EUA University Campus Strategy

Introduction
Hans Beunderman TU Delft
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Introducing the workshop
- Workshop outline
- The Delft University of Technology
- The Faculty of Architecture / Real Estate & Housing
- Research on Public RE includes "University RE"
- TU Delft as a case on University RE strategy
- Presentation dr. Alexandra den Heijer

Let us share aims and input!

Delft University of Technology founded 1842

TU Delft Organisation:
vertical & horizontal

TU Delft Facts & Figures
Staff/output & Finance

The TUD Faculty of Architecture

Delft University of Technology

TRENDS: more students/staff, more networks + cultures

TU Delft

http://managingtheuniversitycampus.nl
“U-RE” relevance in University strategy: the TU Delft case

- NL law: Campus RE and ownership/governance
- TUD Real Estate Portfolio: its “SWOTs”
- TUD “Preferred partnerships” strategy: its implications
- The campus: part of NL-Delta region and Delft as “Univer-city”

Case example for NL Universities

Introducing: dr Alexandra den Heijer

- In FoA Research & Education
- Doctorate publication: “Managing the University Campus”
- Counseling TU Delft Board
- Advising NL University Association
- Focal point in European/world wide “U-RE-web”

Presentation and discussion

Activating the “Campus-City” Delft

1= housing; 2=BK-City; 3=hotel; 4= Mekelpark hotspots; 5= sports & culture

Campus of the future models and sustainable choices

Alexandra den Heijer, MSc PhD
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. Three future models for university & campus (WORKSHOP)

"If you think education is expensive, try ignorance"

*Derek Bok, former Harvard president*

[I used this quote in the first sentence of my book]

*my analogy: "If you think the campus is expensive, try neglecting it"*

proposition (PhD defence)

Each university goal can be frustrated by the physical campus

**performance criteria university**

- competitive advantage
- profitability
- productivity
- sustainable development

scenarios:

1. invest in campus → high capital costs → at cost of resources education & research
2. neglect baselining maintenance → productivity loss → lower profitability → lower rank

impact of campus on financial sustainability
Managing the university campus

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

Campus management is about four different perspectives

- Strategic
  - Policy makers
  - Activity goals
- Financial
  - Costs / m²
  - Income
- Functional
  - Users
  - Space and uses
- Physical
  - Technical managers

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

Performance criteria university

- Competitive advantage
- Profitability
- Sustainability development
- Productivity
- Profitability
- Sustainable development
- Financial
- Gross floor area
- Net floor area
- Rent
- Energy costs
- Rent
- Energy costs

Problems internationally shared

- Decreasing public funding
- Ageing campus (technically and functionally)
- More than 50% of floor area is from 1960s and 1970s
- Low occupancy and frequency rates
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Source: Den Heijer 2011 – investment costs from 500 to 4000 euro / m² gross floor area

http://managingtheuniversitycampus.nl
Managing the European campus

Example: France
1. 84 universities
2. More autonomy for universities (LREU, 2007)
3. Operation Campus: 5 billion euro in 12 campuses
4. Estimated 30% of all university buildings are in (very) bad condition
5. Goal is to create ‘centres d’excellence’ to compete internationally
6. Financial injection represents only 1% of annual resources
7. Case Paris:
   - Stimulate collaboration between 8 Paris universities
   - Invest in student housing: add >12,000 units
   - Use synergy university-city: ‘univer-city’
8. Extra money for 9 more universities (260 million to share)

CONTENT

1. Vision on managing the university campus (THEORY)
2. Trends that shape the campus of the future (PRACTICE)
Campus of the future:
- lecture halls – only to share

Campus of the future:
- changing the academic workplace

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

Stimulate social interaction
& intellectual interaction
Campus of the future: student & faculty housing
image: DUWO
photos: DUWO

Community building

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

Private ➔ Public space

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

(photo Maastricht University)
Reducing m2, but improving...
Quality of place (interior design)

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

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

FUNCTION MIX – campus of the future

proposition (PhD defence)
The campus of the future is a city

http://managingtheuniversitycampus.nl
2011: “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

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

Campus of the future:
model A ‘reinvented’ – University College
small, broad,
Bachelor in English, selected talent

http://managingtheuniversitycampus.nl
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”

- 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 (clicks replace part of the m2)
- Same resources available for less m2 → higher quality

Managing the university campus →
Managing the European campus

http://managingtheuniversitycampus.nl
What’s next?
Sharing knowledge in European network
- generate collective data & tools to support policy makers
- many countries have informal or professional organisations to share management information, for instance:
  - HIS
  - Akademiska Hus
  - HEFCE / AUDE
  - HOI

⇒ NEXT BOOK – “Managing the European campus”

Role European University Association EUA
- putting campus (management) on the strategic agenda
- gathering data in European network
- use ‘crowd sourcing’ and ‘crowd funding’ (EU universities)
- to generate collective management information
- compare campus management models (campus ownership)
- result: publications / benchmarks / tools
- supporting campus decisions of EUA members

META 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 & campus strategy
   - combining traditional, network & virtual campus
   - Share information in European (EUA) network

Questions for the audience
Informative
1. Your role in campus management? [policy maker, responsible for campus management, researching the campus]
2. Ownership of your campus? [university or other party]
3. Campus strategy part of your university strategy?

For debate
4. Your opinion about the importance of (a) the campus and (b) innovative campus management

What’s next?
5. Role EUA in researching and comparing campus management in different countries? [would you be interested / participate?]
Role European University Association EUA

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Campus ownership opportunities and threats

**OPPORTUNITIES**
- 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’)

**THREATS**
- 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

Source: http://www.university-autonomy.eu/dimensions/financial/