Managing the university campus in the univer-city

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The campus is a key asset in “the (global) Battle for Brains”
good facilities can attract talent
bad facilities can chase them away...

CONTENT
1. Vision on managing the university campus (THEORY)
2. Trends that shape the campus of the future (PRACTICE)
3. Three future models for university campus & city (STRATEGIES)

proposition (PhD defence)
Each university goal can be frustrated by the physical campus
Jedes Universitätziel kann durch die baulichen Gegebenheiten des Campus konterkarriert werden.

http://www.managingtheuniversitycampus.nl
performance criteria university

- competitive advantage
- profitability
- productivity
- sustainable development

proposition:
each campus decision positively or negatively affects these 4 performance criteria.
goal of "managing the university campus": find estate strategy that optimally contributes to all performance criteria.

Campus management is about integrating four different perspectives

source: Den Heijer 2011 – investment costs from 500 to 4000 euro / m² gross floor area
**University campus: challenges**

- Dutch universities own campus (buildings and land) since 1995
- Decreasing public funding
- Ageing campus (technically and functionally)
- More than 50% of floor area is from 1960s and 1970s

**Cities**
- London
- Oxford
- Cambridge
- Paris
- Lille
- Frankfurt
- Hannover
- Köln
- Dortmund
- Hamburg
- Münster
- Heidelberg
- Leipziger
- Munich
- Dresden
- Rostock
- Berlin
- Hannover
- Prague

**Key performance indicators (for measuring added value)**

- **Profitability**
  - Value added per type of m²
  - Replacement costs
  - Maintenance costs
  - Land value
  - Total costs
  - Local rent levels
  - Local land prices

- **Sustainable development**
  - Carbon footprint per user
  - Energy use per user
  - m² per user group
  - Accessibility: parking, public

- **Added value**
  - Competitive advantage
  - Increasing user satisfaction
  - Improving quality of place
  - Stimulating collaboration
  - Stimulating innovation

**Universities in the Netherlands**

- 14 universities in the Netherlands:
  - 17 mln Dutch inhabitants
  - 240,000 students
  - 24,000 academic staff
  - 21,000 support staff
  - 4.4 mln m² gross floor area
  - Ownership since 1995

Source data: 2011

**Dutch university campuses**

- Amsterdam
- Maastricht
- Eindhoven
- Wageningen
- Utrecht
- Delft
- Tilburg
- Nijmegen
- Heerlen
- Enschede
- Groningen
- Leiden
- Rotterdam
- Utrechts
- Maastricht
- Eindhoven
- Wageningen
- Utrecht
- Delft
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- Heerlen
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- Rotterdam

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1. Vision on managing the university campus (THEORY)

2. Trends that shape the campus of the future (PRACTICE)

Campus of the future:
- sustainable solutions
- CO\(_2\) neutral campus
- less m\(^2\), more quality

(photo: Wageningen)

Campus of the future:
- intensive and flexible use of high quality facilities

(photo: Delft)
Campus of the future:
- sharing laboratories and other expensive facilities

Campus of the future:
- transparency of processes: to support image of faculties and university

Campus of the future:
- changing the academic workplace

Stimulate social interaction & intellectual interaction

students and academic staff sharing workspace → reducing the footprint, improving interaction

Community building
Campus of the future:
- creating the place to meet

- more quality, less quantity
- new life for old buildings
- increase benefits / m² to cover high maintenance cost / m²
- users accept more defects of meaningful, historic buildings

Reducing m², but improving...
Quality of place (cultural heritage)

Reducing m², but improving...
Quality of life (campus & city)
proposition (PhD defence)

The campus of the future is a city

Der Campus der Zukunft ist eine Stadt.

BRIEF for the campus of the future

- ACADEMIC
  - classrooms, library, offices, laboratories, lecture halls, ...
- RESIDENTIAL
  - student housing, hotels, ...
- RELATED BUSINESS
  - incubators, industry, ...
- RETAIL & LEISURE
  - sports, restaurants, cafes, ...
- INFRASTRUCTURE

Campus brief in the UniverCity:
“To share or not to be...”

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Model A: “Traditional university”
- traditional, classical university, academic rituals
- condition for opportunities: selection, exclusive, elite
- same m²
- same resources, healthy, safe workplace
- no facility sharing: exclusive use for university
- opportunity for more resources: higher tuition & alumni funding

Model B: “Network university”
- more institutions thoroughly mixed with urban fabric continued infusing in the urban domain with all campus space types (academic, housing, leisure etc.)
- focus on university-industry-community collaboration
- same space demand, more facility sharing
- sharing resources → more quality for all stakeholders

Campus of the future:
model A – traditional university
- exclusiveness, elite & large
- can we still afford this?

Campus of the future: model B – network university
- “campus is market place of knowledge”
- “sharing the campus .. “univer-city”

http://www.managingtheuniversitycampus.nl
Campus of the future: model C – virtual university
work where you want

Model C: “Virtual university”

- the physical campus is an inspiring meeting place: “creative, stimulating and a focus on intellectual and social exchange”
- virtual “back office”, vital very modern state-of-the-art “front office” university
- m2: less
- same resources available for less m2 → higher quality
- ... but less place dependent...

Model D: “University college”

- model D usually in combination with model A, B or C
- emphasize “centuries old model” with preference for:
  - historic building / heritage
  - inner city
- small, elite, talent class, professors and students work (and live) close to each other

Model D: “University college”

Campus of the future: model D = A “reinvented” – University College
small, broad, Bachelor in English, selected talent

the campus of the future
“models for campus - city”

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The campus is a key asset in “the Battle for Brains”

for global competition in attracting talent
for productivity – quantity and quality of output
for profitability – most effective way to spend budget
for sustainable development – m²/user

CONCLUSIONS
1. THEORY
   - managing the campus is complex task
   - affects all university performance criteria
2. PRACTICE
   - trends are international
   - “to share or not to be”
3. MODELS
   - align university & city strategy
   - preferred strategy for “university”: (B) network + (D) college
   - Share information in university network

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More about the book and research “Managing the university campus”: http://managingtheuniversitycampus.nl