Campus ownership opportunities and threats

la propriété du campus - opportunités et menaces

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Universities in the Netherlands

14 universities in the Netherlands:
16 mln Dutch inhabitants
235,000 students
45,000 faculty/staff
4,5 million m2 gfa
1200 ha land property
source data: 2009

1 universities of technology (3)
A agricultural university
O Open University - distant learning

July 7, 2011
Dutch campus development in four stages

1. - before WW-II
   - small elite university
   - inner city model, integrated

2. - from the 50’s to 90’s
   - growth / labs
   - on the edge of the city

1995: transfer of ownership
from ministry to universities

3. - around 2000
   - city has grown around campus
   - what to do?

4. - 21st century
   - merge campus functions with city?
   - cities in knowledge economy: ‘univer-cities’

Source: Managing the university campus (Den Heijer, 2011)
University campus in 2011

Decreasing public funding
Ageing campus (technically and functionally)
More than 50% of floor area is from 1960s and 1970s

Low occupancy and frequency rates
Sustainable campus → “greening the campus”
Increasing costs of campus
Expanding campus → city
Age profile university real estate

<table>
<thead>
<tr>
<th>m²</th>
<th>4%</th>
<th>&lt; 1900</th>
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<tbody>
<tr>
<td>182,206</td>
<td>4%</td>
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<tr>
<td>12,260</td>
<td>0%</td>
<td>00's</td>
</tr>
<tr>
<td>63,980</td>
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<td>16,297</td>
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<td>1,152,245</td>
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<td>595,218</td>
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<td>488,041</td>
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<td>90's</td>
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<td>609,703</td>
<td>14%</td>
<td>&gt; 2000</td>
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> 50% of floor area is 60s & 70s buildings

Source: Managing the university campus (Den Heijer, 2007/2009)
Current replacement costs (new projects)
range: 500 to 4000 euro / m² gfa (price level October 2009)


Problems internationally shared

Different ownership / management models

- 3 real estate companies
- APPA/SCUP: professional management support
- 1 management organisation
- directors of estate organised in AUDE

Ownership

Campus management: 4 tasks

- (1) assessing the current campus
- (2) exploring changing demand
- (3) generating future models for the campus
- (4) defining projects to transform the campus

(1) évaluer le campus actuel
(2) explorer les évolutions de la demande
(3) générer des modèles à venir pour le campus
(4) de définir des projets pour transformer le campus
Campus management: 4 tasks

- generate collective data – to compare individual universities
- many countries have informal or professional organisations to share management information

HIS
Akademiska Hus
HEFCE / AUDE
‘HOI’

collect and compare strategic – financial - functional – physical management information

Campus management is about four different perspectives

Strategic
Policy makers

Financial
Controllers

Users

Functional

Technical managers

Physical
m2

http://www.managingtheuniversitycampus.nl
Campus of the future:
model A – traditional university
- exclusiveness, elite & large
- can we still afford this?

Campus of the future:
model C – virtual university
work where you want
Campus of the future:
**model D – University College**  
small, broad, Bachelor in English, selected talent

Campus of the future:  
- changing the academic workplace
Campus of the future:
- sustainable solutions
- CO₂ neutral campus
(photo: Wageningen)

Campus of the future:
- sharing laboratories and other expensive facilities
Campus of the future:
student & faculty housing

Campus of the future:
- creating the place to meet
(photo: Delft)
Campus of the future:
- intensive and flexible use of high quality facilities

Campus of the future:
- more quality, less quantity
- new life for old buildings
(photo: Maastricht)
Campus of the future: “univer-city”

(photo Groningen)
More information in books and online

Managing the university campus
Information to support real estate decisions

www.managingtheuniversitycampus.nl

Campus ownership opportunities and threats

la propriété du campus

opportunités - menaces

- autonomy to decide
- costs and benefits closely connected
- more cost-consciousness
- more support for culture change
- land value: relation with local parties
- chance to have a campus portfolio strategy (manage a ‘city’)

- backlog maintenance
- much higher capital costs
- poor technical state can frustrate university goals
- resources for campus can not be invested in education and research
- organization not prepared for new management tasks
- lack of management information