Managing the university campus in the univer-city

Dr. ir. Alexandra den Heijer
associate professor Faculty of Architecture,
Delft University of Technology (TU Delft), Netherlands

CONTENT

1. Vision on managing the university campus (THEORY)
2. Trends that shape the campus of the future (PRACTICE)
3. The univer-city (STRATEGY)

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

good facilities can attract talent
bad facilities can chase them away...

proposition (PhD defence)
Each university goal can be frustrated by the physical campus

Jedes Hochschulziel kann durch die baulichen Gegebenheiten des Campus konterkarriert werden.

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

<table>
<thead>
<tr>
<th>Competitive advantage</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rankings: quality of output, reputation, patents</td>
<td>Cost / Benefits: capital costs, maintenance costs, market value, profit contribution</td>
</tr>
<tr>
<td>Population: students, academics, support staff</td>
<td>Footprint: energy use, m2 per student, m2 per employee</td>
</tr>
<tr>
<td>Productivity</td>
<td>Sustainable development</td>
</tr>
</tbody>
</table>

proposition: each campus decision positively or negatively affects these 4 performance criteria.

goal of "managing the university campus": find campus strategy that optimally contributes to all performance criteria.

Performance criteria univer-city

<table>
<thead>
<tr>
<th>Competitive advantage</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractive city: quality of life, culture, housing</td>
<td>Urban economy: related businesses, start-ups, purchasing power, population</td>
</tr>
<tr>
<td>City population: students, knowledge workers, visitors, entrepreneurs</td>
<td>Shared space: density of m2, density of people, lively city</td>
</tr>
<tr>
<td>Productivity</td>
<td>Sustainable development</td>
</tr>
</tbody>
</table>

similar performance criteria for the univer-city.

find 'univer-city' strategy that optimally contributes to all performance criteria.

Radical change working population in OECD countries

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Industry</th>
<th>Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1800)</td>
<td>(1850)</td>
<td>(1900)</td>
</tr>
</tbody>
</table>

History of the campus and the city

1. - until 1900 - small, elite universities - campus = city
2. - between 1900s and 1990s - explosive growth, safety laboratories - move to the edge of town
3. - around 2000 - city has surrounded the campus - what's next?
4. - 21st century - (a) merge campus and city? - (b) campus as new city?

Problems internationally shared

source: Managing the university campus (Den Heijer, 2011)
knowledge clusters

concentration in few regions but more places

Geography of Global Top Knowledge bases / Overall score

Data: The Times Higher Education Top Universities rankings 2011-2012

CONTENT

1. Vision on managing the university campus (THEORY)
2. Trends that shape the campus of the future (PRACTICE)

proposition (PhD defence)

The campus of the future is a city

Der Campus der Zukunft ist eine Stadt.

Academic: education & research

functions

ACADEMIC + EDUCATION & RESEARCH
- lecture halls (large groups)
- office space (faculty)
- laboratories
- office space (support staff)
- study places (individual and small group)
- library
- special places (ceremonies, graduation)
- special conference facilities
- special educational facilities (dance, media, arts)
- academic hospital
- medical school

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 of the future:
- changing the academic workplace
  → space use < 20% of workplaces used

Campus of the future:
- transparency of processes
to inspire and learn from each other

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

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:
- intensive and flexible use
  of high quality facilities
Stimulate social interaction & intellectual interaction

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

Community building

Campus of the future: student & faculty housing

http://www.managingtheuniversitycampus.nl
Campus of the future:
- more quality, less quantity
- new life for old buildings
(photo: Maastricht)

Campus of the future:
- creating the place to meet
(photo: Delft)

http://www.managingtheuniversitycampus.nl
1. Vision on managing the university campus (THEORY)
2. Trends that shape the campus of the future (PRACTICE)
3. The univer-city (STRATEGY)

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

Campussen of clusters

Campus of the future: "univer-city"
(photos: Groningen)

Faculty of Architecture, TU Delft

http://www.managingtheuniversitycampus.nl

more info: http://managingtheuniversitycampus.nl/case-dl-city
Propositions:
The campus of the future is
a sustainable knowledge city
designed & managed for shared use
and ownership
→ there is (much) more to gain than to lose

Follow me on Twitter:
@alexandra_dh

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