Managing the European campus attracting and accommodating Europe’s knowledge capital

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Managing the university campus → Managing the European campus

• book in 2011, since then: exploring the “European campus”
• putting campus management on the strategic agenda
• gathering data in European network
→ supporting campus decisions of EU member states

PHYSICAL definition of “campus”

the “campus” is defined as the (collection of) buildings and land, used for university or university-related functions

FUNCTIONAL definition of “campus”

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

http://
www.managingtheuniversitycampus.nl
The European campus is a key asset in "the (global) Battle for Brains"

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

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**CONTENT**

1. Vision on managing the university campus (THEORY)
2. Opportunities and threats for the European campus (PRACTICE)
3. Future models for the European campus (STRATEGIES)

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**CONTENT**

1. Vision on managing the university campus (THEORY)

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**proposition (PhD defence)**

Each university goal can be frustrated by the physical campus (that includes KNOWLEDGE TRANSFER goals)

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**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

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**performance criteria university**

- competitive advantage
- profitability

**scenarios:**

1. invest in campus → high capital costs → at cost of resources education & research
2. neglect bad state of campus → productivity loss → lower profitability → reputation

impact of campus on “financial sustainability”
Campus management is about integrating four different perspectives

- Strategic: Policy makers, university goals
- Functional: Space use, education m², office m², users
- Financial: Investment level, costs / m²
- Physical: m² space types, condition / age profile

Managing the university campus

- Focus on university: strategic policy makers
- Focus on real estate: financial controllers
- Users: users decision
- Technical managers: technical managers
- Functional: users
- Physical: physical

Every campus decision affects performance incl. the success of knowledge transfer

- Competitive advantage
- Profitability
- Productivity
- Sustainable development

Source: Den Heijer 2011 – investment costs from 500 to 4000 euro / m² gross floor area

URL: http://www.managingtheuniversitycampus.nl
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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 per user

1. Vision on managing the university campus (THEORY)
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The European campus is a key asset in “the (global) Battle for Brains”

European campus as an enabler for Europe 2020
European campus as a disabler for Europe 2020

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European campus as an enabler for Europe 2020

1. Universities as economic growth engines: “place matters”
2. Europe’s knowledge economy accommodated in cultural heritage buildings
3. European “univer-cities” are considered attractive places to live, work, be...

http://www.managingtheuniversitycampus.nl
**Assessing European incubators**

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</tr>
</tbody>
</table>

Source: inCampus Study Visit Milan (draft report 2013)
- [InterReg UC] more info: A.Ramussen@tudelft.nl

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**proposition (PhD defence)**

The campus of the future is a city

- El campus del futuro es una ciudad.
- Le campus de l’avenir est une ville.
- Der Campus der Zukunft ist eine Stadt.
- Kampus budoucnosti je město.
- Framtids campus är en stad.
- De campus van de toekomst is een stad.

**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**

http://www.managingtheuniversitycampus.nl
Campus of the future:
• 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

Stimulate social interaction & intellectual interaction

Community building

Campus of the future:
- creating the place to meet
[Photo Library TU Delft]
University campus: challenges

- Transparency of processes to support image of faculties and university

- Low occupancy and frequency rates example: 15% of workplaces used

- Sustainable campus → “greening the campus”

- Increasing costs of campus

- Expanding campus → city

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

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European campus as a disabler for Europe 2020

1. > 50% from 1960s/70s
2. bad functional / technical state: reinvestments required
3. low utilization rates: high vacancy rates of offices, laboratories, classrooms
4. campus 10-15% of total costs
5. negatively affects “financial sustainability” of universities

The Dutch university campuses

- Amsterdam
- Enschede
- Eindhoven
- Delft
- Groningen
- Nijmegen
- Maastricht
- Leiden
- Tilburg
- Rotterdam
- Wageningen
- Utrecht
- Heerlen
- T"O
- A"T
- T
- 0*
- 50*
- 100*
- km

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“Cellular office symbolic for cellular research”

“Not enough resources: sharing is the only option... “To share or not to be...”

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

“Campus of the future:
- sharing laboratories and other expensive facilities

“Campus of the future:
- changing the academic workplace

http://www.managingtheuniversitycampus.nl
Campus of the future:
- sustainable solutions
- CO₂ neutral campus
- less m², more quality
(photo: Wageningen)

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

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

Faculty of Architecture, TU Delft
space reduction 15-25%

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more info: http://managingtheuniversitycampus.nl/case-bk-city

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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
**Model C: “Virtual university”**

- anywhere?
- at home?
- place does not matter...
- m2: less
- ... 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

**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”: cost-efficient, sustainable, more innovative
3. **MODELS**
   - preferred strategy: (B) network + (D) college
   - reduce quantity (footprint / territory) to preserve European heritage and brand European quality of place / life
   - Share information in European (university) network

http://www.managingtheuniversitycampus.nl
What’s next?

1. TU Delft and EUA (European University Association) will organise a seminar: “The European campus as an asset in the global battle for brains” (Spring 2014).


3. Exploring a campus stress test (with DG Research & Innovation)

4. Researching the European campus: multidisciplinary research – from regional economy and urban planning, to spaces that encourage innovation.

Follow me on Twitter: @alexandra_dh

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