus Activities to Bundoora Campus

This study involved a review of space needs for a number of faculties and administrative units, with a view to relocation to the Bundoora campus. The study used a methodology of weeklong workshops to involve all of the key players, minimise costs and to reduce the strategic planning time needed. Considerable preparation was done prior to the workshop to ensure the participants’ time was used to best effect. Dr Fisher lead the study.

University of Sydney – Strategic Maintenance and Rehabilitation Study

Dr Fisher undertook this study for the consideration of the deferred rehabilitation and maintenance list for all of the university's physical assets. This involved a sampling study of 13 buildings and the preparation of master plans to ensure compliance with all statutory requirements. Limited life-cycle costing studies were used as the basis of the study. A parallel research project also considered the funding requirements, based on International Best Practice, for managing the accruing liability.

University of Adelaide - Strategic Estates Master Plan

Dr Fisher was project director responsible for a Strategic Master Planning Study for this Multi-campus University. The master plan was developed in a strategic context so that campus planning was consistent with the university's long-term goals and business plans. A strategic approach based on different research, teaching and business targets ensured that future campus development was flexible, consistent, cost efficient and less disruptive to users. All Faculty and Administrative Units were considered in this study including library specialised teaching space and other academic/non-academic areas.

University of Adelaide - Waite Campus Strategic Facility Plan

The Waite Agricultural Research Institute is located in close proximity to the Australian Wine Research Institute and divisions of the CSIRO. The proposed affiliation of these sites together with some research units of the South Australian Department of Agriculture provided the impetus to form a larger Waite campus and the creation of a new centre of research and teaching excellence of international status. Dr Fisher was project director for the development of a design brief for the proposed redevelopment and expansion of the Waite Campus which included departmental buildings and laboratories, animal holding facilities, and academic and support facilities.

University of Adelaide - Common Teaching Areas Utilisation Study

The university required a review and analysis of its common teaching areas on the North Terrace Campus to determine the effects of the influx of students from its Malaysia international twinning development. The study examined occupancy and utilisation rates, the fit of rooms to student class sizes, and the distribution of classrooms about the campus. Recommendations were developed to improve the use of the existing classrooms and to develop future classrooms to suit the emerging technology and flexible delivery needs of the university's academic programmes. Dr Fisher lead the study.

University of Adelaide - Science Faculty Strategic Facility Plan

The university has nine departments in its Faculty of Science. The faculty is heavily involved in research and has facilities that are ageing and unsuitable for modern science research. Dr Fisher was engaged to determine how the six biosciences related departments could be collocated with a view to sharing common equipment and other spaces. The Faculty occupies 36000m² of space and refurbishment and expansion strategies were evaluated. The departments are now in the process of being relocated to a new building complex.

Flinders University - Post Occupancy Evaluation of Information Technology and Sciences Building

The university administration wished to evaluate the performance of the project team, the suitability of the space for teaching and learning and the performance of the building under operation. Project delivery and maintenance records were evaluated and a walkthrough was undertaken to familiarise and also to gain impromptu insights from the building users. Key interviews were targetted to determine the major factors which were to be addressed in focus groups. Dr Fisher then conducted a review with all key academic units, project team members and key university administrative staff in focus group workshops. Findings were presented to the university grounds committee and recommendations made for improvements to future building briefs at the university.

SA Department of Employment and TAFE - Asset Strategic Plan, Capacity, Utilisation and Strategic Maintenance Study of 17 Campuses

This study involved the review of all seventeen colleges in South Australia to determine their student capacity, current utilisation and maintenance liability. Dr Fisher reviewed all of the data for each of the colleges and established a planning model that considered various criteria for utilisation and capacity. The model was tested on two colleges in some depth to test its veracity. The Building and Land Management Data System (BLAMS) was evaluated to determine the maintenance backlog and life cycle cashflows for the colleges for the next ten years.

Queensland TAFE - Post Occupancy Evaluation of eight campuses

TAFE Queensland sought expert assistance to conduct a study of a diverse range of institutes from Brisbane to Thursday Island. It was some years since the buildings had been completed and most project teams had been disbanded. Dr Fisher approached the study with careful planning to ensure maximum participation from user groups through gathering and analysing quantitative and qualitative data and through a series of focus groups. The study resulted in a recommended strategy for TAFE Queensland to implement in future design projects, incorporating post occupancy evaluation into all construction projects. The report also provided recommendations to improve existing premises and facilities. A Post Occupancy Evaluation study of four TAFE complexes throughout the state ranging from Thursday Island to Redland was conducted to gauge how well the college facilities supported staff and students needs. The basis of this study was participatory and featured involvement of staff, student and the original project teams. TAFE Queensland has implemented the findings and recommendations of the study into their Capital Works projects. A second stage was commissioned by TAFE Queensland for Dr Fisher to evaluate a further four TAFE buildings in regional centres in Queensland.

Queensland TAFE - Brief Writing Practice Manual

The Total Asset Management Unit of Queensland TAFE has a number of project officers who are allocated the project delivery of Queensland TAFE's Capital Works Programme. These project officers have the task of interpreting the needs of the academic users, interfacing these on occasion with existing facilities, and developing strategic briefs for the design and construction or refurbishment of new facilities. It was decided to develop a coherent and consistent approach to all briefs in TAMU and Dr Fisher was commissioned to facilitate a series of workshops with the project officers to develop a brief writing template. A brief writing process and template/report was prepared which now forms the basis of all of TAMU's projects.

International

Bank Negara Malaysia – Corporate University

Dr Fisher was appointed in January 2003 as strategic facility planning consultant to advise the client on the planning, design and construction of this new A\$200m complex consisting of a training campus and a separate residential complex in an inner mixed commercial / residential suburb of Kuala Lumpur. A key part of this consultancy involved the integration of six key entities who were related, but established under separated charters and were to be collocated on the new corporate university campus. The entities were the International Financial Services Board (responsible for regulating Islamic financial institutions the world over), the HRDC (Human Development Resources Division of the BNM), the RTC (the Regional Training Centre), the BNM library, the BNM Art Gallery and Monetary Museum, and the Financial Services Institute. Interviews, questionnaires, workshops and design charettes were all used in a collaborative, participatory and inclusive process to ensure ownership of the new facility and to maximise the opportunity to share resources such as seminar and tutorial rooms, lecture rooms, computer facilities, board rooms and cafeteria facilities. The complexes will be completed in late 2005.

OECD Expert Meeting on Financing Capital Expenditure in Tertiary Education – University of Warwick, U.K.

Dr Fisher was convener of this Expert Meeting, which was held in March, 1997. Attended by 25 participants including policy makers, practitioners and facility managers from 18 countries, the two-day event covered 10 case studies of innovative financing for capital expenditure. A report is now available from the Program on Educational Building, or through Dr Kenn Fisher.

OECD Expert Meeting on the Design of Libraries and Learning Resource Centres – OECD, Paris

Dr Fisher convened this study in March, 1998. Twenty-eight participants attended from eighteen countries. Ten case studies explored a variety of issues in the planning and design of libraries considering the impact of information technology, library management, new teaching and learning methodologies and design solutions to meet these emerging trends. A report on the proceedings is now available from the Program on Educational Building and through Dr Kenn Fisher.

OECD International Conference on Producing a Secure Environment for Learning – Bologna/Florence, Italy

Concern has been expressed worldwide regarding the safety and security of campuses in an increasingly volatile society. The OECD Programme on Educational Building decided to convene this conference, attended by over sixty participants from twenty countries, to explore alternative solutions to these problems. The conference covered university, college and school environments. A day was dedicated to site inspections of schools, colleges and universities. Examples included educational facilities driving urban renewal, recycled factories being used for university campuses, and the extensive use of refurbished heritage buildings in Italy. The OECD has now published a report of the proceedings. Dr Fisher convened the conference.

OECD/CEDEFOP Conference on Architecture and Design for a Learning Environment – Thessaloniki, Greece

This conference, jointly convened by the OECD Program on Educational Building and the European Union Centre for Vocational Education, explored the changing face of design for training in industry and in the formal institutional context. Ten case studies were presented and an exhibition of projects from such companies as Siemens and Dr Fisher was held over the three-day event. There were eighty participants from twenty countries present. Dr Fisher co-convened the proceedings.

OECD/EIB Project on Investment Appraisal and Performance Indicators for Educational Facilities – EIB, Luxembourg

This project was designed to develop a mechanism to evaluate educational project proposals from European Countries for funding from the European Investment Bank. Following the EU 1996 Amsterdam Social Statement, the European Investment Bank was required to finance \$1 billion worth of projects for educational infrastructure in all sectors. It needed to develop a system for investment appraisal and is undertaking a joint project with the Program on Educational Building to develop performance indicators for educational facilities. Dr Fisher was a keynote presenter (forming part of the now published proceedings) at a multi-national conference held at the EIB in Luxembourg.

OECD Conference on Using the School Grounds for Learning, Convener

Dr Fisher, as Head of the Programme on Educational Building at the OECD, convened this conference in 1997. Over 20 countries were represented on the three days, with eight schools visited to view best practice in the use of school grounds. The conference highlighted many international innovations and developments in the use of school grounds for learning. The outcome is in publication at the OECD and concludes that the movement needs to move into the international realm to make a greater impact on the policy makers in the development of school assets.

Laos Ministry of Education - The UNESCO Mobile Training Team (MTT) Project for Schools Procurement

Dr Fisher was commissioned to head a Japanese Government funded project focussing on the procurement of schools in the north, centre and south of Laos. Working closely with Ministry of Education staff, its International Liaison, Planning and Development Unit and its Educational Construction Services Unit, a set of principles and guidelines were developed to address five key areas of school procurement – demographic planning and approvals processes; briefing, masterplanning and design; tendering and construction; building condition assessment, maintenance, health and safety; and finally evaluation. The guidelines manual was ‘workshopped’ over four two-day sessions with participants from the 18 Provincial Education Service offices, the Provincial Unit for Construction Development Authority and teacher representatives to ensure it would work in the field. The final document, entitled ‘Planning, Design and Construction Guidelines for New, Expanded and Refurbished Schools’ was designed for the Ministry to better manage the procurement process. It will be used for international donor agencies such as the World Bank, Asian Development Bank, Japanese International Commission for Assistance, by Government, Ministry and Province staff, and school principals and village chiefs. All participants in the process of school procurement will have a ‘one-world-view’ of the delivery framework.

AusAID Indonesian Technical & Vocational Education Project – Jakarta and Eastern Indonesia

Dr Fisher was commissioned by AIDAB to develop a facility planning and maintenance management strategy for the Indonesian TAFE sector. The first stage involved determining local needs and developing an outline strategy for implementing such a facility management information system. The second stage saw the development of a computer based facility information management system, training program and implementation of the system in 21 colleges. The project operated at three levels – Ministry, Province and School – and operated across eight eastern provinces with four day seminars held in Jakarta, Bandung, to Irian Jaya.

Post Secondary Learning Environment Architectural Projects

Doha Institute of Technology, Qatar

This 75,000 square metre facility, costing US\$100million, is in the early stages of construction. It will house schools of engineering, petroleum, business, information technology and health sciences. The project is being designed over a 5-month period in a series of three packages to facilitate construction times and enable an early opening. The architectural composition takes local references and reflects these in a very contemporary but functional design. The Institute campus is designed to ensure that social interaction outside of classrooms is maximised, that industry involvement is facilitated and that outdoor spaces are protected from the extremes of weather experienced in that climatic region. Dr Fisher lead the briefing and facility planning study for the project.

Australian Catholic University - New Headquarters and Melbourne Campus

This major project was the result of the university seeking to not only rationalise its inefficient operations on two campuses, but also to provide a focus near the Melbourne CBD which represented a progressive and competitive university striving to accept the challenges of new technologies and community demands. The project involved the complete refurbishment and reorientation of the entrance and approaches to the six-story office building, supplemented by additional new lecture theatres and other amenity areas. The whole ground and first floors were designed to be student centred, and included the Chapel, library and student amenities/union/services complexes. Dr Fisher lead the facility planning, briefing and masterplanning components of the project.

Universities of New South Wales and Sydney - The Australian Graduate School of Management

Dr Fisher lead a study for the redevelopment of this leading graduate school of management in Australia. The site is located at Little Bay in Sydney Harbour, with breathtaking views and setting. The new Centre was to have four star accommodation for 120 students in state of the art accommodation for executive

training programmes. The Centre was to be linked to other campus overseas with satellite down links to ensure the very best academic staff can present to the students and to enable on-line access to case study material. The contemporary design proposal sat snugly in the landscape and provides individual residential accommodation, case study rooms, lecture theatres, syndicate rooms and other associated facilities. The proposal was put on hold pending the outcome of emerging developments in MBA and higher education in Australia.

University of Sydney - Rehabilitation of Main Quadrangle Building

This is the oldest university building in Australia and as such has major heritage importance to the university. Dr Fisher lead a team commissioned to complete a comprehensive and detailed master plan for the building. The key sections of the study included: heritage and conservation; engineering services; fire and life safety; building ordinance; facility planning; rehabilitation; vertical transport and OH&S. Various packages are now being designed and constructed.

University of Sydney - Rehabilitation Strategy for the Madsen Building

This study was concurrent with the Quad Building study and covered similar master planning issues. A staged approach was developed to ensure that the building operations could continue during the construction process. Fast track construction was necessary to ensure functions could commence for the new academic year. Dr Fisher carried out facility planning components of this study and lead the masterplanning team.

University of NSW - Chancellery Building, Asset Masterplan & Refurbishment

Dr Fisher was part of a team which undertook an asset appraisal study for the University of NSW Chancellery Building. The initial phase includes a building audit, space usage analysis, and the establishment of benchmarks for the refurbishment of the building. The second phase includes an analysis of how the departments can be accommodated in the optimum way to maximise space efficiency, communication and the quality of the environment. All options were costed and cost-benefits analysis carried out. The first stage of the construction works involved the Vice Chancellor's suite, comprising boardroom, Vice Chancellor's office and general office areas with the second stage being the refurbishment of the entry and council chamber.

William Angliss Institute of TAFE

Dr Fisher was part of a team commissioned to provide full architectural services to design a new building on the existing campus of the William Angliss College for tourism, hospitality and retail food industries. The building is on the prominent corner of La Trobe and King Streets in Melbourne. The innovative floor planning approach includes services cores located at the four corners of the building to provide a 1000m² open floorplate which allows for complete flexibility of fitout. The column free sixth floor is designed as a flexibly arranged conference centre with a food, wine and hospitality teletheatre fitted out to deliver up to 40 hours per week of cable TV quality programs. The ground floor with a King Street frontage is designed for a mix of student services and retail with secure computer lounges easily accessible through atrium open stairs at the first floor level.

Bendigo Institute of TAFE

Bendigo Regional Institute of TAFE currently has a number of facilities sited around the City of Bendigo. Dr Fisher was commissioned to undertake a Masterplanning exercise to rationalise these facilities onto a new campus located on the eight hectare former saleyard site in Charlestone Road, Bendigo. The first stage of the project was the development of a new automotive and rural industries studies building. The Masterplan and Stage 1 building were conceived within the following key criteria and guidelines:

- (a) Commercial Presentation & Exposure: to maximise the exposure to Charleston Road and to create an identity for the building(s) that reflect their internal function and has a timeless image.
- (b) Flexibility & Adaptability: to create buildings which are not "custom built", which are responsive to changing training delivery and can be readily adapted and expanded.
- (c) Traffic Management/Car Parking/Landscaping Staged Development

TAFE: Institute of South East - Mount Gambier

Dr Fisher was a part of a team commissioned as masterplanners and architects for the Stage 4 development of the Mount Gambier Wireless Road Campus. The development included the refurbishment of existing buildings (2,900m²), construction of a new classroom and administration building (4,300m²) and new workshops (3,700m²). The Stage 4 development increases the Institute capacity to accommodate additional students by the provision of additional lecture rooms and other specialist learning areas, and through the facilitation of flexible delivery methodologies, including open learning, computer assisted learning and video transmission of learning programs to industry locations, and students throughout the upper and lower South East and in the South Western area of Victoria. The project won an RAI Award of Merit in 1997.

Casey Institute of TAFE – New Teaching Building

This new teaching building is designed for flexible delivery. It has clusters of computer workstations in a hub and spoke arrangement where a ‘class’ can work as individuals, in project teams/groups or as a class. Each cluster is supported by equipment rooms and by staff clusters. The modular arrangement is easily extended as required. The architecture is light and airy, with a technological image including a video conference theatre. Dr Fisher lead the facility planning and briefing part of this project.

Monash University – IT&C Buildings, Stages I, II & III, Berwick Campus

This sequence of buildings is all carefully designed to provide a student hub and focus for the campus, with academic, distance education and administrative functions slightly separated to provide a level of privacy. A central courtyard has been created immediately adjacent the milling spaces of the lecture theatre and, in association with a cloister, the main foyer and the café, a large and flexible social space was able to be designed to serve the student needs of this new campus. The ongoing project has required careful and extensive community consultation with a variety of academic faculty stakeholders, the local authorities, residents and the adjacent TAFE (which shares its library and computing suites with Monash), and all the buildings provide an image and identity for the campus. The three- storey structures are flexible in plan and all use natural light and airflow to minimise energy costs. Stage I includes teletheatres, seminar rooms, learning centres and a café, with a uniquely designed interactive lecture theatre for 300 students including the Monash ‘white wall’ for all image projection. Stage II continues the thrust towards the Bachelor of Communications (which incorporates performing arts) and includes additional computing, teaching and learning facilities, laboratories and associated additional student amenities. Stage III, the latest expansion on the campus, is specifically designed to accommodate a new Bachelor of Multi-Media program, in keeping with the regional economic development plan of the Berwick Local Government Authority. This project includes technologically enhanced learning settings, flexible learning centres and other associated facilities at the high end of technology. Dr Fisher wrote the brief and assisted in masterplanning the site.

University of Adelaide - CSIRO/Waite Campus Soils and Water Environs Building

Dr Fisher was project director for a new major 4000m² building to house a collaborative research venture between the University’s Faculty of Agricultural and Natural Resource Sciences, the CSIRO, and the South Australian Department of Agriculture. The three participants are at the leading edge of world research into soils management and the building houses laboratories and support facilities. This project required extensive consultation and collaboration with the users to ensure that the new collaborative culture could be achieved spatially to the satisfaction of all of the participants in the new facility. The project was the first in a series of projects which have achieved a collocated collaborative teaching and research environment for the CSIRO, the S.A. Department of Agriculture, the Australian Wine Research Institute and the University of Adelaide.

CSIRO Division of Horticulture – Waite Campus, University of Adelaide

Dr Fisher was project director responsible for the transformation of the Division’s 1960’s laboratory and office accommodation into a modern flexible laboratory complex. The project involved the complete refurbishment of some 2,000 m² of laboratories and an expansion of a further 500m². The existing

facilities were gutted to create 3 large open plan laboratories with direct access from the scientists' office write up to the technicians areas with glazed sliding partitions. The open environment and staff interaction that resulted delighted the Division staff and is seen as a model for future laboratories by the CSIRO.

H.E. and Public Library Facility Planning and Briefing Projects

The Australian Catholic University - Library

This new campus on the edge of the CBD in Melbourne has the latest in library design and technology. The library is located on the ground and first floors linked by an open staircase for ease of access and visual connectivity. The learning commons is located close to the entry and also to the front façade of the building offering a transparency to learning for passers-by on the main road. Close to the entrance of the library is the cafeteria and both are linked to out-door recreational areas. Computer terminals are available on a 24-hour basis and students can access other adjacent amenities due to the layering of security for the building. Multi-media centres, printing and photocopying stations, syndicate rooms, help desks and other facilities have been carefully located to provide ease of legibility for the users. A 'main street' provides a structural spine for campus visitors who can access the library, cafeteria, student services, chapel, café and lifts to the other six floors with ease directly from the main entrance. Dr Fisher lead the briefing team.

The Australian National University – Expansion to Hancock Library

This new innovation in Australia continues to evolve the so-called 'media laboratories' and 'media unions' developed over the past decade in the USA. Its key objectives are to collocate the core library functions with the multi-media, flexible learning, academic teaching development and information systems departments of the university to provide collaborative synergies in their respective specialities. Based on an 'information commons' concept, the library becomes a source of research into technology enhanced innovative teaching and learning methods which can then be distributed and supported in the Faculties themselves. Dr Fisher was commissioned to lead the strategic briefing, programming and conceptual stages of this project.

The Future Design of Library Learning and Resource Centres OECD PEB

As Head of the Paris-based OECD (Organisation for Economic Cooperation and Development) Program on Educational Building for 15 months during 1997-8, Dr Fisher lead an Expert Meeting on the Future Design of Library Learning and Resource Centres. Twenty-eight participants from eighteen countries attended and ten case studies were presented. The study focussed on four key areas – library management, information technology and communications, teaching and learning and new designs and asset management. The Expert Meeting agreed that libraries would be central to the operations of universities in the 21stC as they became centres of excellence for knowledge management in the new knowledge economy.

University of Adelaide - Waite Campus Library

Dr Fisher was project director for the new multi-owner/operator Waite Campus library. The 2000m² library is the focus of academic and campus life. It is a shared facility between the major users of the campus, The University of Adelaide, the South Australian Department of Agriculture, the CSIRO Divisions of Horticulture and Soils, and the Australian Wine Research Institute. It is designed to complement the heritage listed Peter Waite homestead, Urrbrae House, and is located centrally for ease of access by users. The briefing process required delicate and extensive negotiations between the four users to ensure that the four organisational cultures and data systems could be effectively integrated in the centre. The users have a mix of private and shared accommodation, all of which is flexibly designed to ensure that future advances in technology can be accommodated.

SE Institute of TAFE - Mt Gambier Campus Library

Dr Fisher was educational planner and brief writer for a \$13 million major extension to the SE Institute of TAFE Mt Gambier Campus. The project included a major relocation and expansion of the library to meet the emergent needs of TAFE flexible delivery programs. Competency based training, self paced learning,

computer based instruction and greater links with industry all required increased capability to install communications and technology equipment. The library was designed and located so that it could be used by a proposed senior secondary school located immediately adjacent to the College. The cafeteria is sited immediately adjacent, as is the distance education centre. The library is in the centre of the complex but is readily accessible by the public with car parking close by.

Monash University - Berwick Campus Library

As the first Major building on the new campus this information technology and communication building was carefully designed to provide a student hub and focus for the campus, with academic, distance education and administrative functions separated to provide a hierarchy of privacy. The project required careful and extensive community consultation with the local authorities and residents, and the building had to provide the key focus, image and identity for the campus. The three-storey structure is flexible in plan and uses natural light and airflow to minimise energy costs. The library is situated at ground level to maximise access, and is associated with video-conferencing rooms, distance education facilities and cafeteria facilities. It is also adjacent a 250-seat lecture theatre which is linked to other teletheatres. The project when completed will provide the information and network hub for the university's 5 campuses and will be the "icon" of its distance education service and global information centre. Dr Fisher write the brief for this project.

University of Adelaide - The Barr Smith Library

Dr Fisher was project director for a Strategic Master Planning Study for the Barr Smith Library and also for its subsequent redevelopment. The master plan was developed in a strategic context so that campus planning was consistent with the university's long-term goals. A strategic approach based on different research, teaching and business targets ensured that the future campus development is flexible, consistent, cost efficient and less disruptive to users. All areas were considered in this study including library, specialised teaching space and other academic/non-academic areas. The 12,000m² Barr Smith Library facility **was** completely replanned to enable more legible access, minimise operating costs and to completely update the technology and reader spaces.

University of South Australia - The Levels Campus Library,

A strategic facility planning study was undertaken to determine the impact of new pedagogies, new curricula, and emerging technologies, extended hours of use and the impact of two new relocated faculties. The study recommended the development of flexible learning areas on the ground floor immediately adjacent to the central courtyard directly opposite the student union facilities. This reduced the need for student movement throughout the library to access the existing computer areas on the top floor. Dr Fisher lead the study.

The National Library of Australia - Strategic Facility Plan

Dr Fisher was engaged by the National Library of Australia to determine its future facility requirements. This required an extensive study of existing stack holdings, materials handling methods, customer base and emerging digital storage and retrieval methods. Future requirements in all of these areas were assessed and analysed and a staged strategy for housing the 4 million books developed. The need to accommodate current and future developments in information technology necessitated working closely with library staff to ensure these developments were planned for. The carefully managed consultative process resulted in over 30 interviews being held, 5 specialist focus groups, three general staff presentations (there are 360 staff in the library) and four board presentations. This exhaustive consultative process was rewarded with the Staff Union congratulating Dr Fisher on meeting the occupational requirements of the staff in what is a difficult and constrained existing building.

The City of Charles Sturt Library

Dr Fisher developed the brief for this community library, which included the first cyber-cafe in South Australia. The broad planning concept for the complex separates civic, administration and library functions which are linked by a central internal pedestrian street. This concept allows total flexibility of

use and was one of the features which demonstrated a unique understanding of the functions of Local Government.

Collaboration with IFLA, the International Federation of Library Associations

Dr Fisher convened, as Head of the OECD Programme on Educational Building in Paris in 1998, an expert meeting on library planning and design for tertiary education. IFLA provided one of the experts, Marie-Francois Bisbrouk, who provided input from the recent IFLA international 5-day conference on library planning in The Hague in September, 1997.

School projects

Kincoppal Rose Bay K-12 School, Campus Masterplan

Dr Fisher was commissioned to prepare an overall masterplan for the 800 student Kincoppal-Rose Bay School, one of Sydney's most prestigious school overlooking Sydney harbour. The masterplan, complementing the school's "Towards 2000" strategic academic and business plan, consists of a strategic facility plan, site development plan, campus urban design guidelines, maintenance plan, engineering services review, traffic management study and heritage building conservation guidelines. The planning process considered several development options rated for conformity with academic plans, cost and staging ability. Dr Fisher is developing the recommended option which will form the overall masterplan and has been engaged to design the new Library and residential accommodation.

Kincoppal Rose Bay K-12 School, New Library

Dr Fisher was commissioned to complete a strategic facility plan, master plan and concept design for this private school in Sydney. One of the first projects to be planned was a new central library for the school. It was designed to be easily accessible by all students, yet still be available for after hours use by the community. It has been designed with flexibility and adaptability as key factors with the inclusion of flexible group rooms and classrooms. There has been a generous allocation of spaces for readers with computer stations for access to databases on the Internet and through local networks in the school. The library is sited adjacent student accommodation but with external access for the public, ensuring that it has a flexibility of uses. It has magnificent views across to the Sydney Harbour Bridge providing inspiration for all users and staff alike in their quest for knowledge!

Methodist Ladies K-12 College, Library Redevelopment

As one of Australia's most progressive private schools, MLC prides itself on innovation in education. It was the first school to move to all students having laptop computers and is a leader in Australia in multi-media and Internet use. Dr Fisher assisted the school in determining the future use of its 20-year old library to ensure that the facility provided the latest in IT educational support. The strategic facility plan recommended the adaptation of the building to a true learning resource centre. The key functions of the facility include a cyber cafe, student employment office, bookshop with computer access, cafeteria, library, multi-media centre, Internet training facility, year 12 student study centre and staff and preparation rooms.

Pembroke College, Middle School Library

Dr Fisher was in the project team which designed this library to be a centrepiece of the middle school campus. Sited adjacent to the main entry to the school it will provide the very latest in leading edge contemporary learning environments for middle school students. The library will offer flexible learning settings with spaces able to be adapted to a variety of learning styles which are normally not possible in traditional classrooms. The new library on the senior campus saw utilisation rates more than triple as teachers saw the opportunity to offer variety in delivery of curriculum material through a resource-based student centred and constructivist approach to learning. The new middle school library is expected to have similar popularity. It is designed to be light, inviting and is highly technology enhanced. It also offers a variety of spaces for students to engage independently, in small groups or in larger classes. The design concept at the time of writing is in its early stages of development.

Harrow International School – Campus Masterplan

Harrow International School (HIS) has been established in Bangkok for two years since 1996. In that time it has achieved remarkable growth with a rate in excess of 100% per annum. At present seventy percent of students are of Thai origin and the remainder a mixture of expatriate British Citizens and other nationalities. This remarkable growth has necessitated the development of a new campus in Bangkok. The school is based on the Harrow School in the UK, an institution which was founded in 1560. The Dao Kanong site, approximately 35 minutes by car from central Bangkok, offers a number of strategic advantages including the proximity of the Asian Institute of Technology and also Thammasart University; it is close to the airport; there is room for future expansion; it has a distinctive feature in the lake; and there is room for residential and commercial developments. The campus plan and project brief were developed to provide a campus and facilities dedicated to accommodating the primary operational needs for the HIS at a level equal or better than available elsewhere in the world; to promote the image of the School to its markets regionally, nationally and internationally; to achieve a functional, efficient, safe and pleasant working environment within the allocated budget and to user functional requirements; to ensure maximum floor space efficiency; to maximise energy efficiency and be environmentally appropriate; to comply with all relevant occupational health, safety and other relevant statutory requirements; and to provide a viable first stage of a campus which may be extended. Dr Fisher lead the study.

Eco-School Design for East Renfrew Shire Council (Scotland), Brief Development

Dr Fisher was invited as one a group of experts to develop a new concept in schooling in Scotland. The idea of an ecoschool has been developed over some years at the OECD and this project was the first known attempt for a holistic development which would include curriculum, action learning, the community, the Ministry of Education and the staff and students of the school. The group developed a comprehensive brief for the project incorporating all of the above aspects.

Victorian Department of Education, Masterplanning Conference

Dr Fisher was invited as keynote speaker at the 2000 Conference on the masterplanning of Victoria's secondary schools. The Conference was intended to provide an overview of masterplanning and strategic facility planning approaches for the panel of schools architects registered in Victoria. Over 80 architectural firms were represented at the seminar. Dr Fisher's presentation was integrated with another focussing on the incorporation of information technology and communications across all Victorian Schools and complemented the approach to designing technology rich learning environments.

National Conference of Catholic Schools Property Managers

Dr Fisher was invited as keynote speaker at the 1999 and the 2003 Annual Conferences on schools planning and design. The annual Conference provides a coherent and coordinated approach to the design and construction of Catholic Schools across Australia. He presented developments from across the globe to illustrate how new pedagogies and curricula are influencing the design of learning environments in schools.

The Australian Science and Mathematics School, Masterplan and New Buildings

The South Australian Department of Education, Training and Employment, in partnership with Flinders University, believe that no such school exists as this one is conceived. The vision is to completely rethink the teaching and learning process such that the facility to be designed will not look like a school or have traditional classrooms. The proposed new building, adjacent and connected to the Faculty of Education at Flinders University, will facilitate the teaching and learning of mathematics in a research environment where teachers will engage in staff development, research will be carried out into new technology enhanced pedagogies and Flinders University Science Faculty staff will foster (in year 10, 11 and 12) students a willingness to pursue learning and careers in science and mathematics. The briefing process included research of international best practice in a range of identified schools which will demonstrate at least one aspect of the following: student selection; professional development; student services; business and industry links; university partnership; curriculum and course programs; governance; operational structures; facilities and physical structures. Dr Fisher provided expert input into this process and

managing the international research input into the brief development, the concept design, architectural and interior design and contract administration.

Christies Beach High School, Redevelopment

Dr Fisher lead a team commissioned to complete a master plan, concept design, documentation and the construction supervision of a major rejuvenation of this ageing school. The school has some extremely durable existing buildings which are to be converted and extended to provide a mixed middle/senior/adult campus which meets curriculum needs into the 21st century. New facilities include a learning resource centre, classrooms, technology centre and other associated facilities to the value of over \$6 million. The school is a key port of call for international visitors wishing to see some of the innovations in campus planning, links with the community and integration of ITC into the project.

The Parks Secondary School, Masterplan

The 20,000 square metre Parks Community Centre contains a variety of facilities including Job Skills, Secondary School, TAFE College, Child Care Centre, Printery, Drama and Arts theatres, Automotive Centre, Business Centre, Cafes, Sports Fields, Swimming pools, and Gymnasias. Dr Fisher prepared a unique and comprehensive asset management, strategic facility and urban design master plan for this complex. The outcomes included strategies for future development, an electronic database of assets and inventory, urban design and traffic management and car parking plans.

S. A. Ministry of Education, Commission of Audit

Dr Fisher was a partner in a joint venture with Management Accountants Ernst and Young to audit the complete Education Department. Dr Fisher investigated asset databases, capital management plans, project management operations, maintenance management and life cycle costing activities of the Department. The recommendations in the final report prepared by Dr Fisher for facilities planning and management were adopted in full by the Commission of Audit and are now being implemented by the SA Government.

Ecologisation of Schools Conference, OECD, Linz Austria

Dr Fisher, whilst Head of the Program on Educational Building in Paris, collaborated with the Austrian Government and ENSI (Environmental Schools Network) on a major conference. The conference studied examples of good practice in different countries, presentations and working groups on topics such as “The economic implications of ecologisation” and “The ecological aspects of school construction and design”. It also probed into the opportunities and conditions for an integration of educational, techno-economic and socio-political perspectives. Primary objectives included the development of quality criteria and indicators for the ecologisation of schools and for environment-oriented teacher training; to discuss strategic concepts for an all-encompassing implementation of ecological quality criteria; to analyse the educational, techno-economic and socio-political dimensions of a school culture on its way towards sustainable society; and to stimulate international co-operation in projects aiming at an ecologisation of schools and environment-oriented teacher training.