

Regional, Dynamic and Important

**Report of the PASCAL PURE Consultative Development
following a visit to USQ and DD&SWQ July 21-24 2013**

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PREAMBLE

In 2008, PASCAL International Observatory initiated a project focused on universities and regional engagement (PURE). The University of Southern Queensland (USQ) explored the possibility of Darling Downs becoming a participating region leading to a visit by a Consultative Development Group in March 2009. A more formal arrangement was established in 2011, when USQ and the Regional Development Australia (RDA) committee for the Darling Downs and South West Queensland agreed to commit to a PURE engagement (see <http://pure.pascalobservatory.org/> for a fuller outline of the international dimensions of the PURE project).

The first CDG visit of the formal project took place in December 2011, while CDG2 occurred in July 2013. This is the report of the second CDG visit. The earlier preliminary CDG visit in March 2009 encountered a very different pre-RDA regional situation that was evolving quickly through the challenges of emerging mining and CSG industry expansion. Despite the challenges facing the region in 2013 there has been significant progress. Attitudes have shifted in these four years, giving grounds for confidence about what might happen in the next four. Between January 2012 and July 2013 progress in relation to the 2011 CDG report seemed slow, but a Leaders' Summit convened in September 2012 aligned with advice in the 2011 CDG report. This new visit fulfils a 2011-13 two-year contract between PASCAL, the Darling Downs and South-West Queensland (DD&SWQ) RDA region, and USQ.

OVERVIEW OF PROPOSALS

An opportunity for early and sustained results - Agriculture:

Align activity to the strategic intent of the Institute for Resilient Regions

Improve the distribution system of local food production and leverage this regional asset as a tourist draw to further develop local economies.

Use broad guidelines that incorporate every aspect of a healthy community in the development of resilient regions and embrace the development of healthy food systems.

Legitimize community scholarship through a formal portal.

Where to with an engaged agenda for the USQ and the DD&SWQ region?

1. Get an agreed vision that the region and university connect to. This vision needs to be grounded in knowledge and learning and values that are good for everyone. It needs to see the region and the university in a connected way and also connected globally.
2. Get very serious about regional leadership. This was a key theme in the CDG1 report, but it needs to be re-emphasised with some urgency.
3. Focus on what is needed –food security, yes, but also other areas (infrastructure, community well-being, human capability, innovation, information, for example).
4. Implement arrangements which give legitimacy and impetus to engagement: they need to enable clear decision-making, carry resources, and support for learning how to collaborate; people need skills to behave in this engaged way
5. Mobilise! Identify the particular headline projects (perhaps existing already) that can get them going.
6. Get measured for continuous improvement. What kinds of metrics will be important?

SUMMARY OF FIRST REPORT (December 2011)

1. A Summary Of Key Messages From The First Report

1.1 The Region's challenges

- How to map a path to implement collaborative, successful initiatives that maximize the region's benefits and minimize the costs from current and likely rapid regional change
- In particular, how to relieve specific economic, social and environmental *stressors* driven by rapid change due to coal and CSG mining on the traditional rural lifestyle centred on agriculture. Conflicts have arisen over water and land use, competition for labour, social capital, community cohesion, housing, safety, and infrastructure use
- How to resolve the tensions of polarising politics of east and west; conservative and liberal; local and central government; institutional and community leadership; and values and principles.
- How to position itself, through its own good practice experiences, nationally and globally, as a caring knowledge hub demonstrating successful leadership, networked collaboration, innovation and learning for other regional communities grappling with rapid change induced by mining and energy generation.

1.2 The University's challenges

- How to incorporate engagement effectively into the mission, vision, leadership, structure, relationships, and budget of the University.
- How to incorporate engagement with the region practically into the University's teaching and research orientation in ways that bring it financial sustainability and global status.
- How to build on some of the University's existing good practice initiatives, such as the College of Wine Tourism and C4C, as well as other initiatives from around the world that PASCAL has been associated with, such as Karlstad University in Sweden and Memorial University in Newfoundland Canada.

1.3 A way towards an engaged future

CDG 1 offered the following practical initiatives as an initial step forward towards an engaged future:

- Create a regional development leadership group that involves the USQ and key DD&SWQ regional players that develops a draft regional engagement action plan with targets and dates.
- Enhance planning tools that focus on innovation and human capital requirements to enhance regional outcomes and undertake a knowledge audit.
- Develop metrics to assess engagement performance and regional and university benefit.

REPORT OF THIS CDG VISIT

2. Introduction: this CDG visit and its precursors

Purpose

The PASCAL CDG (Consultative Development Group) visited USQ and the Toowoomba and Western Downs Regions within Darling Downs on 21-24 July 2013. The purpose was to review developments since the previous visit in December 2011; and to suggest lines for future collaborative regional development, and practical steps that can now be taken. The 2011 CDG report made a number of proposals and recommendations for action. That report needs to be read in conjunction with this one; it represents the take-off point for the July 2013 visit and the advice offered here.

Appreciation

The Group was highly appreciative of the welcoming reception, hospitality and assistance it received; of the openness to new ideas and challenges; and of the practical help received from staff at USQ. Special mention is made of Sue Olliver who worked tirelessly to meet new requests. The visit was planned by Professor Michael Cuthill, who had joined USQ since the previous CDG visit, Brian Hewitt for SWQ&DD RDA, and Bruce Wilson for PASCAL. Special thanks are owed to them for their efforts and hospitality, as also to USQ Vice-Chancellor Professor Jan Thomas, who succeeded Professor Bill Lovegrove as the University's Vice-Chancellor just after the 2011 visit.

Context, timing and process

The approach of a federal election compressed the time to prepare for the visit²; yet a remarkable range of meetings was arranged, enabling conversations with a diverse group of stakeholders. There were intensive meetings on Monday and Wednesday in USQ and in Toowoomba City, and through Monday evening and Tuesday in and near Dalby in the Western Downs Region, where economic, demographic and social growth and change are dramatic. The CDG is acutely aware how remote the far-SW Queensland regions are and how this impacts on their sense of service and infrastructure deprivation compared with the Downs side of this huge Regional Development Australia (RDA) region.

The visit included meetings with the USQ Vice Chancellor's Committee, a group discussion with USQ staff on university engagement, a community development

² The date for which, 7 September, was announced as this Report was being drafted in August. and passed as it was being finalised.

workshop with Regional Development Australia representatives and community stakeholders, meetings with Dalby government representatives, a tour of development activity including Southern Queensland Institute of TAFE (SQIT) Bunya Campus/Trade Training Centre, Ostwald Bros' development site, the Basin Sustainability Alliance at Mr Ian Hallyor's farm to review research on inter-aquifer connectivity, the Goondir Health Centre, and a tour of the social infrastructure of Dalby including the indoor pool and the Myall Creek recreational site. The final period was a debriefing session where highlights were identified and issues clarified for the CDG team. One member met additionally with representatives from the agricultural and tourism sector (see Annexes 1 and 2).

3. 'Engagement' - Living and Developing Together

3.1 Words, meanings, clarity

USQ at Toowoomba appears to be open and friendly. Even so, people ask 'where is the front door'? and 'how do we get help with ideas as well as enrolling for a degree?' Language can get in the way of shared meaning and understanding; it helps to be alert to this.

University *mission* is often said to include *service*, or *community service* alongside but after teaching and research. Governments and some university leaders talk about the *higher education industry* or *sector*, using the language of business to describe and prescribe: *export industry*, *clients*, *partners* and *customers* rather than students, *outcomes* and *deliverables*. Business-speak makes us feel at ease speaking of *vision*, *mission*, *strategy*, *output targets* and so on. We are less at ease talking about *learning* and *ethics*, other than about the narrow notion of ethics committees to oversee research projects; or using the earlier notion of universities being *ideal-seeking*.

We do speak here of *ethics* and not only of *mission*; and we ask what the University is *good for* as well as *good at*. We avoid the term *third mission*. This gives the work lower status, and also implies one answer to a knotty management problem that may be the wrong one:

how to ensure that what the university does relate to, serves and earns it support in society, by being relevant, useful and worth supporting?

Engagement is used widely in many countries including Australia, and by organisations like the EU and OECD. Older terms like (agricultural) extension and outreach lack the notion of reciprocity and mutual benefit that we consider essential. Without mutuality it is charity that shrivels in hard times. *Noblesse oblige* is no basis for sustained engagement. Nor will it yield the real gains that universities must see for such work to be sustained and essential. They are of necessity businesses, however ideal-seeking they wish to be. Being seen as a charity is no more helpful than being seen as an ivory tower.

3.2 Context, purposes, perspectives, principles and problems

3.2.1 USQ in the RDA region

Why is something as obviously sensible as a university relationship with its region complicated and often disappointing? How is the Darling Downs and South-West Queensland region getting on with USQ, compared with other places?

The University's main campus is in the City of Toowoomba in the South-East corner of a huge thinly populated and remote region stretching to the far outback State

borders with South Australia and all along northern New South Wales. Toowoomba is a delightfully liveable, well provided city with the HQ of the SQIT, USQ, and many business headquarters. Sixty percent of the population of the whole region live in and near Toowoomba.

The Region, as defined by the relatively recently created *Regional Development Australia* initiative, comprises the two State Regions: Darling Downs, with six local government authorities (LGAs), and SW Queensland with four. These local LGAs themselves recently underwent restructuring and amalgamation by the Queensland Government. They are only now settling into the new order. The change was no more welcome than the federal imposition of the unelected RDA region, one of the largest of Australia's 55 RDA regions. This presents a problem both for the 10 LGAs and for the RDA.

DD&SWQ is one of the most important and problematic RDA regions, given the tyranny of distance involved and the explosive rate of development of surface coal-mining and fracking for coal seam gas (CSG), especially throughout the Surat Basin. The Region overlays a priceless and vulnerable national Australian asset in the Great Artesian Basin. It is rich in productive agricultural land, albeit at times drought-threatened as well as flooded. There are strong and often conservative attitudes, pride and traditions.

There is little enthusiasm among many for the disruption caused by massive mining and drilling. Most of the benefits of extraction flow out to State, national and global levels. Meanwhile the population of Western Downs for example is doubled by transient mining and construction workers living in short-life camps and known as FIFOs and DIDOs³ – here for 12 non-stop days, gone for a week, then back again. Housing becomes impossibly costly for locals and their grown-up children. Older residents make a packet by selling up and leaving for the coast, draining away community social capital. Here as throughout Australia, outback, rural and urban, Aboriginal communities struggle for identity, resources and recognition.

3.2.2 What region?

This CDG Report is produced on contract for the University and the RDA as the Region. For USQ as for many universities however, 'its region' is problematic in several ways. Many of the PASCAL PURE studies show that thinking of *the* university's region as sole and unitary is misleading, even when there is administrative stability, low turbulence and minimal churn. There are different 'university's regions' for different purposes. They may be identified and engaged in

³ Fly-in fly-out, and Drive-in drive-out, on 12 day long-hour high-wage shifts

different ways by different parts of the University, itself a complex many-faceted institution and set of communities.

Apart from Toowoomba and DDSWQ, USQ has campuses in two other regions. This means a footprint, capital investment, staff and programmes, and therefore regions to engage with. Springfield is in the growth area to the south-west of the Brisbane conurbation; and Hervey Bay, an old retirement community and new growth area is on the Fraser coast to the north of Greater Brisbane and the Sunshine Coast.

As a renowned distance learning provider and national lead innovator USQ also has virtual learner communities, both local within southern Queensland and worldwide. Many other universities also claim global reach and continental scale 'regions', but in the process thus deny their base of geographical proximity or place. In the PURE project, the concept of university-regional engagement refers to more than simple linkages with diverse and well-deserving entities included within some geographic or administrative boundary. Rather, for this project, engagement implies partnership with a 'community' of connected interests and shared goals that such a boundary connotes. Otherwise, the university would not only face impossible resource constraints, but the region would be 'off-the-hook' in terms of its own local responsibilities. As a result the region and the university would never achieve the full benefits that an engaged agenda might deliver.

3.2.3 Priorities and choices

Thus USQ has several *place-based regions* as well as *national and global contexts*. These create both pressures and possibilities, part of the complex policy and clientele context. Some may demand higher education services as a right; others, more problematic and less articulate, are easier to ignore. How to judge between the needs and potential of these different geographical, political-administrative and economic regions, and also of other 'communities of practice'?

As the Vice-Chancellor pointed out to the CDG:

Our strategic direction was and is a deliberate approach of our USQ Council since 2005, to develop the education opportunities afforded by USQ Springfield. The western corridor of Brisbane is a growth region and just this week another planned community has been announced of 50 000 homes to support the already massive population growth into south east Queensland.

There is a question whether this direction set eight years ago matches the massive global and regional changes of recent times occurring in other parts of the region and whether simply responding to population growth is targeted sufficiently to meet future regional and national human capital goals. What can USQ do uniquely, that is essential for national and regional prosperity and wellbeing, that no other institution

can do? Can USQ acquire expertise to meet new needs and demands in its westerly hinterland? Partnership is essential. These questions also need to be address to those who control resources, and make policies for regions, communities and universities nationally.

USQ circumstances are unique; but there are commonalities with other Australian regional centres and rural and remote universities and sites overseas. We conclude thus: USQ is well known and highly regarded in relevant fields including distance learning. It could become a truly *international lighthouse*, showing the way for Queensland State, for federal Australia, and for big mining as well as agrarian corporations facing similar problems to do with community, environmental impact, and the need to practise Corporate Social Responsibility (CSR).

3.2.4 The RDA? – or an RDA?

The CDG visit occurred prior to the Federal Election in September 2013. During the visit there was speculation that a new Coalition Government would have implications for the future of RDA.

If the RDA national network is terminated by the new federal government, the CDG's view is that something like RDA DD&SWQ will need reinventing locally. The region has shared and pressing infrastructural and other needs that can be met only through region-wide collaboration. It makes sense for USQ and the ten local administrative regions to work with and through RDA or its successor. It is essential to balance competition with collaboration, displace dichotomous win-lose games with more productive win-win partnerships, and think through constructive outcomes for all. All this requires trust and understanding. Contracts may also be needed, but mutuality and shared benefit are essential. Without trust and purpose, partnership reliant on contract is weak, university engagement shallow and tokenistic.

3.2.5 Good for, good at?

Ask what the University is *good for* as well as *good at*. Robust quality assurance systems, open systems thinking and openness to client feedback from communities as well as students all matter. Together these will ensure that USQ is *good at* what it does – as in the main it appears to be. What it is *good for* means answering questions of purpose and identity – familiar ethical questions and matters of 'mission'. These must not be brushed aside when time and resources are short, or when competition and immediate pressures are significant.

USQ is uniquely well placed and *good for* helping communities and regional stakeholders to secure a more shared, prosperous and healthy outcome to the turbulent changes impacting on non-metropolitan Australia: first in its own hinterland; but also by example, networking and roll-out, nationally. Through bodies like Engagement

Australia and the Regional Universities Network (RUN) it can play a strong national role, influencing Canberra through the RDA partnership. It can also play a lead role in policy development and published scholarship in work vital to regions globally.

3.2.6 Winning by different rules

This ambition could form the heart of the USQ mission as a main driver of its strategic planning and action. Other activities will remain important, necessary, and surely continue: the modern university multi-tasks. Hervey Bay gains from confident experience of shared regional development. Springfield remains a buoyant growth area to reap benefit and secure essential student numbers. These are however not unique and significant nationally, let alone on a world scale. What makes USQ special and different is the RDA region, along with its distance learning capability and niche academic areas of applied research relating to the region's character. USQ is already well recognised nationally and globally as a model of local-regional leadership and development.

Such an ambition, profile and trajectory at the heart of the University's identity can help offset the all-consuming domination of ever-growing metro-areas and selfishly powerful conventional universities. The central challenge for USQ is whether it can turn the traumatic and exploitative disruption of massive regional economic development and environmental threat into better, more sustainable, shared outcomes for all those who live and work in DDSWQ. It is a challenge not only because of the scale of the work itself, but also recognising the alternative policy pressures.

This means not playing follow-my-leader emulation of wealthy research-led universities in large cities. The winner-takes-all game ruled by world-class league tables will continue to dominate and damage national HE systems. Regional universities find it hard to resist the pressures of global league (published research) tables. Yet collaborative regional development offers far greater rewards.

4. The Engagement Challenge

The preceding section has drawn together the CDG's perspective on the current status of engagement between USQ and its principal regional partner, the RDA. The report now presents the CDG's view on how university-regional engagement might develop further between USQ and its partners in DDSWQ. It is sometimes assumed that collaboration is straightforward and comes 'naturally'; in the CDG's view, the opposite is much more common. The capability for collaboration needs attention and can be confounded often by circumstantial factors and competing interests. This section outlines considerations which shape the capacity for university-regional collaboration in DDSWQ before concluding with recommendations about how it might be advanced.

4.1 For The University of Southern Queensland

4.1.1 The national and global context

One critical challenge for USQ is to clarify and then articulate clearly why its engagement with the DDSWQ region matters, and how it will develop a relevant engagement strategy (perhaps also for the other regions in which it is based). Sub-national level regions are important for nations everywhere, as the work of OECD and the EU has makes evident. Usually couched in economic terms, the *competitive innovative region within a global economy* is thought strategically important, with *Innovation* a must-have quality. Universities are recognised as repositories of knowledge and as sources of innovation. This CDG takes the view however that new knowledge, labour productivity and skill development related to economic development are only part of the contribution that universities might make. Rather, university mission can address the elements of a wider frame of innovation the reaches out to all in order to create a better world.

As the OECD work has demonstrated, engagement in the development of regions has emerged as a new imperative for higher education (HE). It has reignited and amplified older forms of community and regional service and engagement as engines of innovation and shared problem-solving. This can move regional planning and development to the core of a university's identity and business as well as centring it in many areas of teaching and research, maybe requiring new expertise courses, curricula, staff and research agendas.

Of course, this is not necessarily easy when there are conflicting policy signals. Systems of HE swing about - centralised and decentralised, with public and private sectors of varied character and energy, divided, diverse, or unified, blending into or differentiated from other forms of tertiary education – TAFE in Australia. Australia currently favours a loose mixed 'model', nominally unitary but with clear categories: the wealthier, generally older and more prestigious Group of Eight, all in capital cities; the mostly newer and less weighty 'research-led'; technologically strong polytechnic-style institutions; and clearly 'regional' universities mostly in wide non-metro Australia where the national wealth is largely grown or dug up and sold.

USQ is clearly a regional university. *In the view of the CDG USQ should claim to be proudly and distinctly so. It is not rewarding to labour as an echo of a research-led metro institution in a biased contest. USQ can play its part with courage; in the national interest federal and State governments must also realise and enable this.*

4.1.2 External considerations

The core business of most universities - the only real job as seen by the less informed - is teaching young people for job-getting degrees. Getting these numbers is not easy for regional universities in sparsely populated areas. USQ manages partly by using innovative technologies in its administration, partly by enrolling students in more populated growth areas below the Downs, and partly by remaining a high quality

innovative outreach teaching university. Interestingly, it is unlikely to attract the daughters and sons of 'old money' or new wealth within the region. By being known, valued and loved in the wider region as 'our University' it may look for modest steady growth within a paradigm of a growing competitiveness for student numbers beyond its immediate regional community

The CDG found a common attitude to USQ around the region to be acceptance, approval, even affection, but puzzlement about what it does, and about how to find out more. Given the high volume of regionally-oriented work already undertaken, and the high level of activity of the new Vice-Chancellor and her team over the past eighteen months, this may be disappointing. The CDG encountered keen interest, a desire for follow-up talks, exchanges of addresses and data sets for follow-up meetings. There is already active use of the media. USQ may however wish to look more closely at how this is done, seeking guidance as to how to tailor its media activity to use the advantages and qualities of the different broadcast and print media to best advantage.

On the positive side, meetings and discussions across a broad spectrum of informants in Toowoomba and especially the Western Downs showed how rich in innovative talent and how resourceful the region is. There are many natural opportunities for collaboration and coproduction of knowledge and wealth. USQ colleagues accompanying the CDG returned with a sheath of cards for follow-up meetings, by themselves or by others at the University.

There may be questions about how to access USQ. Yet in the region the University finds itself knocking at an open door, with opportunities to research, innovate and make working contracts for training, R&D, and other economic and social initiatives. Opportunities include, amongst many others, the reasoned and balanced engagement in the agricultural sector and by others with fracking, as expressed by the Basin Sustainability Alliance started in 2011; the superb Goondir Aboriginal Health Services and Centre in Dalby ; as well as the civic energy manifest in Dalby by the local Council, by the voluntary civil society sector, and among ingenious entrepreneurs.

A vital question concerns who to work with, and where to spend precious outreach and engagement time. This is not in itself difficult; the 'ecological space' is not densely crowded. The challenge for USQ is to negotiate *entangled federal, State and local politics*. The federal RDA is the biggest, yet very lean and even precarious, partner. It is the only effective regional voice for a 'whole-of-government' approach to the region. It offers USQ access to many key regional stakeholders, and offers the supportive voice of the region.

However, given the structural competitiveness engendered towards the RDA among LGAs, the University needs to work with all parties individually and collectively; and to take part through a senior member in the strategic development of *the wider region via the RDA*, and also in the closer areas of *Toowoomba and the Downs* most affected by massive socio-economic change.

There is a great deal of activity already. *Promoting and publicising what is already being done*, and working strategically at each level, may over time help resolve unconstructive attitudes amongst parties in the region that waste effort, lower credibility and disadvantage a region that needs one voice to see its major infrastructure needs met. It will place USQ in a strong and pivotal position.

In and round Toowoomba USQ enjoys the special advantage of years of patient grounded partnership work, meeting the real needs of different groups, especially the post-employment old and the unattached young. *The work of C4C* has been remarkable. It is widely known internationally, attracting significant grant as well as reputation for USQ. The 2011 CDG visit was struck by the web of barely visible often 'bilateral' local-level links between community groups – broadly 'civil society' – and staff in different academic areas of the universities, brought together in loose affiliation through C4C. Nurturing, extending and reaping the assets of this barely visible network should be a high priority as USQ enters a new phase under vigorous new leadership.

These and other external aspects are not set out exhaustively here. We must mention the *big construction, mining and extraction businesses*, many headquartered overseas and certainly outside this region. USQ might engage some of these as partners, and contract to provide high-level training, updating and 'horizontal' staff development that meet the needs of industry in the region; likewise for the fast-changing agricultural sector where USQ has special strength.

CSR (corporate social responsibility) sensitivities and rising awareness of the massive social as well as environmental impact of these wealth-making activities may lead to other remedial, broadly social and philanthropic resources flowing to USQ itself and to community partners. Lifeline has recently benefitted from a seven-figure donation from the extractive industry for such work, with more to follow.

The tyranny of distance, and the amount of time it takes to get around and talk to communities, groups and businesses, demand ingenuity and the capacity to trust engage and delegate. The CDG did not on this occasion have time to meet formally with *SQIT* in Toowoomba (as it did in 2011), but it saw fine examples of *TAFE in action* in Dalby, with obvious opportunities for partnership and follow-on, meeting real needs, for USQ. *SQIT* has more footprint locations across the DDSWQ region than USQ. *SQIT*- USQ partnership and collaboration already exist on a modest scale.

More could be done both by way of access pathways and in skill development to meet the region's agricultural, mining, construction and other industry needs. Shared presence and use of facilities, with joint and linked programmes could pay dividends to all parties.

In today's world, by their very nature, the knowledge expertise of universities needs to be cutting-edge globally and locally. It is not enough for the destination of this knowledge to be a well-recognised erudite journal. For a publicly funded institution this knowledge must go further and address real questions in real regions that improve the planet for all of us. This should be a key metric of the University's performance.

4.1.3 Internal considerations

The University has undergone substantial change of structure in recent months. It has reshaped and refilled top management roles and team, making room for fresh views and approaches. It has created two new large faculties in place of five smaller ones, allowing new teaching configurations across disciplinary boundaries. It is developing a small number of research institutes under a DVC Research to focus and concentrate research effort around key areas of strength. We would add that this might also focus on key areas of regional need and establish its relationships with this in mind. One of these research foci is the Resilient Regions Institute, directed by Professor John Cole. Another is for Agriculture and the Environment. Both relate closely to the distinctive rural and regional identity of the USQ RDA region; however, given that it is a region of rapid change, it will be important to keep a focus on the nature of the change itself.

The recent appointment of Professor Michael Cuthill strengthens USQ's identity as a leading centre for applied research, R&D and rural development connected to international scholarship in the field. Professor Lorelle Burton who joins him is charged with continuing the networking activity known as C4C - community for community – developed over recent years by now retired emeritus Professor Glen Postle. He represents a link with PASCAL as a PASCAL Associate and sits on the RDA committee.

The University has thus strong interests in areas of regional policy and development, from general theory and strategy to grassroots development activity connecting USQ at different points to local community needs and activities in and beyond Toowoomba. The question for USQ is how this resource, and a clear intention to work with the regional 'community', translates into practical arrangements and activities.

One common way is to appoint a Deputy Vice-Chancellor for engagement alongside those for teaching-learning and research. The argument for this is that it embeds this mission into the management structure and planning.

On the other hand, engagement is best seen not as a distinct (and ‘third’) mission, but as a guiding and informing principle and purpose for everything that the University does in all its teaching and research. This argues for institution-wide cultural and operational permeation so that engaging - working relations with others across the region, co-producing knowledge and learning for economic, environmental and social as well as scholarly outcomes - is ‘just the way it is here’.

This appears to be the way USQ’s current leadership inclines. This sets the bar and the aspiration higher, but may leave things more at risk of oversight and neglect if ‘the duty of all is the duty of none’. Professor Cuthill has developed a cogent and persuasive plan for a role and set of activities carrying the acronym CELaR – Community Engaged Learning and Research. This addresses these principles and purposes, with an ambitious fund-raising and applied research agenda, and links and network across many parts of the University.

It is unavoidably difficult to make time for a University to manage the many meetings and the networking needed to develop confident relations with all the diverse communities of interest region-wide. This work needs to be shared and embedded in the life of and on behalf of USQ. CELaR could assume and be charged with a primary responsibility for doing this, as also for the kind of internal mirror networking that assists scholars not to work in silos. It extends the approach and strength of the widely acclaimed ‘non-institutional’ C4C⁴.

The CDG suggests that the approach employed at the Harris Centre, Memorial University, Newfoundland (see <http://www.mun.ca/harriscentre/about/mandate.php> and Annex 1), might provide a suitable precedent and model for USQ to handle this technical yet essential element of its work. The Vice-Chancellor explained to the CDG that so long as engagement sat within the teaching and research plans it would be warmly supported. On the other hand a leanly resourced organisation like USQ cannot afford to be a charity to the many worthwhile civil society causes which might call for assistance.

Effective and sustainable engagement means coproduction with benefits for both parties. Setting and meeting priorities for teaching and research needs to be an iterative process. Engagement is an input to planning and adapting teaching and research agendas. New regional and community partnership prospects should be approached and judged on merit, fit, and perceived mutual benefits. New needs and developments in a fast-changing region constitute input to a continuous planning and

⁴ A research monograph, *Community Capacity Building: Lessons from Adult Learning in Australia* (NIAACE 2013) is being published in the UK on the work of C4C, an example of the recognition of this work and its contribution to USQ stature globally.

review cycle for teaching and research programmes. Engagement thus becomes part of a continuous cycle of USQ development, not only a dependent variable but creative and formative also.

The predominant presence of USQ in Toowoomba City makes it a leading influence in and part of the community of place. *USQ can be proudly regional.* It need not and should not be modest in acclaiming its achievements and its stature: nationally, overseas, and across its wide regional hinterland. Confident pride attracts students and other business, in turn encouraging the region to feel and do likewise.

4.2 DD&SWQ RDA and its Regional Council Members

The creation of Regional Development Australia and the designation without election nationally of 55 RDA committees was not well received in DDSWQ, where local authorities were still bedding down new arrangements following the amalgamation of small shires into the current ten regions. The prospect of access to additional funding through the RDA committee was undermined by the loss of more immediate resources on which each local government authority had relied for meeting small capital works.

Local government dominates the membership of DD&SWQ RDA, which is chaired by Toowoomba Regional Council member Bill Cahill, and served almost single-handedly by CEO Brian Hewitt. To judge by the meetings in Toowoomba and Western Downs, resentment at RDA displacing more local voices has yet to ease. This, according to the RDA, has held back the RDA achieving its full potential in assisting the region. Even though the RDA has been successful in its advocacy about long-term needs and in bringing in money, many would hope that a new Government would lead to the abolition of the RDA.

This situation is not unusual and has been the case in various regions in the many years since 1993 when self-determined regional development program initiatives first became a policy feature of Commonwealth Government concerns about communities. This outlook reflects a situation which occurs throughout Australia, where LGAs operate with strongly localised service delivery managed by elected authorities, yet where their scale is too small to enable strong action in relation to concerns which spill across several LGAs. While there will always be arguments about the appropriateness of regional boundaries, the DDSWQ RDA offers a meaningful perspective on regional issues which sits above sectional and private interests. This is a rich resource with which USQ can quickly engage; and if there is a restructuring following the election of the Coalition Government, something similar will quickly take its place.

The different regions across the whole area need a strong voice in Canberra, if the urgent infrastructure and other requirements deriving from implacable distance and new mining pressures are to win federal support. Canberra needs one clear voice for the region. It cannot manage large numbers of lobbyists competing from each region of a huge country. Local Regional Councils need to understand what RDA can and also cannot do, and to work together, adopting a single voice wherever possible through an RDA which is good at winning a hearing in Canberra. As already shown by RDA, this can achieve outcomes for the whole region and for its parts. It looks like being the only way to attract resources that will match infrastructure requirements.

The agenda for medium and long-term development needs shaping via region-wide dialogue and consensus on priorities. This agenda needs to span the infrastructure of transport and communication but also the social and environmental consequences of economic development and change. Shorter-cycle CSG extraction by fracking and longer term removal of surface mined hard coal present well-founded as well as exaggerated fears - for the environment; about long-term rehabilitation, especially in terms of irreplaceable rich agricultural land; and for the underlying shallow and deep artesian water.

The social consequences are less tangible and harder to measure and cost. Nevertheless, these consequences are real and serious for individuals, families and communities, whether traditional, local or transient. One only has to reflect on the history of mining towns of the past to realise the possible catastrophic impact that can occur through mining unless there is informed decision making that represents the interests of everyone.

The CDG found in its visit a strength of purpose, pride and ambition for the region as well as a capacity to provide knowledgeable input; a social resource that can quickly dissipate under threat of rapid change. These assets and the threats that mining represents - to mining communities themselves given work organisation and resulting lifestyle stresses, as well as to permanent residents and their townships - need to be central to what the Regional Councils and their different partners do, and to how they collaborate bilaterally and via RDA.

Among these collaborating partners USQ, already energetic in its efforts for collaborative regional development, must be central. Region and University each need the other's public support in lobbying different Ministers and Departments of Federal Government. USQ needs feedback and encouragement as to what is needed, how and where.

CDG found an odd mismatch: a University active across the region which sees its door as open to approaches and ideas for joint ventures; and regions whose doors are clearly open to welcome the University and work together for shared benefit, but reportedly cannot find the door in. USQ colleagues on our visits to TRC and Western Downs took note of many contacts for doors 'open for business'.

This mismatch can be addressed and the energy points joined up, if Region and University make time to review and to plan regularly; if they pursue all prospects promptly to fruition or a decision of non-viability; and if they promote and celebrate good outcomes together, creating a self-fuelling cycle of success.

The prospect for both USQ and Region is of together becoming internationally recognised – a lighthouse for collaborative regional development to build a more healthy as well as prosperous learning and knowledge society.

4.3 Other influential parties

This Report was commissioned by and is addressed to USQ and DD&SWQ RDA. Such an engaged relationship in a knowledge-based global environment offers great opportunities for state and federal spheres of government to better design and deliver their programme initiatives in ways that are coordinated and targeted efficiently and effectively, thereby making better use of scarce resources and avoiding duplication and overlap.

Whether defined and created federally or more locally, regions need clear frameworks of support. Policies from different departments of state to do with transport, agriculture, forestry, development, industry, infrastructure, as well as health, housing, social welfare, education and so forth, should be harmonised. Where federal and State jurisdictions overlap policy differences need reconciling at these levels.

5. An opportunity

One dimension of USQ strength is vital to the healthy future of the Region. Given the continuing importance of agriculture to the DD&SWQ region and the University's academic and applied expertise in this sector as reflected in its new Institutes we add a further note on agriculture.

USQ can align much of its research and R&D as well as teaching activity to vital regional needs, as expressed in the strategic intent of the Institute for Regional Resilience, and the Institute for Agriculture and the Environment. The basis for such development is evident in the impressive list of partnerships and contracts already under way which Professor John Cole prepared for the CDG.

Align activity to the strategic intent of the Institute for Resilient Regions

According to the statement of strategic intent provided by the Institute for Regional Resilience, USQ has developed unique multi-disciplinary research capabilities promoting knowledge-based opportunities in areas like food, fibre and agriculture, climate risk management, carbon abatement, digital literacies and technology, small business and community health. A sustainable food system agenda would fall exactly at the confluence of the Institute's thematic focus of regional community innovation, regional health and well being, regional enabling infrastructure and tech, and regional sustainable business development.

Improve the distribution system of local food production and leverage this regional asset as a tourist draw to further develop local economies.

Agriculture, one of the strongest economic engines in this region, is already being leveraged in regional tourism. Local food production and celebrations are taking centre stage and provide an additional source of tourism dollars and an alternative food distribution system. In the past food has been grown in western Queensland and transported to Brisbane for distribution. The Regional Food Network is working to develop a business plan for local farms to distribute food closer to the site of production. In addition the opening of an airport at Toowoomba soon, mainly for freight, may open up opportunities to fly new high-value perishable agricultural and horticultural produce direct to more distant markets.

The CDG see such a development as significant in any engaged relationship between the USQ and its region via the RDA in the context of the emerging global concern for food security. This manifests as an urgent priority for rapidly expanding nations in our vicinity such as China and India.

The previous CDG report featured a description of the Stanthorpe Winery (reproduced in Annex 3) which provides a perfect partner in this initiative. Melissa Kite (Melissa.kite@toowoombaRC.qld.gov.au) of the Tourism and Events Office of Toowoomba Regional Council, Lance MacManus of the Regional Food Network (lancemacmanus@gmail.com), and Wendy Agar of Agrifood Skills Australia (wendy.agar@agrifoodskills.net.au), expressed interest in building a sustainable economy on the production, processing and distribution of local foods within the region itself.

A model being used in the United States is an online aggregation system developed by Linda Mallers called FarmLogix (www.FarmLogix.com). This type of initiative would focus on USQ's strength in broadband capability and support all elements of the complexity of food systems. USQ could utilize broad guidelines incorporating every aspect of a healthy community in the development of resilient regions that embrace the development of healthy food systems.

Use broad guidelines that incorporate every aspect of a healthy community in the development of resilient regions and embrace the development of healthy food systems.

The American Planning Association, the American Dietetic Association, American Nurses Association and the American Public Health Association initiated a collaborative process of shared food system principles that can be used in the development of sustainable and local food systems (Annex 3). These include the need for a food system to be:

- health-promoting,
- environmentally sustainable,

- resilient in the face of challenges such as as limited water and energy,
- diverse (size, scale, geography, culture and choice),
- supportive of justice within communities and
- providing economic opportunities and empowering to farmers, workers and consumers.⁵

It could also utilize a matrix incorporating the elements of a healthy food system and the complexity of food systems to strategically develop sustainable economic opportunities (see Annex 5).

Legitimize community scholarship through a formal portal.

USQ needs both formal and informal connections for stakeholders to transmit their needs. The C4C project, located within IRR, can provide the home venue for community scholarship through its engagement and policy-oriented research agenda. It attracts widely dispersed talent within and from beyond USQ to address issues raised by the RDA. It can make relevant USQ assets visible to regional stakeholders. An example used by the Center for Governmental Studies of Northern Illinois University in the United States is provided in Annex 1.2 C4C members exemplified what can be done, making numerous contacts during this visit, and plans for follow-up to work together.

6. Conclusion and Action

6.1. The essential point

At the moment USQ has no meaningful path towards real engagement. It needs to focus on the central campus at Toowoomba and the DD&SW Region rather than the other two places. It must also recognise that its once competitive position in distance learning is being eroded. ITC is now for everyone and the roll-out of the National Broadband Network will hasten this.

The Region contains a global issue of very significant proportions: the long-run sustainability of community and agriculture in the context of massive multinational mining. This requires knowledge leadership that USQ is not part of in any meaningful way, There are lessons here for all communities around the world that have been or currently are subject to a mining boom of one kind or another. Mining impacts negatively on agriculture and related sectors: not only on nature (water, land, air, biodiversity, climate change) but also on social arrangements and infrastructure and labour markets. It has major implications, around the world, for food security - one of the most significant emerging global issues of our time. USQ should be in the thick of

⁵ Healthy, Sustainable Food System Collaboration, comprised of the American Dietetic Association, American medical Association, American Nurses Association, American Planning Association and American Public Health Association (June 2010).

this activity and the issues it connotes, but it is not. By being absent, the USQ is providing a disservice to the region and to the rest of the world where mining on a grand scale is impacting on many communities.

Engaging with this agenda can save the USQ from being regarded as just another ordinary university that has lost its way in a rapidly changing world. The solution is on its doorstep, giving relevance, focus and resources.

6.2 Action

1. Agree to a *vision* that the region and university connect to, grounded in knowledge, learning and values that are good for everyone. See the region and the university in a connected way and connected globally.
2. Take *leadership* seriously and ensure that it is seized upon, shared and achieved.
3. *Focus* on what is needed, including infrastructure, community well-being, human capability, innovation and information.
4. USQ and RDASWQ should get *organised* in ways that operate efficiently and productively, including CELaR within the RRI.
5. Equip those involved with the *knowledge and skills* needed to engage well.
6. Identify particular *headline projects* to get early visible outcomes?
7. Agree and adopt *metrics* agreed to be important for continuous improvement.

6.3 Other points and recommendations offering early and sustained results

USQ should know where it can do best and take pride in doing it outstandingly well.

USQ should connect its university-community engagement to its education and research as a unique quality distinguishing it from others.

RDA, regional council and USQ should together stake a claim nationally and globally to be a collaborative knowledge-based learning region.

USQ and TRC should jointly commission road signage in and around Toowoomba making USQ visible and easy to locate.

USQ should partner with TRC and other local regions and authorities in celebrating the region's and the University's assets and achievements.

USQ should support RDA campaigning and lobbying in Canberra and with State Government on behalf of the region.

RDA DD&SWQ should lobby in support of USQ by bearing witness to its value for the region.

Local authorities should work with and through DD&SWQ RDA to achieve shared purposes in Canberra and enlist USQ in this process.

Local authorities and the RDA should identify social and economic needs for teaching, professional updating, applied research and R&D, treating USQ as preferred partner.

Through CELaR USQ could provide education on succession planning for community organizations.

USQ and the RDA should collaborate with the local authorities in strategic RDA and USQ should ensure reciprocal active and informed membership on their respective governing bodies.

USQ, should enhance its presence and partnership across the extractive and agricultural industries, regions and communities to the West.

USQ needs formal and informal connections for stakeholders to transmit their needs.

The Community Engaged Learning and Research network CELaR within the Institute for Resilient Regions (IRR) is a venue for community scholarship through engagement and policy-oriented research. It can make relevant USQ assets visible to regional stakeholders. USQ should use CELaR purposefully, incorporating the social capital and goodwill assets of C4C, to develop a 'front door' and a network across departments for applied research and advanced teaching.

Annex 1

The Harris Centre, Memorial University, Newfoundland and Labrador

The Harris Centre **mandate** is to co-ordinate and facilitate Memorial University's activities relating to regional policy and development, and advise on building the University's capacity and identify priority themes and projects relating to teaching, research and outreach

The Harris Centre's **vision** for Newfoundland and Labrador is of a vibrant democracy with informed citizens actively engaged in realizing a prosperous and sustainable society which values individual and collective responsibility for decision-making and development, true to our unique culture and identity.

The **mission** of the Harris Centre is to encourage informed public policy and regional development in Newfoundland and Labrador by supporting communication and collaboration between Memorial University and the people of this province.

The Harris Centre aspires to live up to the reputation of, [Dr. Leslie Harris](#), in whose honour the Centre was named. The following qualities guide the work done at the Harris Centre:

- ♦ **Integrity:** The Harris Centre is an honest broker that harnesses the resources of the University in speaking truth to power at all levels.
- ♦ **Independence:** The Harris Centre respects the professional expertise of Memorial's faculty, staff and students in providing objective contributions to regional policy and development.
- ♦ **Inclusivity:** The Harris Centre values and respects difference, and strives to include varying perspectives in its activities and programs
- ♦ **Transparency:** The Harris Centre adopts best practices in governance, decision making and communications to ensure fair and open operations.
- ♦ **Collaboration:** The Harris Centre recognizes the contributions of individual citizens, private, public and community organizations, as well as Memorial faculty, staff and students, in the collective advancement of regional policy and development.
- ♦ **Practical Application:** The Harris Centre will encourage research, teaching and outreach that are relevant to the needs of the citizens, communities and organizations of Newfoundland and Labrador and to the governance of the province

See <http://www.mun.ca/harriscentre/about/mandate.php>

Annex 2.1 Queensland College of Wine Tourism (QCWT)

The wine industry, a part of Queensland's rich agricultural history, supports the vibrant health of this burgeoning region. Most of Queensland's approximately 180 wine businesses are small, family-run enterprises. To operate successfully, they need multi-skilled workers across the full business cycle. Workers with specific viticulture skills (processing, marketing, sales, and industry specific skills) are also in demand. The Queensland College of Wine Tourism (QCWT) at Stanthorpe has been established to address regional skill needs.

The Wine Tourism Gateway Schools Project recognises the importance of industry and schools collaborating effectively to provide direct pathways for students to succeed in obtaining work or entering higher study. In 2006, this project was launched as part of the Department of Education, Training and the Arts Industry School Engagement Strategy in support of the Queensland College of Wine Tourism to create targeted education and training solutions to address the growing demand for a skilled workforce in the Queensland wine tourism industry.

The project started with seven schools representing fine wine regions in Queensland. In 2008, the project expanded to 13 regions throughout the state. The Stanthorpe program is forming strong partnerships with their local wine tourism region to:

- Raise the profile of careers in wine tourism
- Develop and implement curriculum that encompasses a wide range of wine tourism related activities
- Create opportunities for work experience, structured work placements and school-based apprenticeships and traineeships
- Strengthen industry collaborations
- Provide professional development to teachers to enhance their knowledge and skills in wine tourism
- Recognize the best and brightest through annual awards

The Stanthorpe program not only supports the success of the Australian economy, but also allows students the opportunity to develop skills that can be used in their own region minimizing rural flight to urban settings. A recurring theme regarding the success of the Stanthorpe program was the importance of relationships between disciplines. It's beautiful campus highlighted examples of Creative Arts programs. The chemistry lab donated by USQ provides state-of-the-art technology in the Sciences. The cellar where the wines are sold provides a showcase for the Hospitality program. The formation of strong partnerships between departments, schools, the tertiary sector and the industry has provided capacity for this project to expand and develop the curriculum and provide hand-on experience for students in a growing Queensland industry.

Annex 2.2 Principles of a healthy, sustainable food system

PRINCIPLES OF A HEALTHY, SUSTAINABLE FOOD SYSTEM

In June 2010, the Academy of Nutrition and Dietetics (formerly American Dietetics Association), American Nurses Association, American Planning Association, and American Public Health Association initiated a collaborative process to develop a set of shared food system principles. The following principles are a result of this process and have been collectively endorsed by these organizations.

We support socially, economically, and ecologically sustainable food systems that promote health – the current and future health of individuals, communities, and the natural environment.

A healthy, sustainable food system is:

HEALTH-PROMOTING

- Supports the physical and mental health of all farmers, workers and eaters
- Accounts for the public health impacts across the entire lifecycle of how food is produced, processed, packaged, labeled, distributed, marketed, consumed and disposed

SUSTAINABLE

- Conserves, protects, and regenerates natural resources, landscapes and biodiversity
- Meets our current food and nutrition needs without compromising the ability of the system to meet the needs of future generations

RESILIENT

- Thrives in the face of challenges, such as unpredictable climate, increased pest resistance, and declining, increasingly expensive water and energy supplies

DIVERSE IN

- Size and scale—includes a diverse range of food production, transformation, distribution, marketing, consumption, and disposal practices, occurring at diverse scales, from local and regional, to national and global
- Geography—considers geographic differences in natural resources, climate, customs, and heritage
- Culture—appreciates and supports a diversity of cultures, socio-demographics, and lifestyles
- Choice—provides a variety of health-promoting food choices for all

FAIR

- Supports fair and just communities and conditions for all farmers, workers and eaters
- Provides equitable physical access to affordable food that is health promoting and culturally appropriate

ECONOMICALLY BALANCED

- Provides economic opportunities that are balanced across geographic regions of the country and at different scales of activity, from local to global, for a diverse range of food system stakeholders
- Affords farmers and workers in all sectors of the system a living wage

TRANSPARENT

- Provides opportunities for farmers, workers and eaters to gain the knowledge necessary to understand how food is produced, transformed, distributed, marketed, consumed and disposed
- Empowers farmers, workers and eaters to actively participate in decision-making in all sectors of the system

A healthy, sustainable food system emphasizes, strengthens, and makes visible the interdependent and inseparable relationships between individual sectors (from production to waste disposal) and characteristics (health-promoting, sustainable, resilient, diverse, fair, economically balanced, and transparent) of the system.



These principles should not be construed as endorsement by any organization of any specific policy or policies. The collaborative process was led by a Food Systems and Public Health Conference Work Team funded by the W.K. Kellogg Foundation.

Annex 2.3 Matrix incorporating elements of a healthy food system and complexity of food systems

| Food System Principles | Production | Processing | Distribution | Access | Waste Management |
|---|------------|------------|--------------|--------|------------------|
| Health Promoting <input type="checkbox"/> Conserving, protecting, and regenerating natural resources, landscapes, and biodiversity. <input type="checkbox"/> Meeting our current food and nutrition needs without compromising the ability of the system to meet | | | | | |
| Sustainable <input type="checkbox"/> Conserving, protecting, and regenerating natural resources, landscapes, and biodiversity. <input type="checkbox"/> Meeting our current food and nutrition needs without compromising the ability of the system to meet | | | | | |
| Resilient <input type="checkbox"/> Thriving in the face of challenges. | | | | | |
| Diverse <input type="checkbox"/> Including a diverse range of food production, transformation, distribution, marketing, consumption, and disposable practices occurring at diverse scales: local, regional, national, and global. <input type="checkbox"/> Considering geographic differences in natural resources, climate, customs and heritage. <input type="checkbox"/> Appreciating and supporting a diversity of cultures, socio-demographics and lifestyles. | | | | | |
| Fair <input type="checkbox"/> Supporting fair and just communities and conditions for all farmers, workers, and eaters. <input type="checkbox"/> Providing equitable physical access to affordable food that is health promoting and culturally appropriate. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| <p>Economically Balanced</p> <p><input type="checkbox"/> Providing economic opportunities that are balanced across geographic regions of the country and at different scales of activity, from local to global, for a diverse range of food system stakeholders.</p> <p><input type="checkbox"/> Affording farmers, workers, and eaters opportunities to actively participate in decision making in all sectors of the system.</p> | | | | | |
| <p>Transparent</p> <p><input type="checkbox"/> Providing opportunities for farmers, workers, and eaters to gain knowledge necessary to understand how food is produced, transformed, distributed, marketed, consumed, and disposed.</p> <p><input type="checkbox"/> Empowering farmers, workers, and eaters to actively participate in decision-making in all sectors of the system.</p> | | | | | |

Annex 3

Schedule for PASCAL CDG visit Sunday 21 – Wednesday 24 July 2013

21 July **Toowoomba** informal evening meeting with members of DDSWQ RDA and USQ

22 July **USQ** Meeting with USQ Vice Chancellors Committee

Jan Thomas, Janet Verbyla, Carl Rallings, Ken Udas, Athol Kerridge, Lorelle Burton, Brian Hewitt, Michael Cuthill, John Cole, Sharon Geise, Mark Harvey (by teleconference)

USQ Group discussion with USQ staff around USQ & regional development

Michael Cuthill, Lorelle Burton, Glen Postle, Eidin O'Shea, Lisa McDonald, Sue Olliver, Patrick Danaher, Chris Lee, Jill Lawrence, Rebecca Scollen, Warren Midgley, Andrew Hickey, Andrew Mason, Charlotte Brownlow, Ann Dashwood, Jan Du Preez, Robert Mason, Malcolm Brown, Marie Kavanagh, Laretta Wright, Anthony Gray, Karen Noble, Jane Summers, Laurie Johnson, Helen Nolan, Samantha Rose, Megan Cooper, Donna Moodie, Alison Curtis

Toowoomba Community Regional Development Workshop led by RDA

Jo Sheppard, Roger Gorrel, Andrew Wielandt, Andrew Harvey, Scott Templemann, Trevor Schwenke, Ian Johnson, Ryan Williams, John Bird, Gillian Smith, Kim Dyball, Malcolm Martin, Kent Weastell, Helen Braithwaite, Peter Wilmott, Rachael Uhr, Beth Cooney, Daniel Cheverton, Barry Sheehan, Michelle Wiersma, Mike Paton, Jason MacLeod, Derek Tuffield, Wendy Agar, Kathie Brosnan, Matthew Schull, Muhammed Haniff Abdul Razak, Meiling Chow, Bill Cahill, Vic Pennisi, Phil Currie, Michele Alroe, Anna Stephenson, Brian Hewitt, Michael Cuthill, Lorelle Burton, Glen Postle, Sue Olliver, Alison Curtis

Dalby meeting with Council, business and community representatives

Beth Wood (Western Downs Jobs & Skills Task Group) & colleague Liz Ryan (Joint Manager, Dalby Chamber of Commerce and local developer) Craig Tunley (Economic Dev Senior Officer, Western Downs Regional Council), Amanda Davis (Support Officer, Busy at Work-Apprentice Solutions) & colleague David Richardson (Board Member Chinchilla Community Commerce & Industry & Manager at APN Newspapers), Darren Smith (Business Development officer, SQIT, Dalby Campus)& Stephen Weier (Operations Manager Ozcon Industries), Rohan May (Group Employee Relations Manager Ostwald Bros) Mick Pearson (DSM Tools & Machinery), Jason Marini (Head of Trade training Centre, Dalby State High School), Ashley Perkins (Western Downs Regional Council)

23 July

Dalby Meeting with Western Downs Councillors

Cr Ray Brown (Mayor), Cr George Moore (Deputy Mayor), Cr Ian Rasmussen, Cr Carolyn Tillman, Cr Ray Jamieson, Phil Berting (CEO), Graham Cook (Community Assets General Manager), Lee Vohland (Corporate Support General Manager)

Dalby and environs

Tour of development activity (residential estates, industry, etc.) around Dalby and SQIT Bunya Campus/Trade Training Centre. Experience of Ostwald Bros re development in region while on tour including some of Ostwald Bros development sites. Basin Sustainability Alliance visit to Ian Hallyor's farm to review research on inter-aquifer connectivity and CSG wells, etc.

Goondir Health Centre

Dalby Social infrastructure in Dalby including Myall Creek, etc. with assistance from Dalby Welcoming Community Committee

24 July

Toowoomba

Breakfast meeting with Toowoomba Mayor and TRC Councillors
Cr Paul Antonio (Mayor), Mrs Judy Antonio, Cr Geoff McDonald Chair - Environment & Community, Andrew Wielandt (Dornbush Partners)

USQ Review and Debriefing

Michael Cuthill, Lorelle Burton, Brian Hewitt, John Cole, Glen Postle, Alison Curtis, Michelle Alroe, Anna Stephenson

Toowoomba and USQ Evening and 25 July informal meetings

CELaR, RDA, C4C, ABC

Annex 4

List of People consulted during this visit

Regional Development Australia - Darling Downs and South West Inc (RDA DD&SW)

- Councillor Bill Cahill (Chair, RDA DD&SW Committee, Toowoomba Regional Council, Environmental and Community Services portfolio)
- Derek Tuffield (Treasurer, RDA DD&SW Committee and CEO, Lifeline Darling Downs and South West Qld)
- Brian Hewitt (Chief Executive Officer, RDA DD&SW)
- Michele Alroe (RDA DD&SW Committee Member)
- Phil Currie (RDA DD&SW Committee Member)
- Councillor Vic Pennisi (Deputy Chair, RDA DD&SW Committee and Councillor, Southern Downs Regional Council)
- Anna Stephenson (RDA DD&SW Committee Member)
- Glen Postle (RDA DD&SW Committee Member)

University of Southern Queensland

- Professor Jan Thomas (Vice-Chancellor and President)
- Professor Janet Verbyla (Senior Deputy Vice-Chancellor)
- Mr Athol Kerridge (Chief Financial Officer)
- Carl Rallings (Deputy Vice-Chancellor, Students and Communities)
- Professor Ken Udas (Deputy Vice-Chancellor (Academic Services) and Chief Information Officer)
- Professor Glen Postle, Honorary Professor and Academic Supervisor)
- Professor John Cole (Executive Director, Institute for Resilient Regions)
- Professor Lorelle Burton (Professor, Psychology and Chair, C4C)
- Professor Michael Cuthill (Chair in Regional Community Development, ACSBD)
- Dr Andrew Hickey (Senior Lecturer, Cultural Studies and Social Theory, School of Linguistics, Adult and Specialist Education)
- Dr Rebecca Scollen (Manager, Artsworx)
- Anna Stephenson (Manager, Research Communications, Deputy Vice-Chancellor's Office (Research and Innovation)
- Ms Alison Curtis (Manager, Strategic Development)
- Mr Andrew Mason (Associate Lecturer, Communication & Media Studies)
- Dr Ann Dashwood (Senior Lecturer, TESL)
- Professor Anthony Gray (Professor, Law)
- Dr Charlotte Brownlow (Lecturer, Psychology)
- Professor Chris Lee (Professor, English Literature)
- Ms Donna Moodie (Widening Participation, Indigenous Community Engagement Officer)
- Dr Eidin O'Shea (Postdoctoral Research Fellow, Regional Community Development, ACSBD)

- Dr Gavin Beccaria (Senior Lecturer, Psychology - Counsel)
- Mrs Helen Nolan (Director, Marketing and Student Attraction)
- Dr Jan Du Preez (Lecturer, Psychology)
- Assoc Prof Jane Summers (Associate Professor, Marketing)
- Assoc Prof Jill Lawrence (Associate Dean Students)
- Dr Karen Noble (Associate Dean, Learning and Teaching)
- Mrs Laretta Wright (Lecturer, Mass Communication and Program Coordinator (Fraser Coast) and Campus Academic Coordinator)
- Assoc Prof Lawrence Johnson (Associate Professor, English & Cultural Studies)
- Dr Lisa McDonald (Mid-Career Researcher, Rural and Regional Communities)
- Dr Malcolm Brown (Senior Lecturer, Social Science)
- Professor Marie Kavanagh (Professor, Accounting and Campus Academic Coordinator, Community Engagement)
- Ms Megan Cooper (Lecturer, Indigenous Curriculum Content)
- Professor Patrick Danaher (Head of School, Teacher Education and Early Childhood)
- Dr Robert Mason (Lecturer, History)
- Ms Samantha Rose (Senior Project Coordinator, Structural Adjustment Fund)
- Dr Warren Midgley (Head of School, Linguistics, Adult and Specialist Education)
- Ms Sue Olliver (Project Officer, C4C)
- Ms Marlyn McInnerney (Project Manager, C4C)

Regional Councils

- Councillor Paul Antonio (Mayor , Toowoomba Regional Council)
- Councillor Bill Cahill (Environmental and Community Services portfolio, Toowoomba Regional Council)
- Councillor Geoff McDonald (Chair - Tourism & Events, Property Services, Toowoomba Regional Council)
- Councillor Vic Pennisi (Southern Downs Regional Council)
- Councillor Ray Brown (Mayor - Governance, Emergency Management and Major Projects, Western Downs Regional Council)
- Councillor Carolyn Tillman (Cultural Development and Community Services, Western Downs Regional Council)
- Councillor George Moore (Deputy Mayor - Utilities (Water, Wastewater, Gas) Western Downs Regional Council)
- Councillor Ian Rasmussen (Finance, Information Technology and Information Services, Western Downs Regional Council)
- Lee Vohland (Corporate Support General Manager, Western Downs Regional Council)
- Graham Cook (Infrastructure Services General Manager, Western Downs Regional Council)
- Craig Tunley (Economic Development Senior Officer, Western Downs Regional Council)

- Ashley Perkins (Economic Strategy Research Senior Officer, Western Downs Regional Council)

Community

- Malcolm Martin (Integrated Regional Planning Manager, Department of Agriculture, Fisheries and Forestry (DAFF))
- Barry Sheehan (Director, Centacare)
- Ryan Williams (Qld Community Account Manager, NBN Co.)
- Andrew Harvey (CEO, DDSWQ Medicare Local)
- Andrew Wielandt (President, Toowoomba Chamber of Commerce)
- Beth Cooney (Community Investment Manager, QGC)
- Daniel Cheverton (Public Affairs & Sustainability, Santos)
- Derek Tuffield (CEO, Lifeline Darling Downs & SW)
- Gillian Smith (Principal Project Officer, Department Education & Training)
- Helen Braithwaite (Community Liaison Officer, New Hope Group)

Ian Johnson (Project Officer – Water, Qld Farmers Federation)

- Jason MacLeod (Coordinator Place Program, Uniting Care)
- Jo Sheppard (Project Manager Agriculture/Media, TSBE)
- John Bird (Regional Director, Department of State Development, Infrastructure and Planning)
- Kathie Brosnan (Manager, St Vincent de Paul)
- Kent Weastell (Social Impact Coordinator, Origin)
- Kim Dyball (Regional Manager, DEEWR)
- Matthew Schull (Regional Manager, Anglicare)
- Meiling Chow (Multi-Faith Multicultural Centre, Pure Land Learning College Association)
- Muhammed Haniff Abdul Razak ((Multi-Faith Multicultural Centre, Pure Land Learning College Association)
- Meryl Brumpton (CEO, SW Hospital & Health Service)
- Michelle Wiersma (Manager, Toowoomba Youth Services)
- Mike Paton (CEO, Downs Industry Schools Co-operation (DISCO))
- Peter Wilmott (Government Policy Officer, Arrow Energy)
- Rachael Uhr (Social Investment Coordinator, Arrow Energy)
- Roger Gorrel (Regional Manager, Chamber of Commerce & Industry Qld)
- Scott Templemann (Consultant, CGI Consulting)
- Trevor Schwenke (Institute Director, SQIT)
- Wendy Agar (Queensland Regional Development Manager, AgriFood National Regional Initiatives)
- Belinda Sanders ABC Southern Queensland