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# New Academic Street (NAS)

Transforming the Heart of the City Campus

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18<sup>th</sup> September 2017

TEFMA (Tertiary Education Facilities Management Association)

# Introduction

The New Academic Street (NAS) project undertaken over the last 2.5 years was an exciting construction program, delivered in the midst of a live university environment, that has reinvented the centre of the RMIT City campus for the student experience, improving student space, support services, library and retail offerings.

Central to the NAS project were four ageing and inefficient buildings.

We set out to:

- integrate RMIT with the City of Melbourne
- move people through the campus
- improve delivery of student services
- expand and update the main campus library.
- provides a reinvigorated Swanston St frontage

The design has facilitated the radical transformation of the student experience at the heart of the City campus, creating spaces for an expanded range, scale and diversity of Services for Students and improvement of the student 'on campus' experience.

In all the project has addressed five buildings over seven levels and delivers over 30,000m<sup>2</sup> of student focused space.





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# New Academic Street

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Edward Berry, Lyons  
Architects

# Swanston Street Elevation



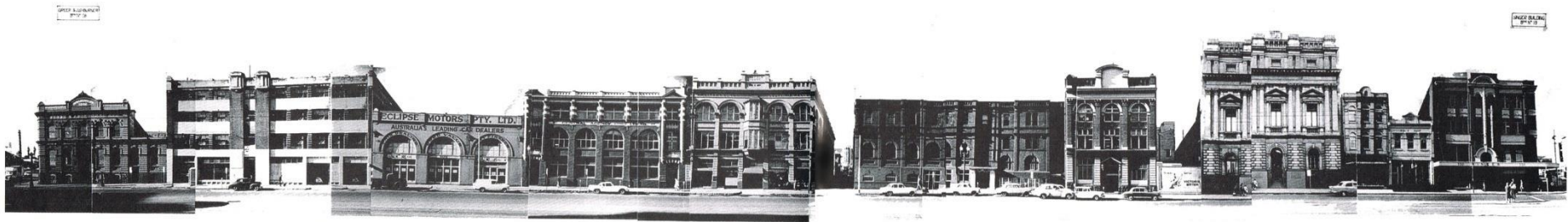
Swanston st



# Building 10

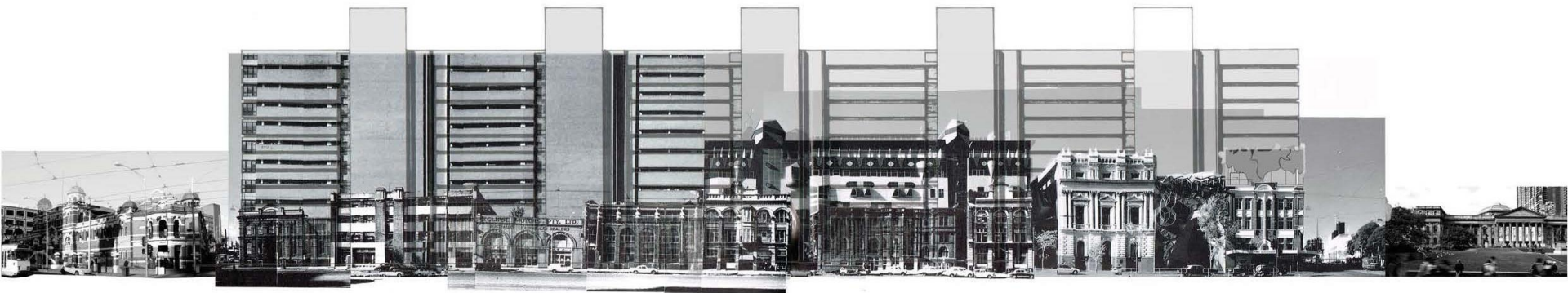


# Swanston Street Elevation



Swanston Street buildings between Franklin and LaTrobe Streets 1955, prior to demolition for the Geary Wing. RMIT archives.

# Swanston Street Elevation



Swanston Street building between Franklin and Little Streets 1910, prior to demolition for the Levey Wing, 1988 and 1989.

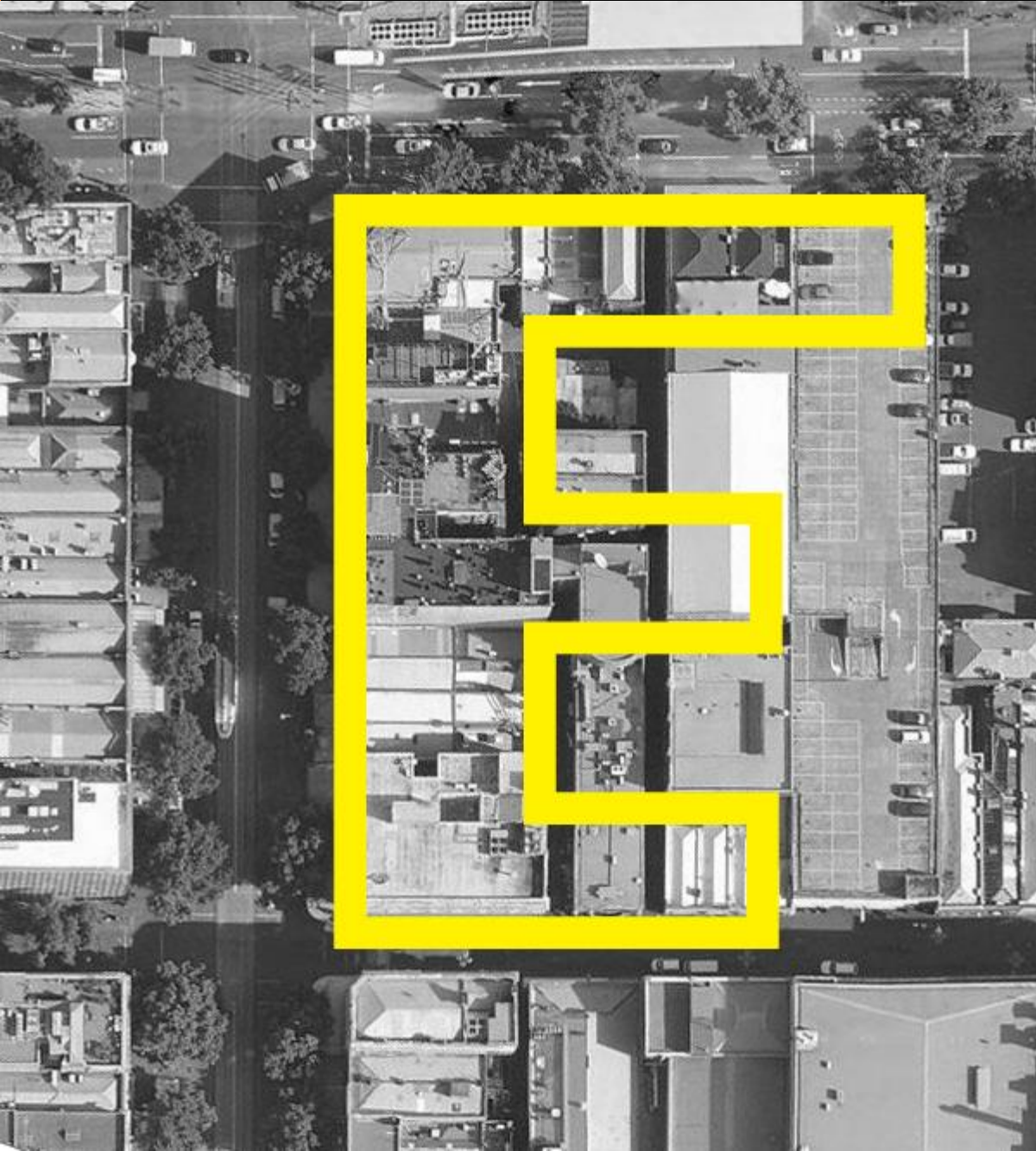
KEEP CLEAR







MONOLITHIC



DIVERSE

**Lyons**

**Minifie van Schaik (MvS)**

**NMBW**

**Harrison White (HAW)**

**Maddison Architects**

**major practice**

**+**

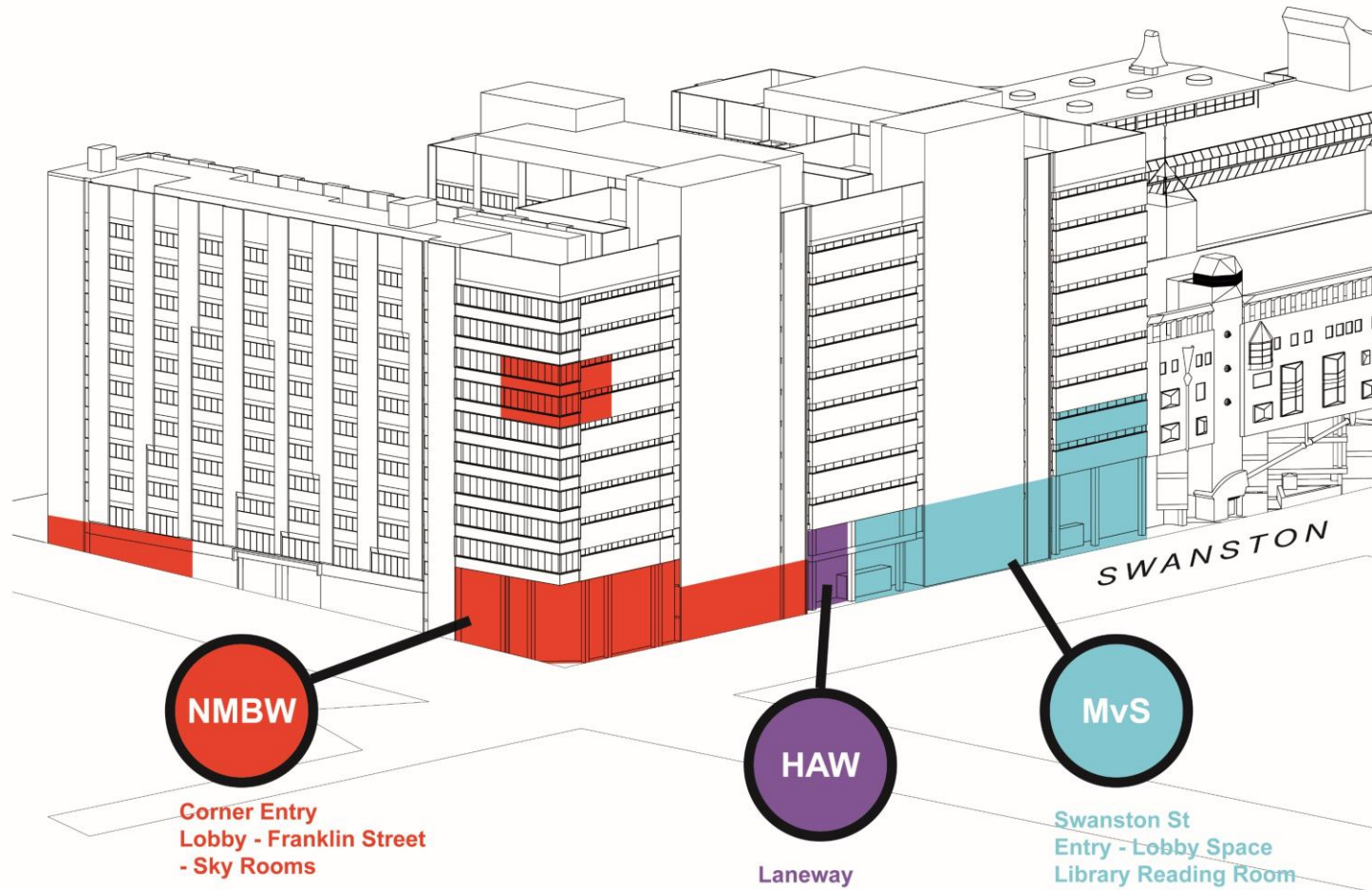
**emerging practices**

**+**

**specialist practices**

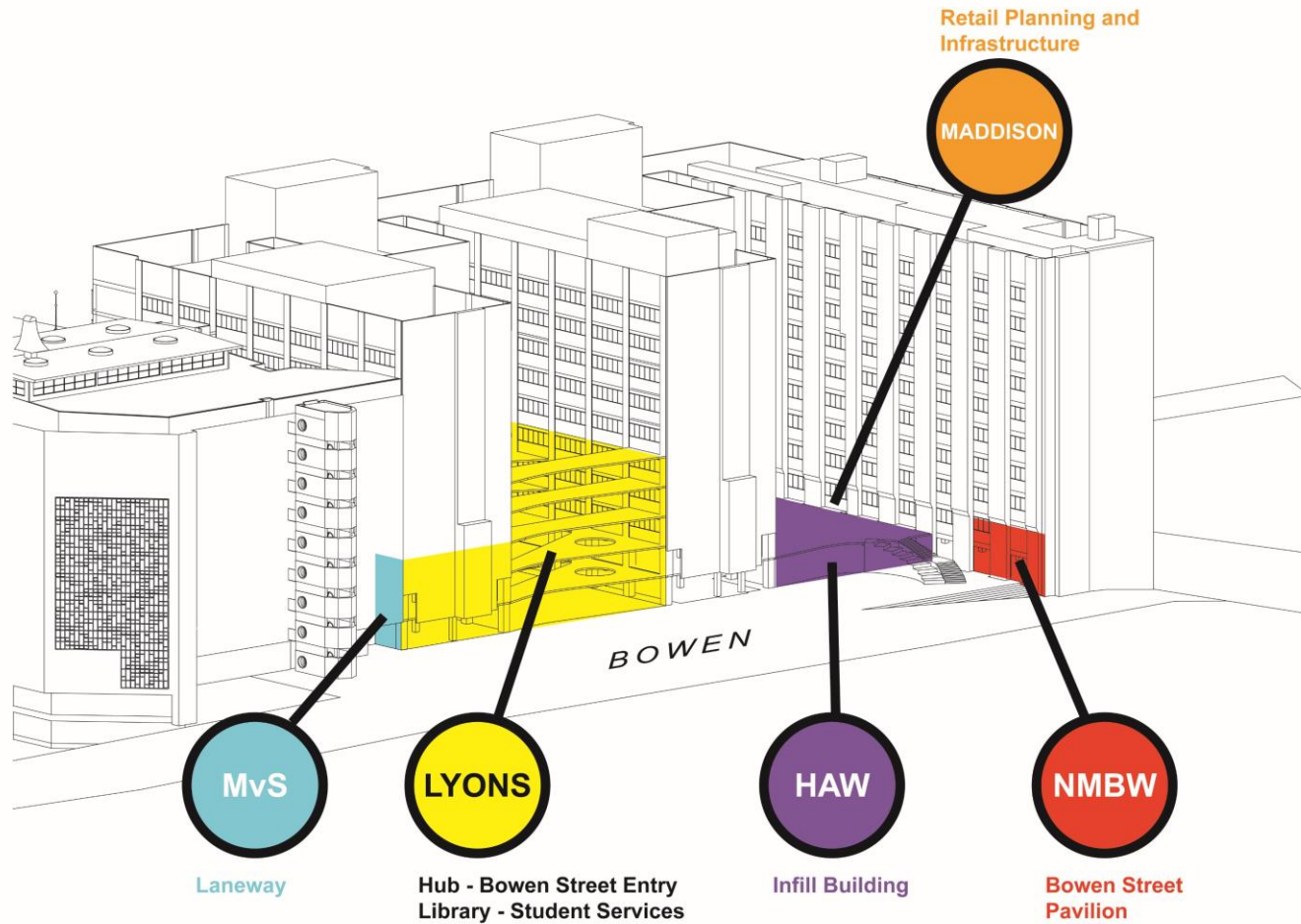


# Architects

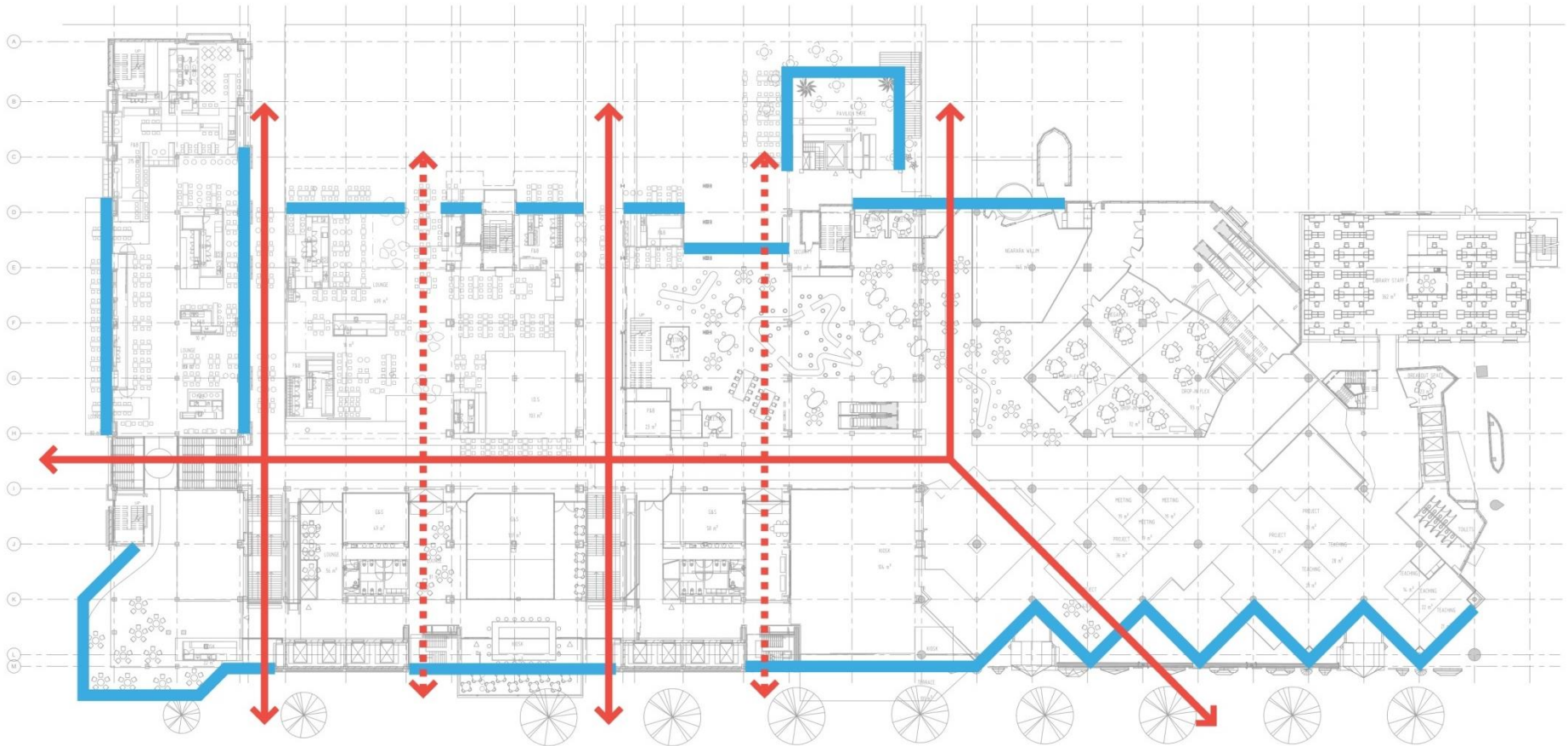




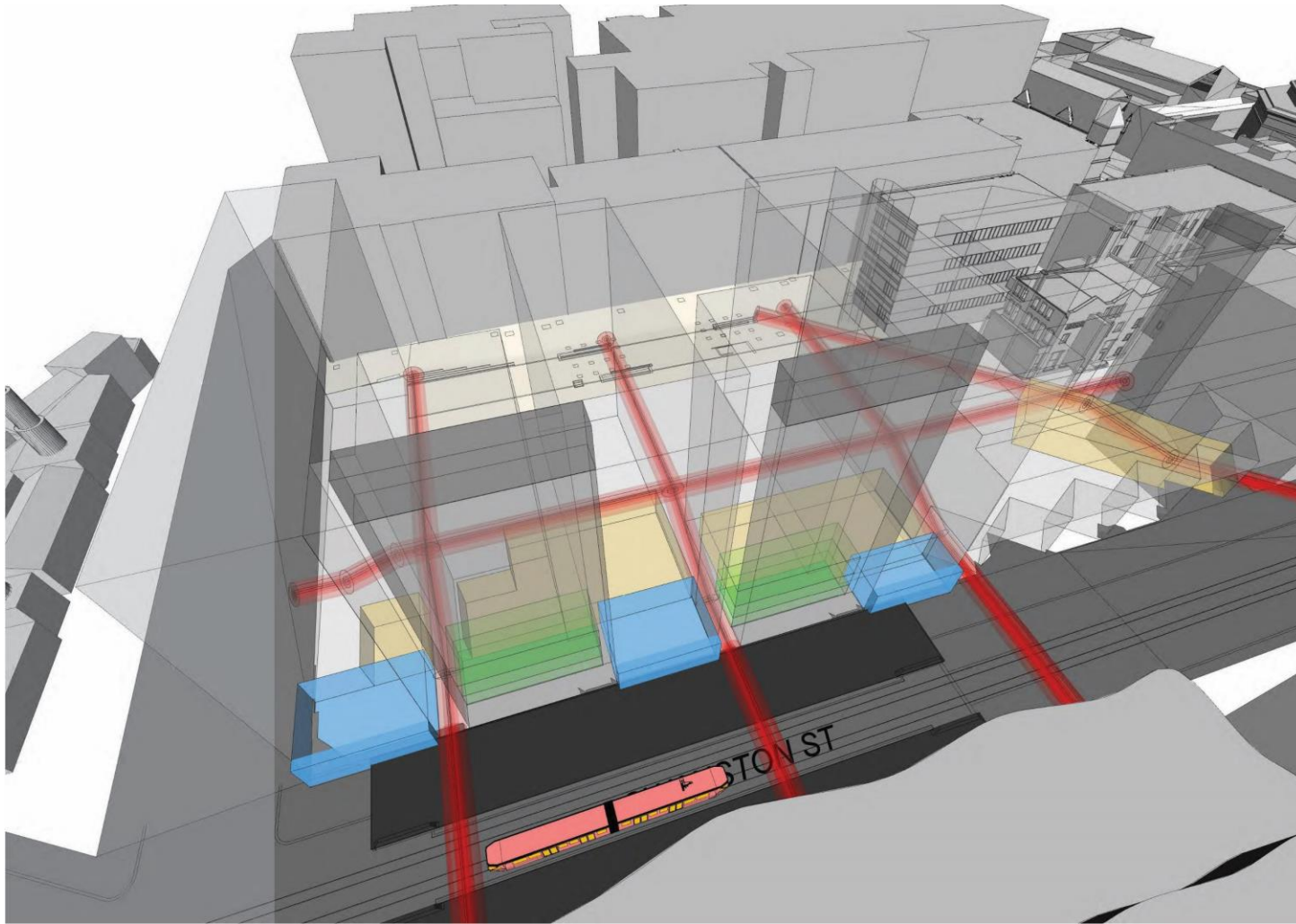
# Architects



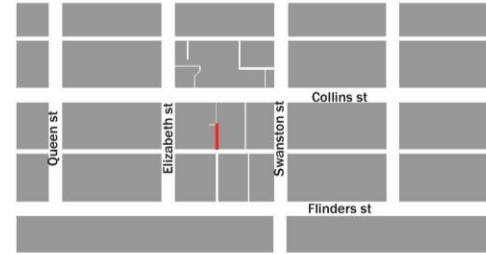
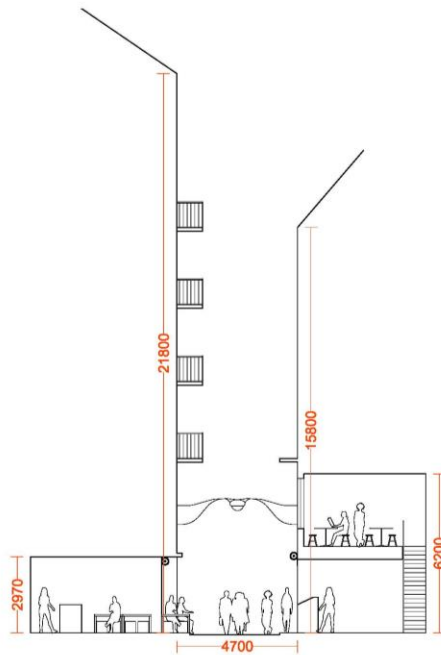
# New Openings to the City



# Current Planning



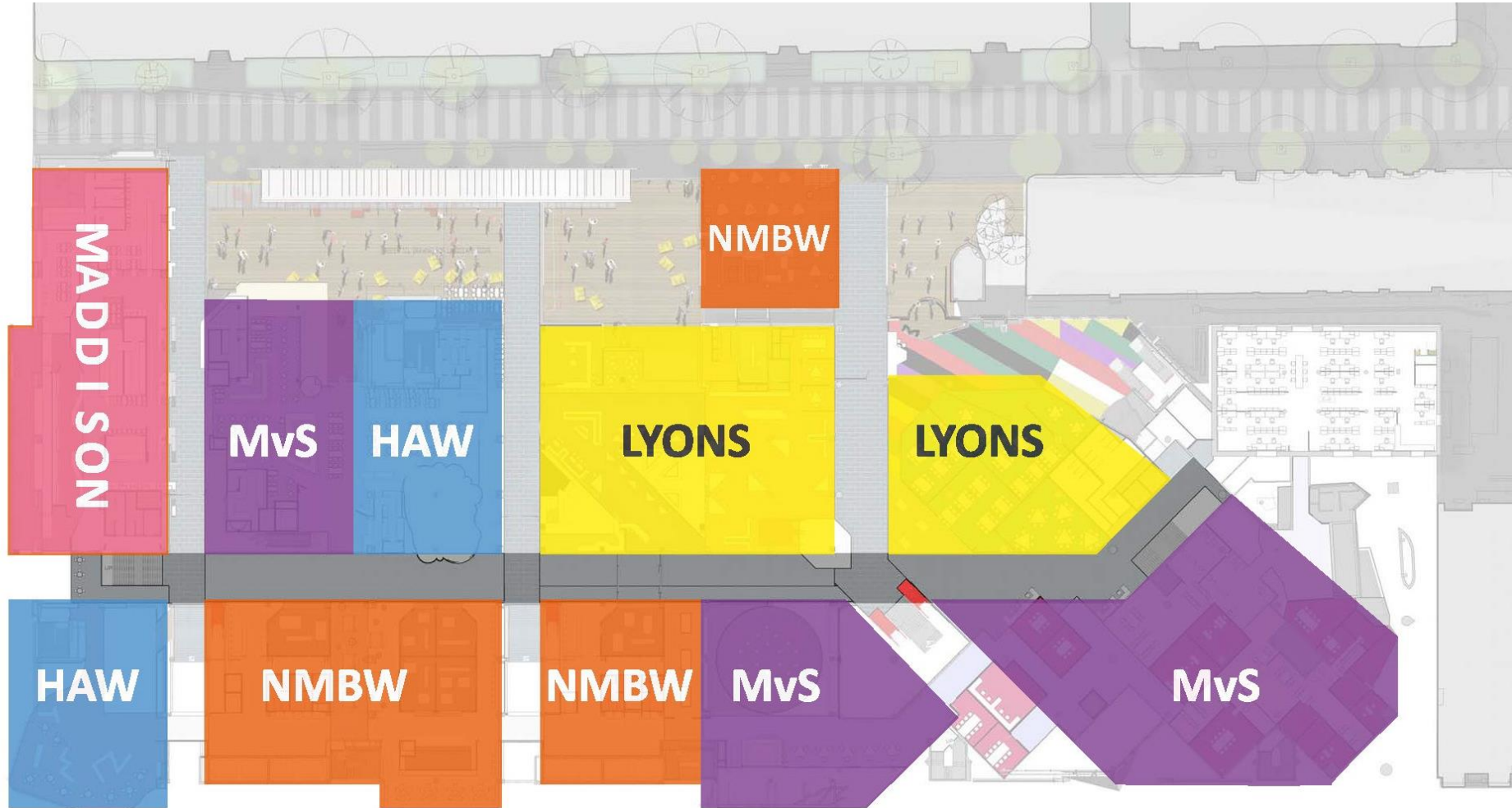
# \*CENTRE PLACE



1:200 @ A4



# Level 4 - Architects



# Swanston Street Elevation



# Swanston Street Elevation













# Building 12 Balcony

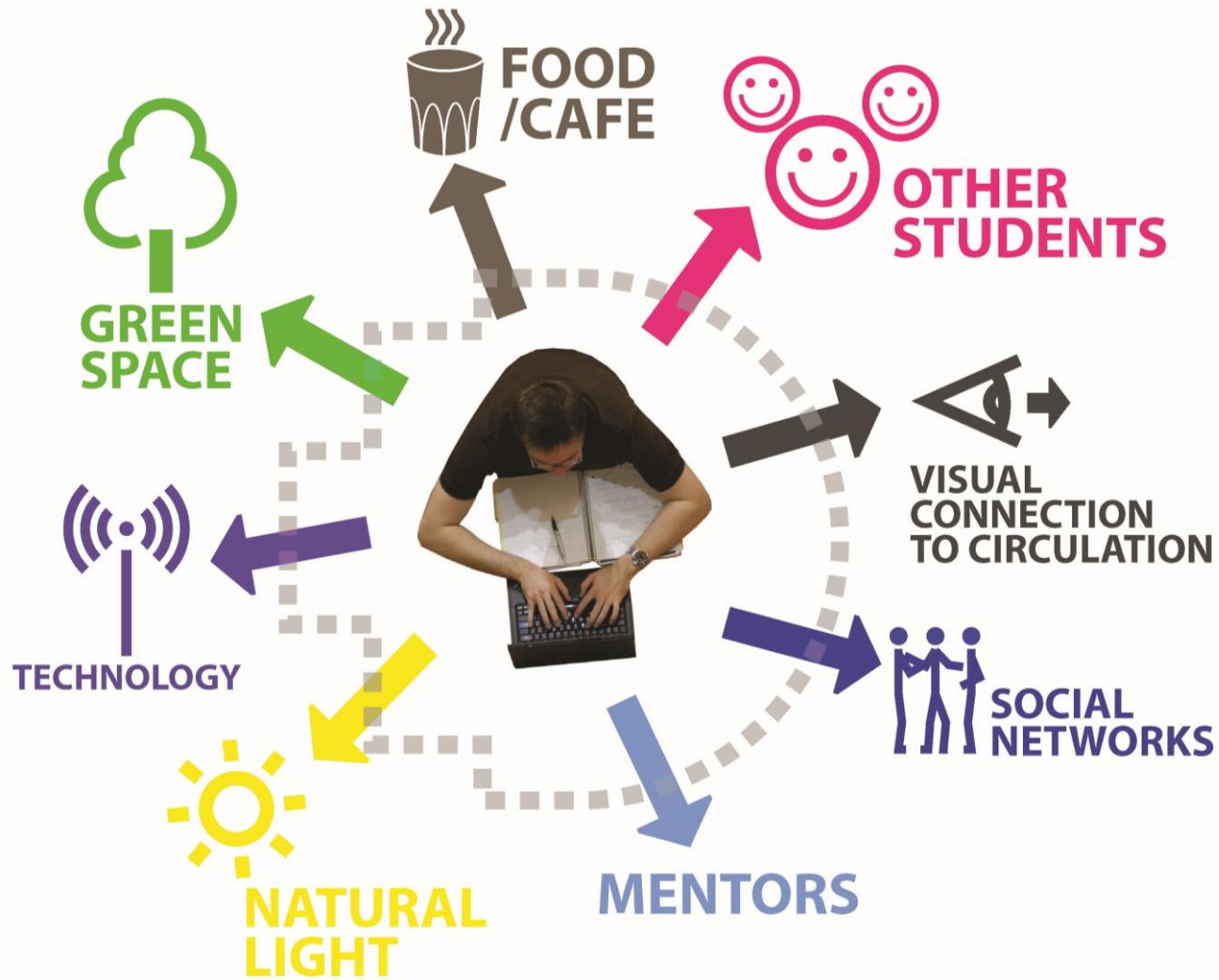




# Swanston & Franklin Street



# Student Experience





# RMIT Connect



# RMIT Connect







Karibu! SA

Miresevini! 4

RMIT Connect

3C

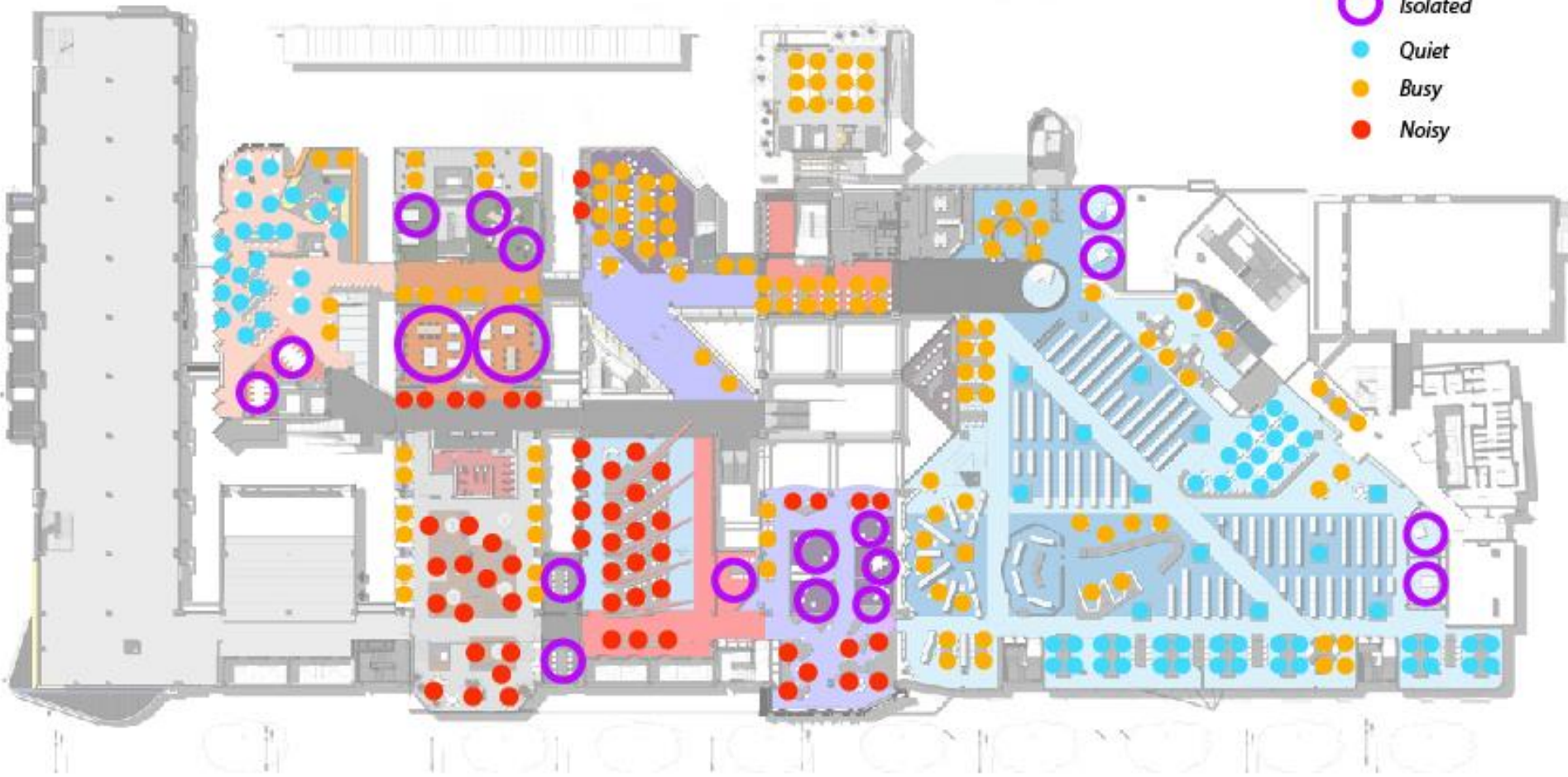
3C

Here to help



# Swanston Library

- Isolated
- Quiet
- Busy
- Noisy









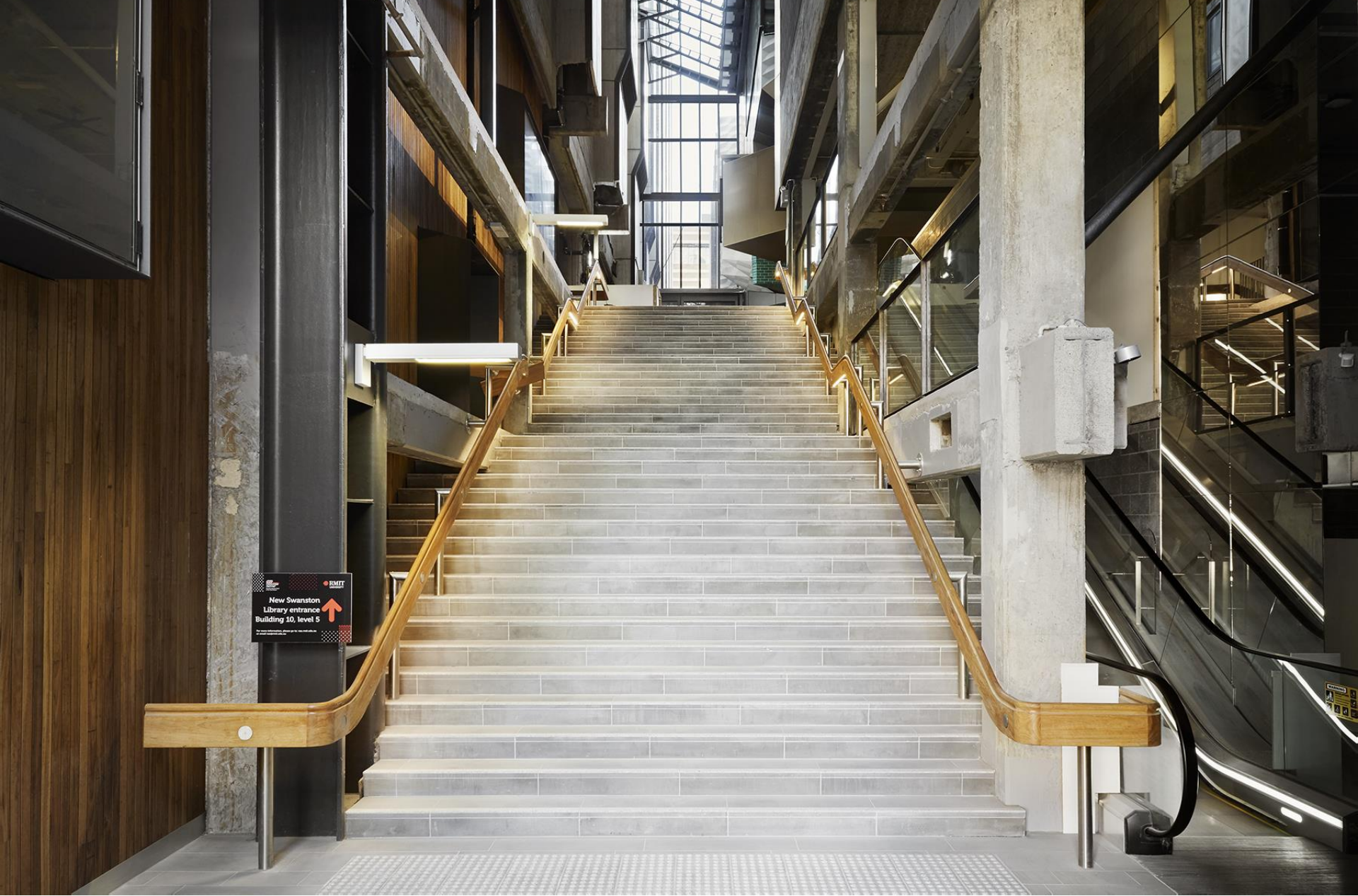














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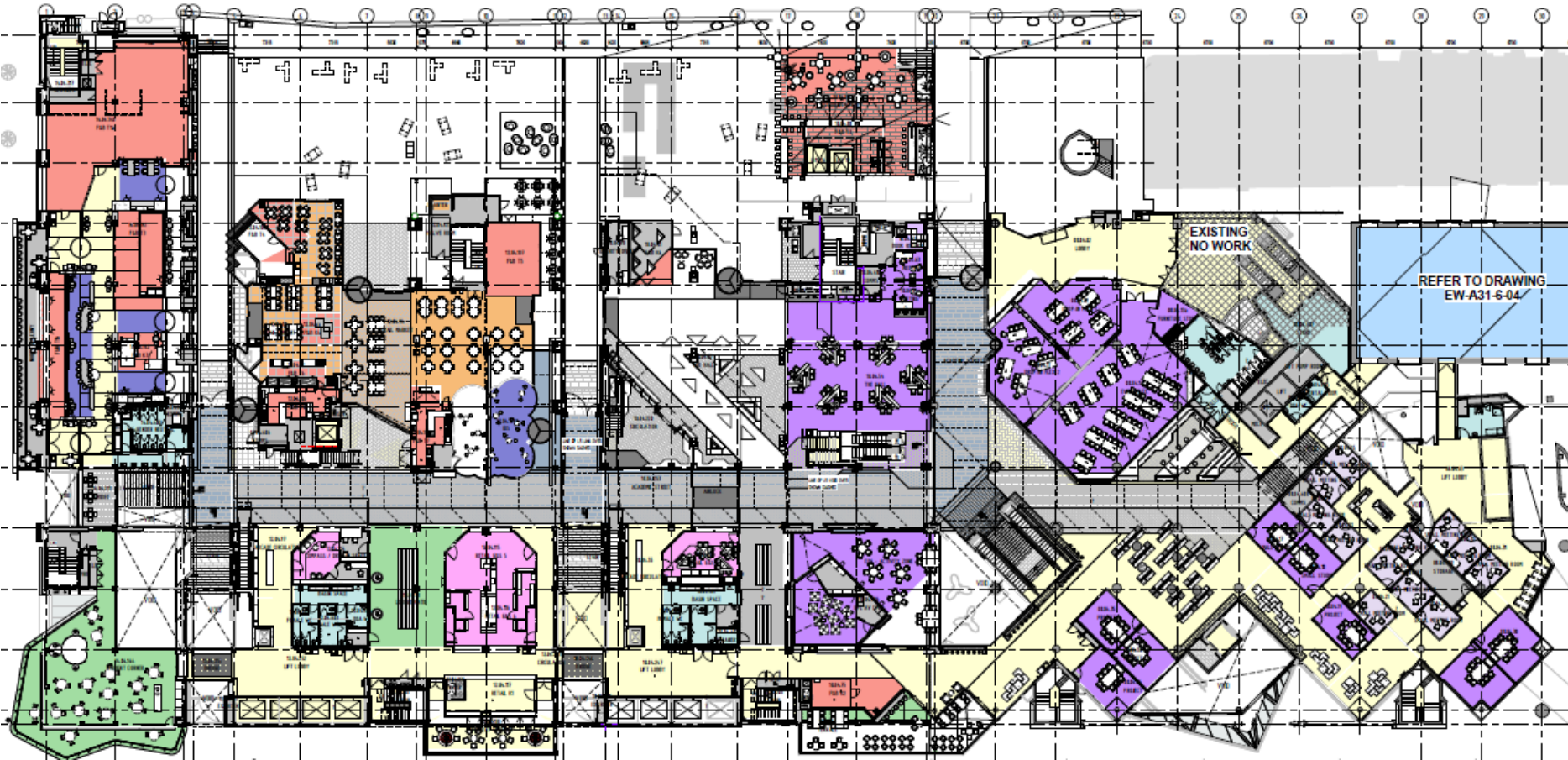
# ESD Features

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Nick Bamford, AECOM

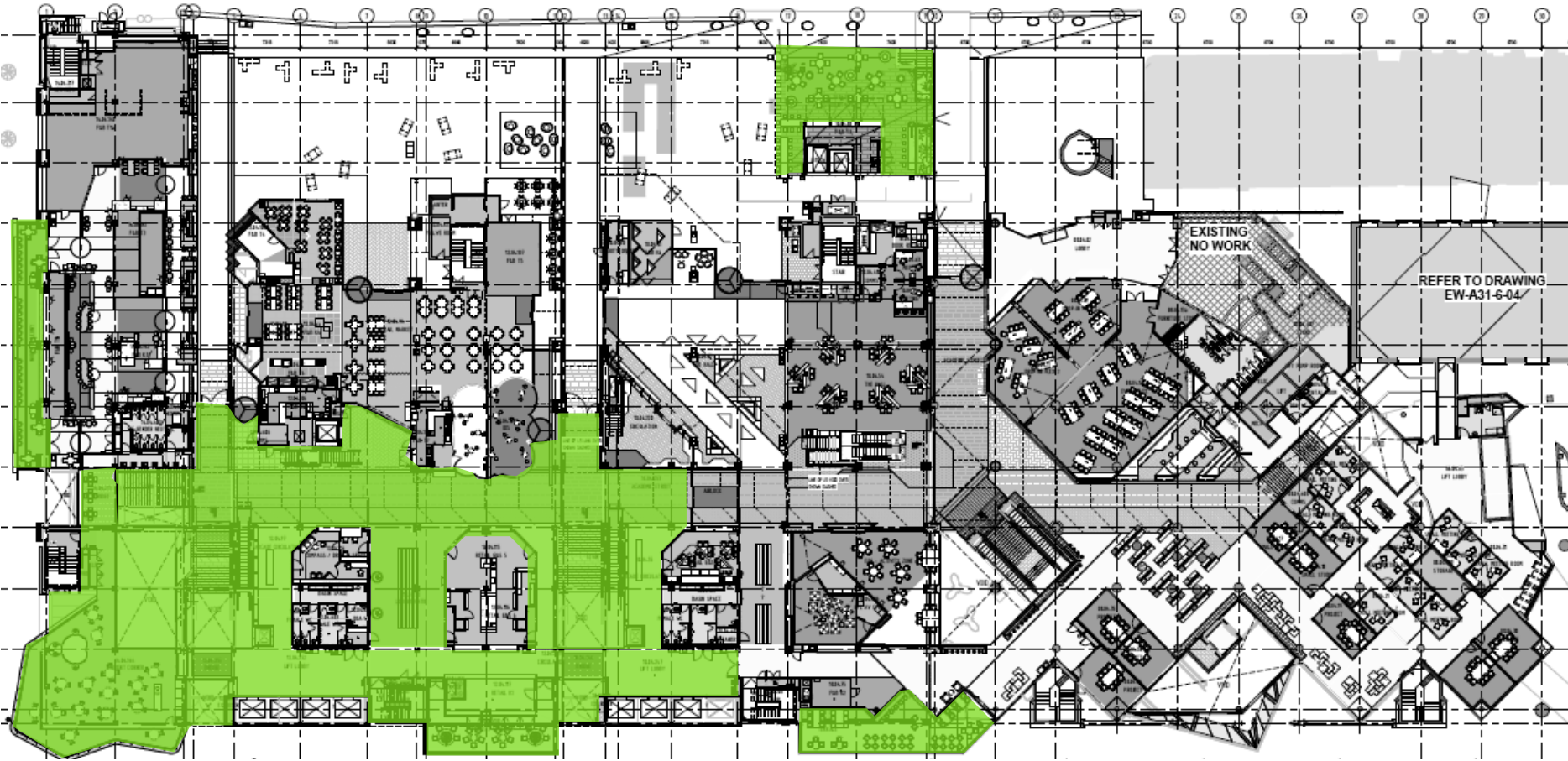


# Natural and Mixed Mode Ventilation

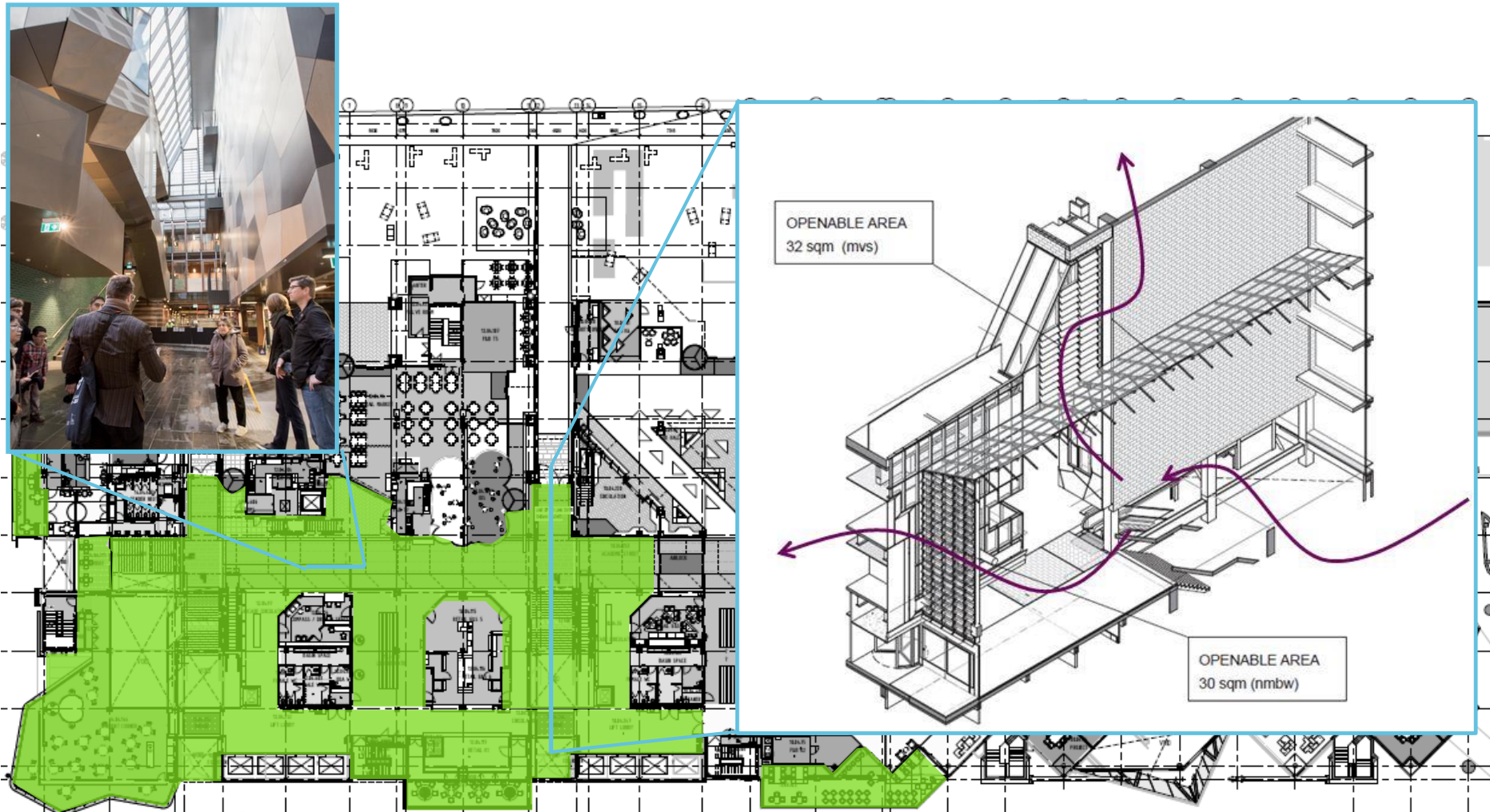




# Natural and Mixed Mode Ventilation

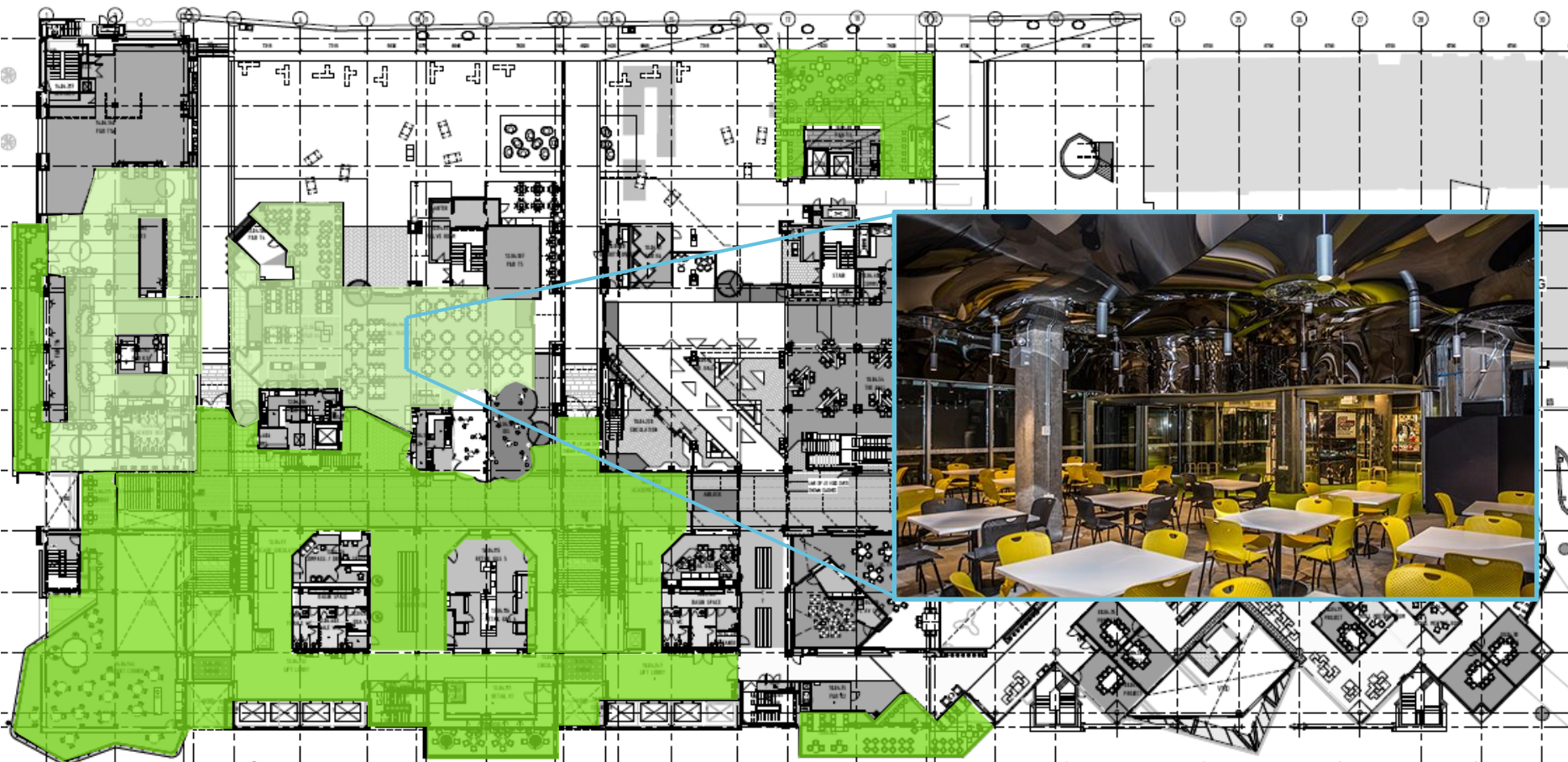


# Natural and Mixed Mode Ventilation



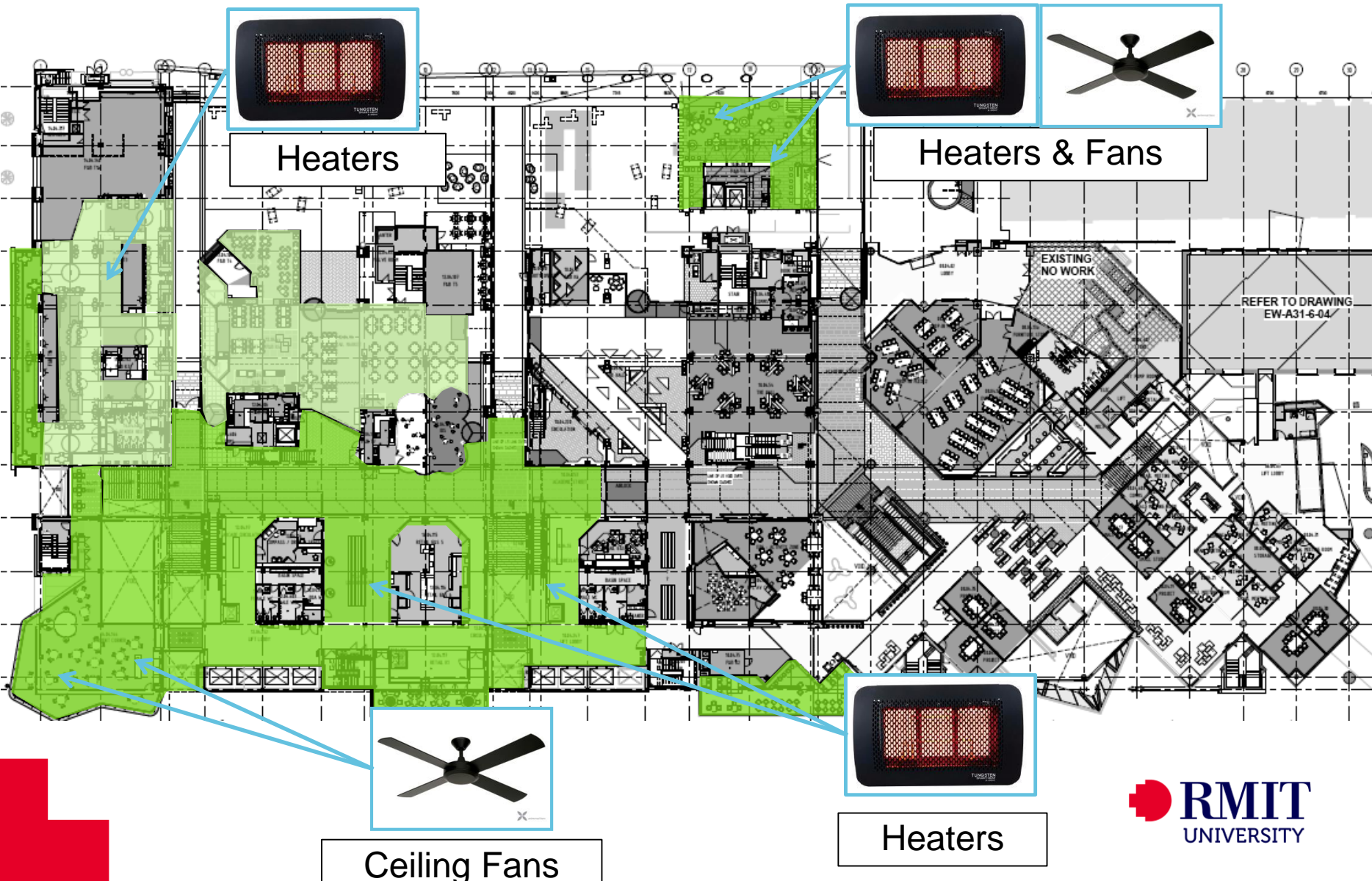


# Natural and Mixed Mode Ventilation



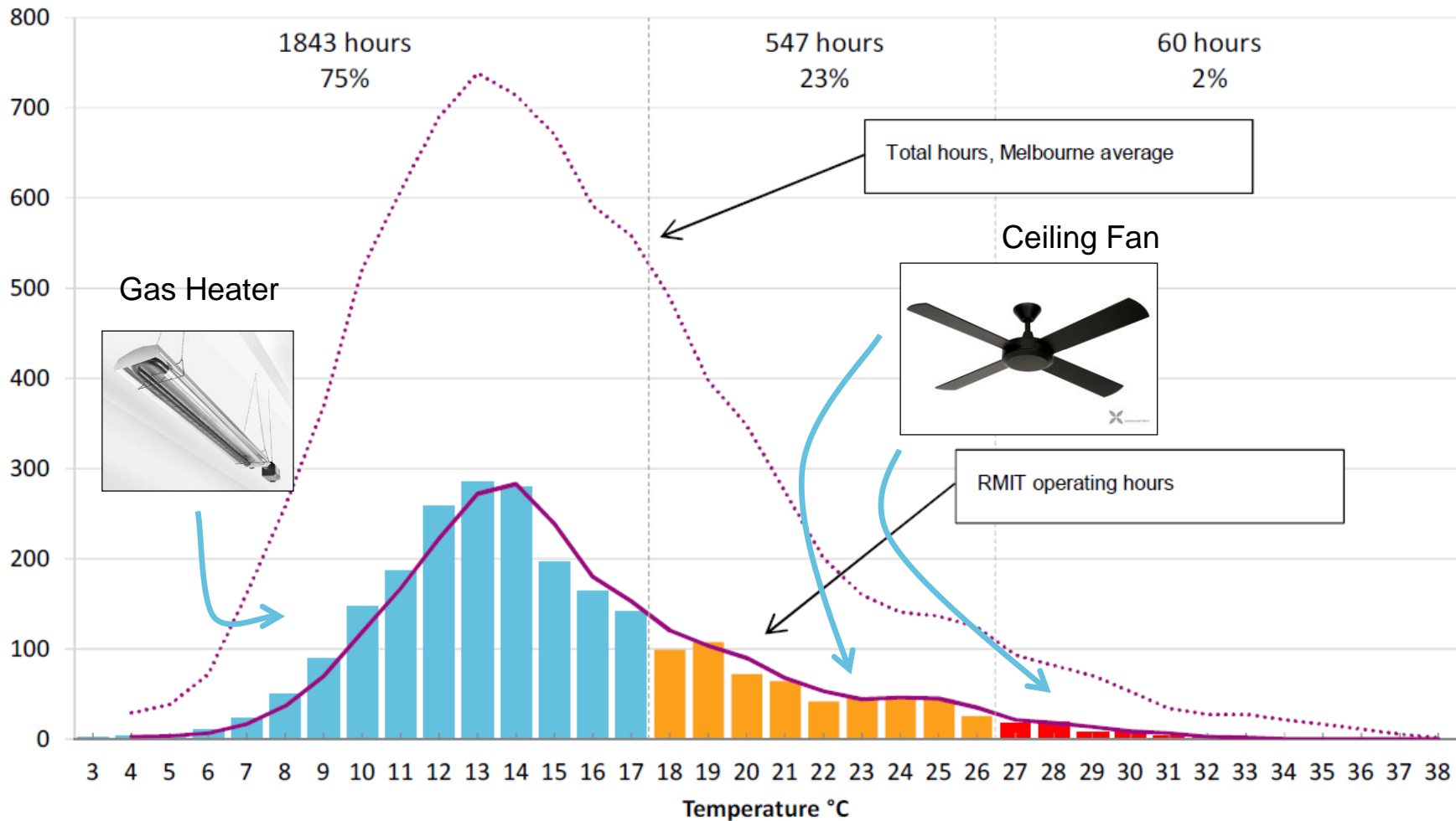


# Natural and Mixed Mode Ventilation



# Naturally Ventilated Spaces

## Assisted Natural Ventilation



Supplementary systems

RMIT'S CARBON FOOTPRINT  
JUST GOT A WHOLE LOT  
**LIGHTER**



RMIT IS

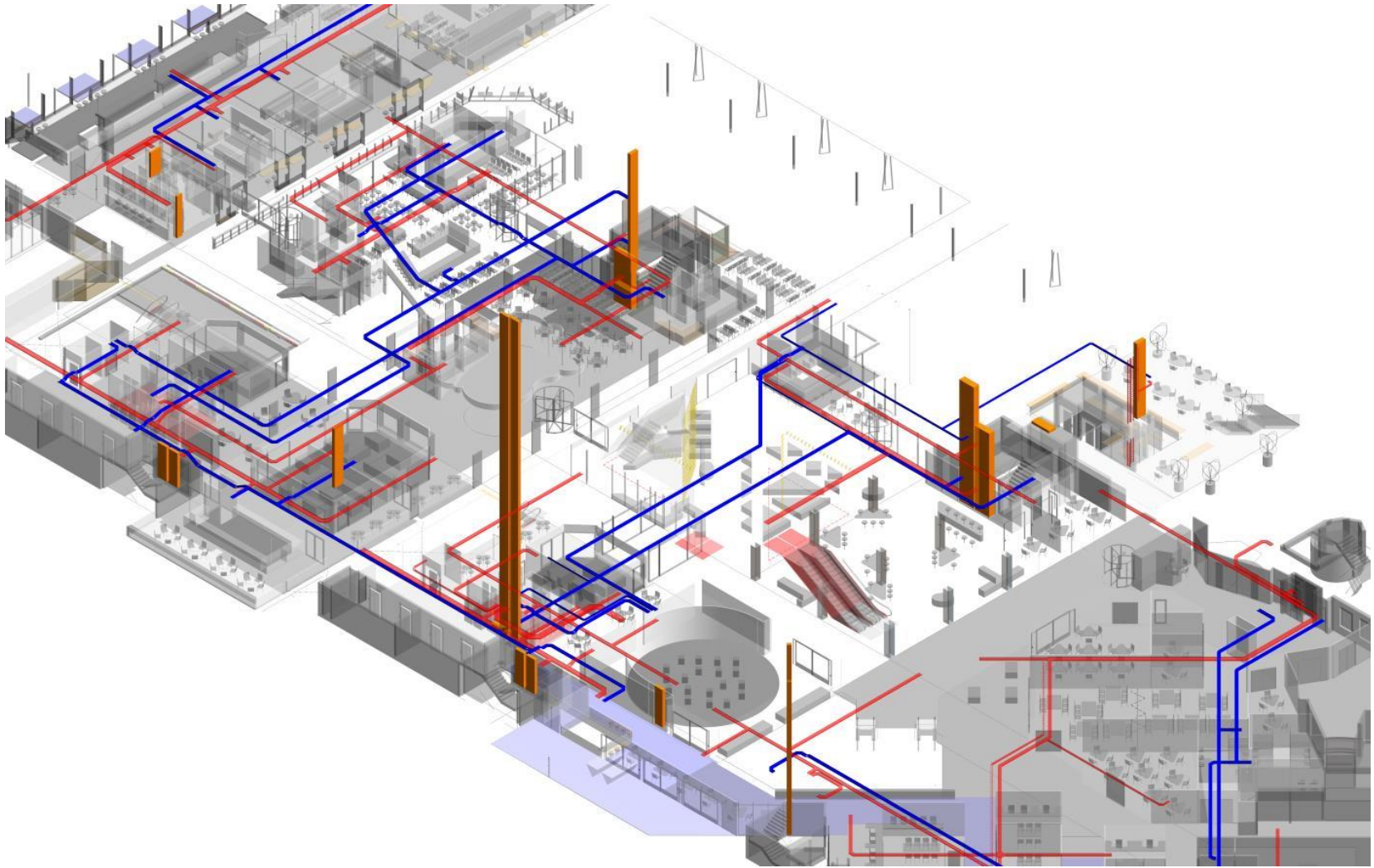
**TRANSFORMING**

43 BUILDINGS ACROSS CITY CAMPUS  
TO CUT OUR ENERGY AND WATER USE.

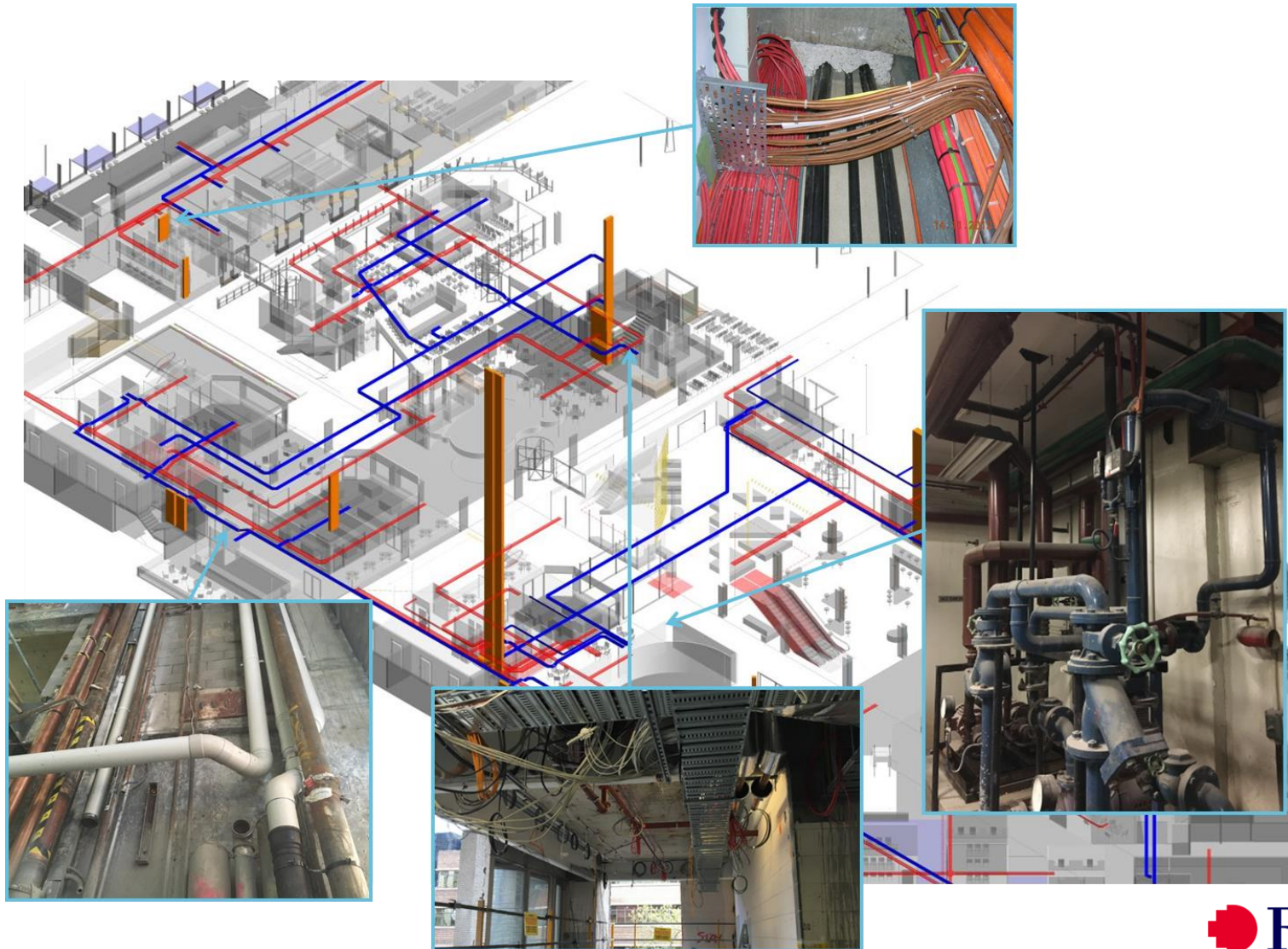
Through the Sustainable Urban Precincts Program  
we're **preparing** for our **future**.



# Existing Service Modernisation



# Existing Service Modernisation





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# Delivering NAS

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Jeremy Elia, RMIT





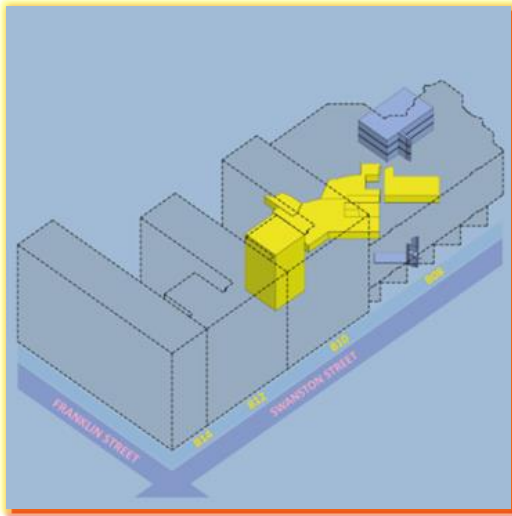
Getting to the vision while maintaining business continuity



# Project Complexity - Staging

## STAGE A:

July 2015 – February 2016



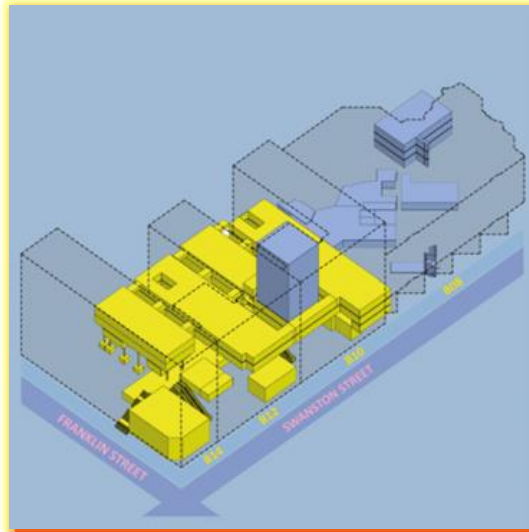
### Building 8 & 10

Delivers:

- RMIT Connect
- Library Transformation Model
- Building 10 Lecture Theatre Stack repurposed

## STAGE B:

October 2015 – February 2017



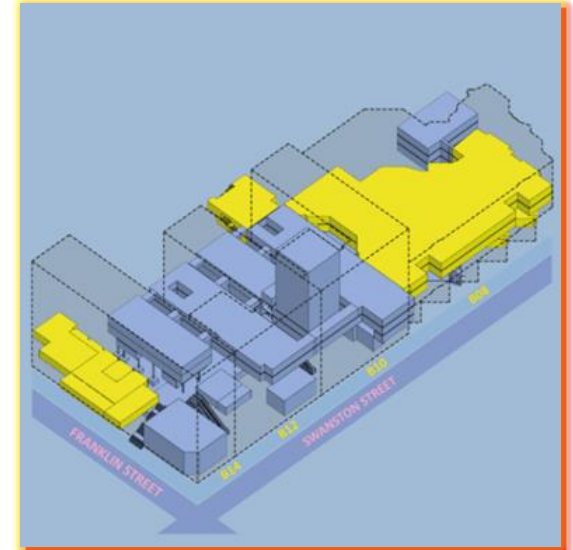
### Blg 10, 12 & 14

Delivers:

- New Media Precinct (Lv 2 & 3)
- New Vertical Transport Core
- New Student Hall in Building 10
- New Library in Buildings 10 & 12 (lv 5 & 6)
- New Balconies (Swanston and Franklin Street)
- New Retail Building 14 & 12 (Lv4)
- New Entries (from Swanston & Franklin Streets)
- New Rooftop Terraces

## STAGE C:

December 2016 – Sep 2017



### Blg 8 & 14

Delivers:

- Building 8 Library upgrade
- New Building 14 Retail
- New Garden Building
- New Building 8 Swanston Street Entry
- Bowen Street Landscaping



# Project Office Objectives

- Maintain **business continuity** throughout the life of the project
- Enhance **student experience** throughout the life of the project
- Take **staff** on the NAS **journey**
- Implement effective **communications, change management** and **campaign activation** to support the project

# Baselining Delivery Performance

- NAS Business Case - financial and nonfinancial benefits identified
- Colmar Brunton Research
  - Results informed our communication plan
  - Created a baseline for KPIs and bi-annual surveys
- KPIs established to measure our performance during the life of the project:
  - effectiveness of **communications**
  - awareness** of NAS
  - sentiment | attitude** towards NAS
  - teaching scores** - satisfaction with library & student services etc
  - impact** of NAS



Students have low awareness of the New Academic Street project. While **62%** of students are aware of construction activity on campus only **25%** are aware of the overall project.



Awareness levels among staff are high. **89%** of staff are aware of construction works on campus and **80%** were aware of the New Academic Street project.



However, when the benefits of the project were explained **82%** of students feel it is a worthwhile initiative.



**81%** of staff agree that NAS will make RMIT a more attractive place to study and work (**75%**).



# Maintaining Business Continuity

1. Issue Management Framework
2. Project Impact and Continuity Risk Register
3. Impact Assessment Workbook
4. Operational Impact Strategy
5. Rules of Engagement
6. Project Stakeholder Matrix
7. Crisis Management Desktop Exercise
8. Business Continuity Plans





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# Student Experience Plan

Using the NAS project to enhance  
student experience

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# Student Experience Plan

- Work Integrated Learning (WIL) projects
- Events
- Employment opportunities



Student Retail Market



Project Kick-off – Student Demo Party



Steph, graduate engineer with Lend Lease



Deconstruction Education Talks

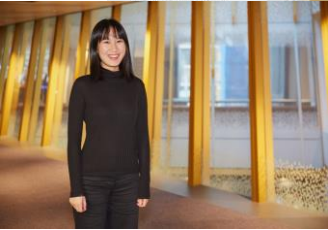


NAS Student Promo Assistants

# Work Integrated Learning Projects



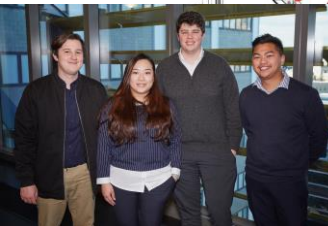
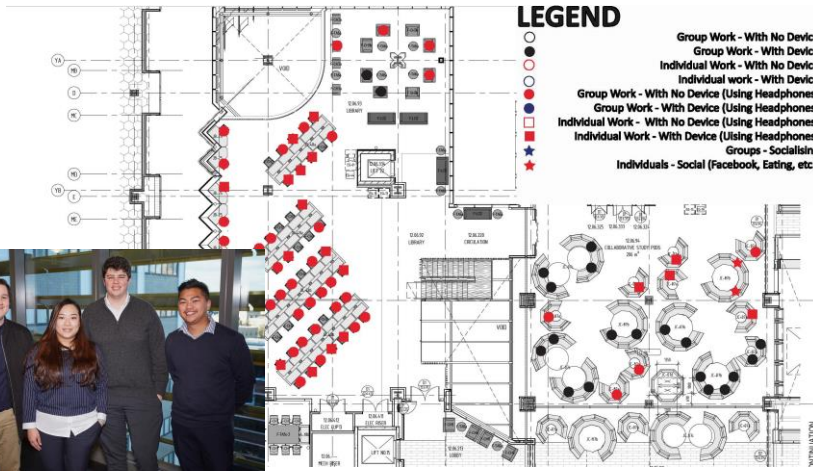
- a. Furniture board upper level
- b. Furniture board + storage units
- c. Furniture board lower level
- d. Model making bench
- e. Staircases + chair storage
- f. Snowflake modular seats



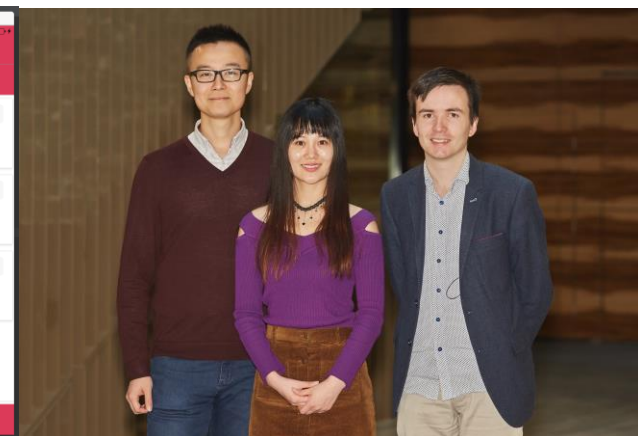
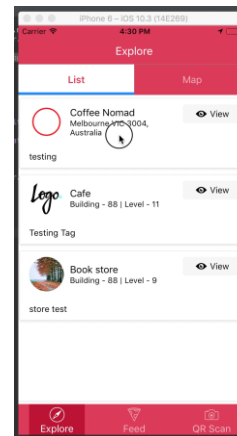
**Project title:** Design a purpose built Maker Space within the NAS precinct  
**Degree:** Bachelor of Interior Design (Honours)



**Project title:** Before and After Photos of NAS  
**Degree:** Photography & Photoimaging



**Project title:** Space Utilisation and Observational Studies (NAS)  
**Degree:** Bachelor of Urban and Regional Planning (Honours)



**Project title:** Develop a food promo app to connect NAS retailers with students  
**Degree:** Bachelor of Computer Science

# Work Integrated Learning Projects



**Project title:** Indigenous public art: a consultative approach to curating

**Degree:** Master of Arts (Arts management)



## Welcome to the Building Site

Welcome to the Building site is the first in the series. It gives an overview of the New Academic Street project as well as discussing what goes into setting up a construction site for a large-scale project.

[Watch the video \(short version\)](#)

[Download the video \(full version – RMIT staff only\)](#)

[Download the educational guide \(RMIT staff only\)](#)

[Download the viewer questions](#)



## Concrete 101

Concrete 101 discusses the planning, set up, mix, transportation, pour and finish necessary to successfully deliver concrete on a large-scale construction project like the New Academic Street.

[Watch the video \(short version\)](#)

[Download the video \(full version – RMIT staff only\)](#)

[Download the educational guide \(RMIT staff only\)](#)

[Download the viewer questions](#)

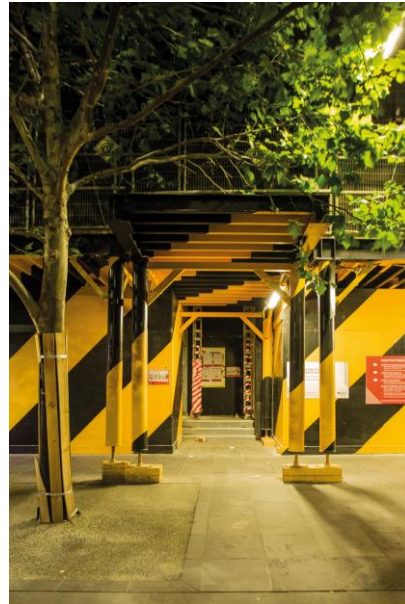
## Behind the Hoarding – Educational Videos



# Urban Animators Public Art Project



10 Storey Projection onto Building 10



Hazard Stripes – hoarding artwork



Chronicles of Place - hoarding artwork



Mark Xu Bei - Shenzhen, 25 years old, 5 years in Melbourne, Master of Information System



Boo Xin Bo - Hohhot, 25 years old, 9 years in Melbourne, Master of Finance (graduated)



Shadow Wu Yingu - Shanghai, 32 years old, 1 year and 8 month in Melbourne, Master of Business Information System



Ashly Ning Qian - Chengde, 24 years old, 1 year and 2 month in Melbourne, Master of Multimedia Design

My Chinese Fellas – hoarding artwork

# Measuring success – student results (Aug 17)

## Awareness

KPI 5: Successful Delivery of Communication Plan



99% ▲

Students aware of construction works

Previous figure  
Dec 2016: 88%

92% ▲

Students aware of NAS works

Previous figure  
Dec 2016: 79%

KPI 5

78%

Students satisfied with NAS comms

Previous figure  
Dec 2016: 77%

## Impact



59% ▲

Students impacted by NAS

Previous figure  
Dec 2016: 43%

## Attitude

KPI 3: Impact on Student Satisfaction



KPI 3

92%

Students feel project is a worthwhile initiative

Previous figure  
Dec 2016: 89%

KPI 3

92%

Students feel project will enhance the student experience on campus

Previous figure  
Dec 2016: 92%



## Teaching scores

KPI 4: Impact on Teaching Scores

KPI 4

80% ▲

Students satisfied with library facilities

Previous figure  
Dec 2016: 69%  
PPC Target: >81%

KPI 4

79% ▲

Students believe RMIT Campus is a good place to spend time outside class

Previous figure  
Dec 2016: 66%  
PPC Target: >70%

KPI 4

69%

Students know what to do if they had a problem with student administration

Previous figure  
Dec 2016: 69%  
PPC Target: >60%

KPI 4

80%

Students satisfied with service received at RMIT

**RMIT Connect**  
Previous figure  
Dec 2016: 78%  
PPC Target: >78%

2014 Results

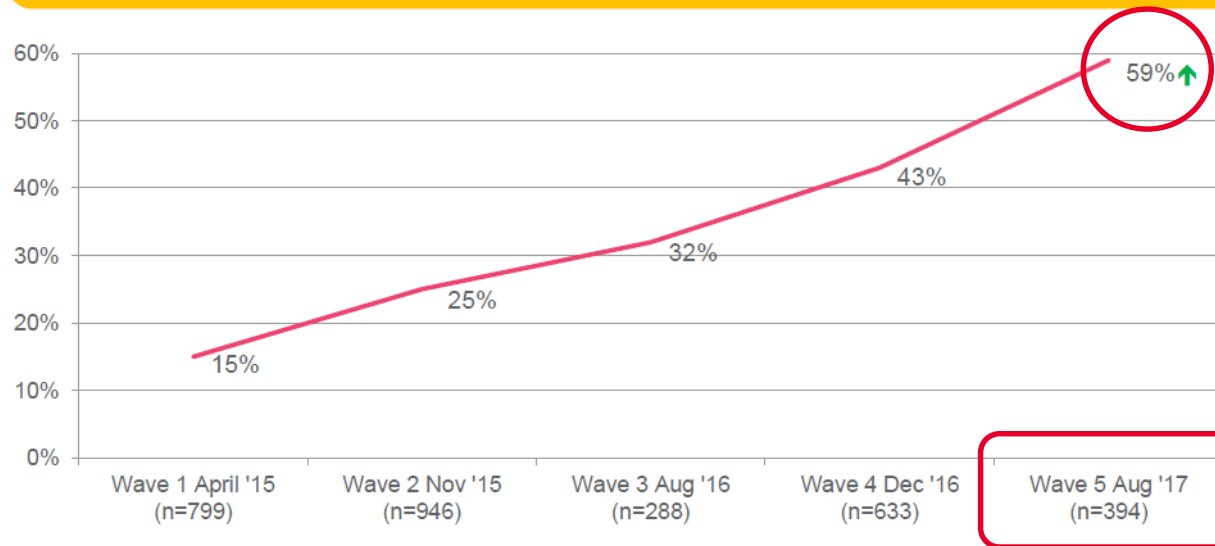
30%

17%

27%

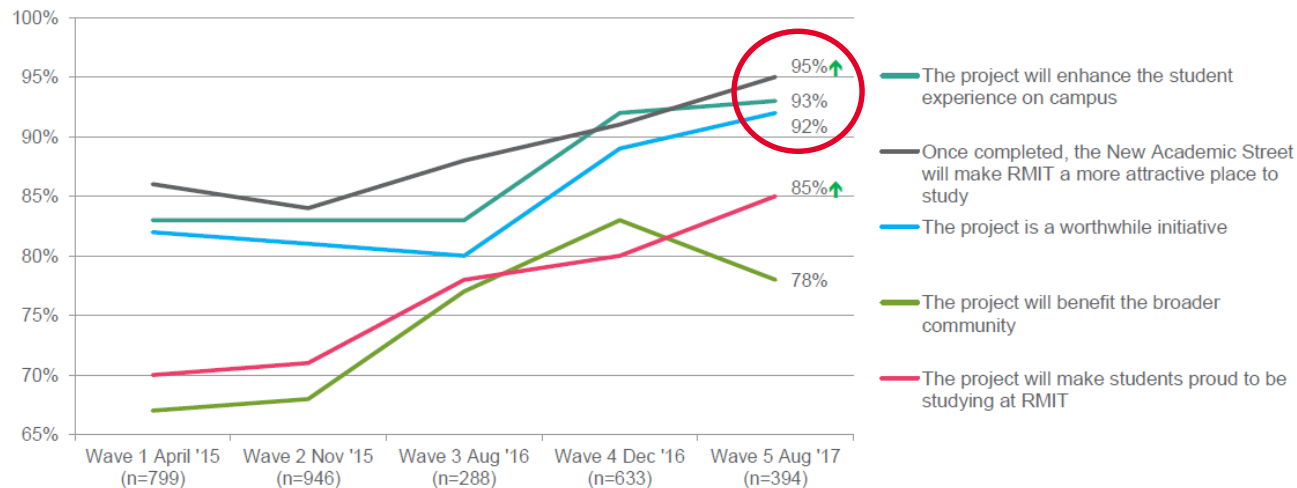
# Measuring success – student results

## Students impacted by NAS



Construction still underway

## Attitudes towards NAS amongst students (Agree or Strongly Agree)





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# Staff Change, Comms & Engagement

Taking Staff on the Journey

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# Planned Communication for project phase

## Building awareness

- Impact of CP projects scoped
- Staff consultation
- **Start to sell the overall concept and benefits**
- Develop the overall NAS 'narrative'
- Identify NAS resource/staff needs

## Getting going

- **Staff briefings**
- Manage CP impacts - BAU
- Set up Stakeholder Committee(s)
- Issues Management Framework
- Build campaigns
- Templates / Processes
- Benchmark
- KPIs

## Under construction

- Set expectations – *NAS Unleashed / Staff Briefings*
- NAS Weekly Bulletin
- NAS Monthly Update
- NAS Student EDM
- Pre-construction briefings (*collateral*)
- Neighbourhood meetings
- Strategic signage
- Site walk-throughs
- Manage issues / impacts
- Student activities / initiatives

## Moving in

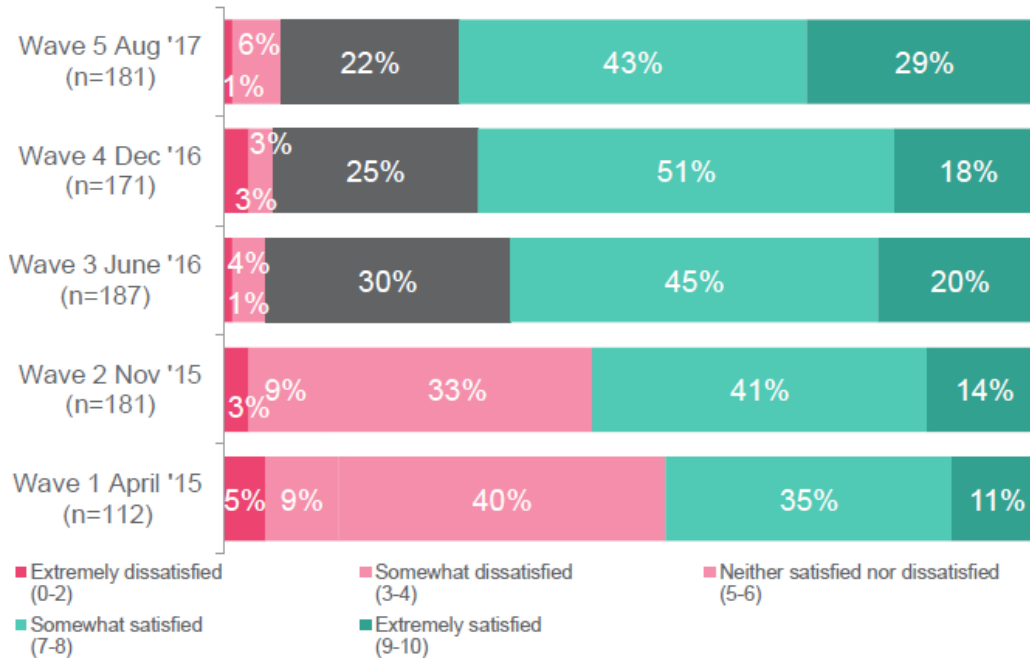
- Celebrate milestones- *Student Portal Street Party March 2016*
- #Discover NAS events
- Wominjeka event
- NAS Welcome Kit
- NAS Operational Guide
- #Discovery Day 19/05
- Website updates
- #Celebrate NAS 21/09
- External PR and promotion

# Staff Communication and Engagement

## NAS Bulletin (Weekly)

## NAS Newsletter (Monthly)

### Satisfaction with NAS communications



The Academic Street Weekly Bulletin provides staff with a one-stop summary of upcoming Construction Meetings, Work Notices, Background Meetings, Hazmat Inspection Notices, Hazmat Removal Notices and regular Two-Week Look Ahead Plans.

**Summary of the Week Ahead**

In Building 8, low impact demolition to continue during business hours. Hazmat removal, demolition, services isolations to continue out of hours. There may be an odour from the sprinkler fire pipe drain downs - this is harmless. Removal of furniture and embelishments to be carried out in Levels 2 and 3 on day and night shifts (except for rooms where there is agreement to stay until after Sunday 9 August (Open Day)).

In Building 10, Hazmat removal, demolition, services isolations to continue out of hours. There may be an odour from the sprinkler fire pipe drain downs - this is harmless. Removal of furniture and embelishments to be carried out in Levels 2 and 3 on day and night shifts (except for rooms where there is agreement to stay until after Sunday 9 August (Open Day)).

In Building 12, works in parts of Levels 2 and 3 to commence. There may be an odour from the sprinkler fire pipe drain downs - this is harmless. Hazmat removal, demolition and services isolations to be carried out on day and night shifts. Removal of furniture and embelishments to be carried out in Levels 2 and 3 on day and night shifts (except for rooms where there is agreement to stay until after Sunday 9 August (Open Day)).

Between Street, loading out waste to continue out of hours. Delivery of scaffold and chain mesh fencing materials to continue and barricades and spotters will be used.

Building 96, establishment of site office to commence. low impact services isolations and demolition.

**Building 8**  
Two Week Look Ahead  
[ZMA-3107010](#)

**Building 10**  
Two Week Look Ahead  
[ZMA-3107010](#)

**Work Notices**  
[WN-3107010](#)  
[WN-3107010](#)  
[WN-3107010](#)

**Building 12**  
Two Week Look Ahead  
[ZMA-3107010](#)

**Work Notices**  
[WN-3107010](#)  
[WN-3107010](#)

**Building 98**  
Two Week Look Ahead  
[ZMA-3107010](#)

**Work Notices**  
[WN-3107010](#)

**PLEASE GARDEN TO YOUR STAFF**

**NAS Unleashed Program**

- Have you checked the links located on Building 8, Level 4 and will get a chance to see what it will be like inside the new building?
- Have you checked the links located on Building 10, Level 4 and will get a chance to see what it will be like inside the new building?
- Have you checked the links located on Building 12, Level 4 and will get a chance to see what it will be like inside the new building?
- Have you checked the links located on Building 98, Level 4 and will get a chance to see what it will be like inside the new building?

**Restoration Library Transformation**

**Building 10 - new student study spaces**

**Pre-construction briefings - Book now!**

Build awareness and engagement with the project and the benefits it will deliver students up-front



# Recognising our People - NAS Heroes

- Breadth of staff involved in NAS project is extensive from many different portfolios across RMIT University
- The NAS Heroes initiative was designed recognise the commitment and contribution of staff who have endured disruption over many years
- Promotes positive behaviours – agility, resilience, collaboration
- Provided student involvement opportunities through interviews, photographs, launch campaign development



# Measuring success – staff results

## Awareness

KPI 5: Successful Delivery of Communication Plan



99%

Staff aware of construction works

Previous figure  
Dec 2016: 100%

96%

Staff aware of NAS works

Previous figure  
Dec 2016: 97%

70%

Staff satisfied with NAS comms

Previous figure  
Dec 2016: 69%

## Impact



55%

Staff impacted by NAS

Previous figure  
Dec 2016: 57%

## Attitude

KPI 3: Impact on Student Satisfaction



90%

Staff feel project is a worthwhile initiative

Previous figure  
Dec 2016: 89%

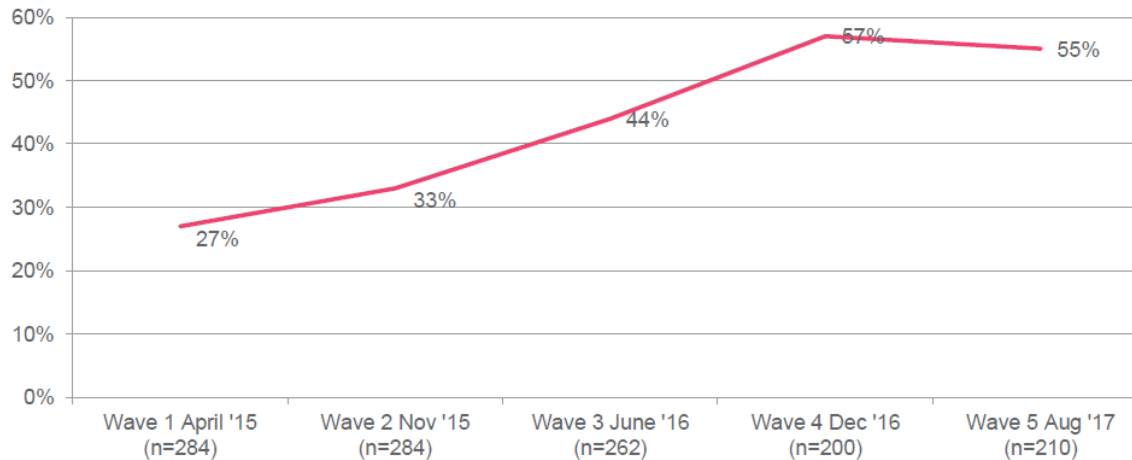
91%

Staff feel project will enhance the student experience on campus

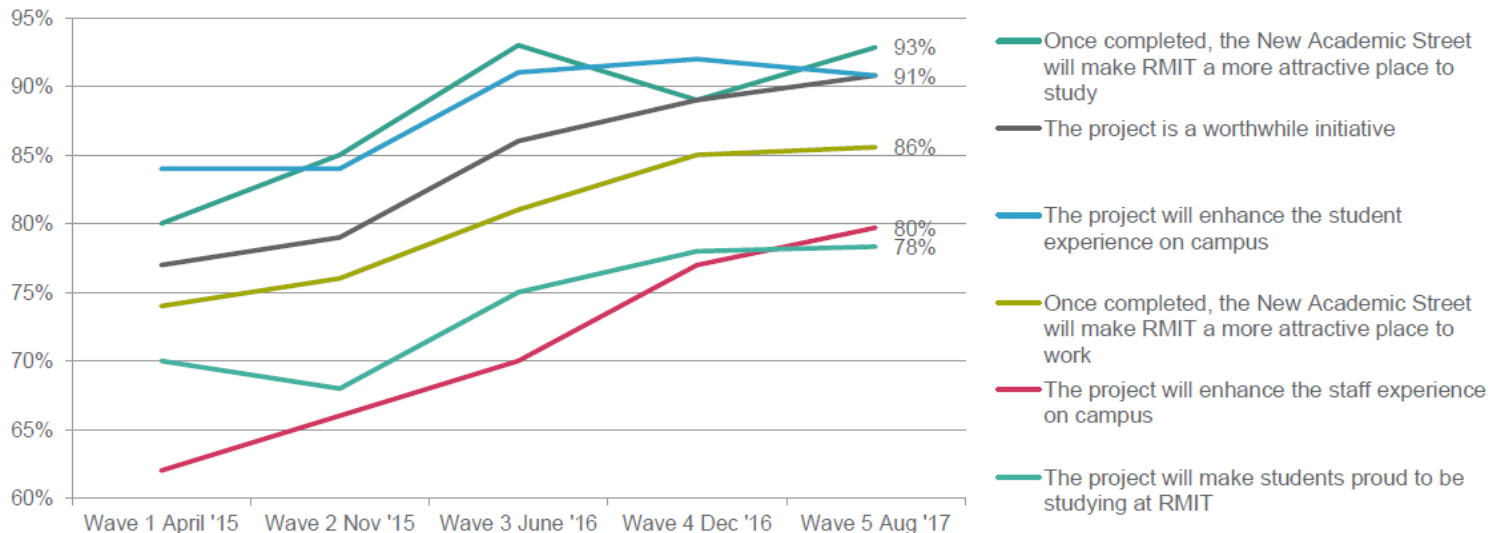
Previous figure  
Dec 2016: 92%

# Measuring success – staff results

## Staff impacted by NAS



## Attitudes towards NAS amongst staff (Agree or Strongly Agree)





# Tour & Project Team

## Visit NAS

Thursday 21 September 2017

9.30am

Meet at Kaleide Theatre

Building 8 Level 2, 368 Swanston St, Melbourne.

## NAS Project Delivery Partners



Major Practice

**Lyons**

Ph. +61 3 9600 2818

with Emerging and Alumni and specialist practices

MvS Architects

**HW** Harrison & White  
Urban Design and Architecture

maddison architects

**N**  
**M**  
**B**  
**W**

Builder



Engineering

**AECOM**

**RMIT**  
UNIVERSITY

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# Questions?

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