Managing the university campus: frameworks, models and information to support campus decisions

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Managing the university campus →
Managing the European campus

Netherlands

Universities in the Netherlands

14 universities in the Netherlands:
17 mln Dutch inhabitants
240,000 students
24,000 academic staff
21,000 support staff

+ 40 institutions for higher professional education ("hogescholen")

source data: 2011

17

http://managingtheuniversitycampus.nl
CONTENT

1. Vision on managing the university campus (THEORY)
   - four management tasks
   - four stakeholder perspectives

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

3. Three future models for university & campus (PRACTICE)

4. Management information (THEORY + PRACTICE)

performance criteria university

- competitive advantage
- profitability
- productivity
- sustainable development

Each university goal can be frustrated by the physical campus

goal: find estate strategy that optimally contributes to all performance criteria
Managing the university campus

- Focus on university
- Focus on real estate
- Strategic policy makers
- Financial controllers
- Users
- Functional
- Technical managers
- Physical

Campus decision

Strategic goals to support quality ambitions

Performance criteria university

- Competitive advantage
- Profitability
- Productivity
- Sustainability

- Strategic
- Financial
- Campus management
- Users
- Satisfaction mix of functions spaces
- Physical
- n2 condition location

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Management process: 4 tasks / steps

1. assessing the current campus - problem statement
2. exploring changing demand - trends / university of the future
3. generating future models - vision on campus of the future
4. defining projects to transform - investment & project plan

source: Managing the university campus (Den Heijer, 2011)
Assessing the current campus

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

source: Managing the university campus (Den Heijer, 2011)
Model A: “Traditional university”  
Model B: “Network university”  
Model C: “Virtual university”  
Model A (2): “University college”
## Future models assessed on 4 variables

<table>
<thead>
<tr>
<th></th>
<th>Model A</th>
<th>Model B</th>
<th>Model C</th>
<th>Model A (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>University type</td>
<td>Traditional university</td>
<td>Network university</td>
<td>Virtual university</td>
<td>University college</td>
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<tr>
<td></td>
<td>(= reference model)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>m²</td>
<td>same m²</td>
<td>much less m²</td>
<td>less m²</td>
<td></td>
</tr>
<tr>
<td>users</td>
<td>more users</td>
<td>more users</td>
<td>less users</td>
<td></td>
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<tr>
<td>euros</td>
<td>more euros available</td>
<td>more euros available</td>
<td>more euros available</td>
<td>more euros available (higher added value)</td>
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<tr>
<td></td>
<td>(from more users)</td>
<td>(for less m²)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality per m²</td>
<td>higher quality</td>
<td>higher quality</td>
<td>higher quality</td>
<td>higher quality</td>
</tr>
</tbody>
</table>

## Defining projects from 4 different perspectives

- **Strategic**: Policy makers, university goals
- **Functional**: Users, space use
- **Physical**: m² space types, Technical managers
- **Financial**: Controllers, investment level costs / m²
source: Den Heijer 2011 – investment costs from 500 to 4000 euro / m² gross floor area

References – new academic workplace
Conclusions

- The management process has 4 tasks / steps:
  1. Assessing the current campus
  2. Exploring changing demand
  3. Generating future models
  4. Defining a project to transform the campus

- Four stakeholder perspectives should be integrated in each step:
  - **Strategic**: Policy makers – goals
  - **Functional**: Number of users / satisfaction
  - **Financial**: Controllers – financial resources
  - **Physical**: Technical managers – m2

- Management information and tools should align

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