Campus Management
+ BK City as a test case for international campus trends

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

The built environment can support innovation in technology campuses by using strategies that support the process of knowledge creation and diffusion in two ways. First, the design strategies of technology campuses can be used to -deliberately- accommodate in close proximity various users, whose activities and knowledge are close in relation. Second, the management strategies of technology campuses can be used to optimise such proximity while creating the opportunities for users to share activities and therefore, to strength the closeness of such relations.

Nowadays, universities, governments and industry increasingly build or expand technology campuses to encourage innovation for economic growth and development. With that assertion in mind, which has not been actually demonstrated to be true, technology campuses are built with similar characteristics: they are large-scale, clustered and (quasi)isolated built environments.
Campus model A
The campus competes with the city – “new town development”

Campus model B
Network university → “UniverCity”

Why study abroad?
Reasons (not) to go

<table>
<thead>
<tr>
<th>reasons to go</th>
<th>reasons not to go</th>
</tr>
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<tbody>
<tr>
<td>1. academic reputation</td>
<td>1. academic reputation</td>
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<tr>
<td></td>
<td>- English language skills of staff, workload</td>
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<tr>
<td>2. country / city / culture</td>
<td>2. city / culture</td>
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<tr>
<td></td>
<td>- lack of integration</td>
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<td>3. career development</td>
<td>3. social life</td>
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<tr>
<td></td>
<td>- employability, learning the language, personal/intercultural relations</td>
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<td>4. university services</td>
<td>4. university services</td>
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<tr>
<td></td>
<td>- lack of organised events</td>
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<tr>
<td>5. social life</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- quality of life, friends, love</td>
</tr>
</tbody>
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PROPOSITIONS
Students* become tourists – Cherish the European academic heritage
- location in inner city
- heritage buildings: culture & industry
- density of people
- good public space
- sense of place

source: European study choice platform “StudyPortals” (2012)
heritage buildings
- expensive to maintain
- high energy costs
- location historic inner city
- users accept more defects
- re-use is sustainable
- unique qualities for branding

→ business case:
- university activities more flexible
- intensify use to increase benefits / m² to cover the (high) costs / m²

May 13, 2008

Emergency management
< 3 days after the fire

http://www.managingtheuniversitycampus.nl
2008
relocate >3000 students
> 800 staff members
in < 6 months

use the opportunity
of a crisis,
implement
radical changes

 irony: ultimate
case study for research

ASSIGNMENT: relocate 3300 students and > 800 employees
DEADLINE: renovate 32,000 m² < 6 months
+ new construction 4,000 m² < next 6 months

Found a 'new' building
within 10 days
sustainable = re-use
source photo: Municipality of Delft, 1925

Undergraduates < 4 months after fire
Project ready < 1 year

TU Delft - Faculty of Architecture
and the Built Environment

http://www.managingtheuniversitycampus.nl
LESSONS

#1
Design the building as a city – keep the best places public, intensify use: density of people

important are:
- density of people
- acknowledge # visitors
- keep best places public

- orientation, logical floorplan
- sense of place: heritage
- branding: showroom, legacy

LESSONS

#2
Reduce m2 - trade quantity for quality of space

42.000 m²

32.000 m²

Hierarchy of needs

Maslov (translated for) learning and working environment

- inspiring
- attractive
- social
- safe
- healthy


http://www.managingtheuniversitycampus.nl
LESSONS

#3
Invest in visible quality – “window dressing” / “distractions”
Reducing m2, but improving...
Quality of place (interior design)

LESSONS
#4
Embrace academic history – use heritage for branding

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

http://www.managingtheuniversitycampus.nl
"Online students can’t help being sociable" (April 9, 2014)

It was a revolution moving higher education from bricks to clicks... and now it’s started to go back to bricks again.

Online university providers, which offered people the chance to study from home, are turning full circle by creating a network of learning centres where students can meet and study together.

Instead of demolishing the dusty old classrooms of academia, the online university revolution is responsible for opening some new ones.

Coursera, a major California-based provider of online courses, is creating an international network of "learning hubs", where students can follow these virtual courses in real-life, bricks and mortar settings.

They’re scheduled and arranged online, with the only vital ingredients being a laptop, wi-fi and somewhere to talk.

LESSONS

#5

Avoid individual territory ("no names on the door")

"Cellular office symbolic for cellular research"

"on a busy day: less than 20% of the desks is occupied"

source: various utilization studies

#6

Implement flexible concepts – mixed use – but avoid standardization and "open plan"

"The typical completion rate for a MOOC is about 5% to 10%.

For MOOC students ("Moocers") attending learning hubs, the completion rates are between 30% and 100%.”

Source: Coursera (7 mln students)
Changing the academic office

- no individual territory
- 12 m² usable per fte
- became more after design process
- activity related concept

a. SILENT ROOMS
b. LIVING ROOMS
c. MEETING ROOMS
  - formal / informal
d. TEAM OFFICES

Library: quiet place to study

Space types on campus, example NL

- office 33%
- education 16%
- specific, incl. laboratories 21%
- storage 10%
- special storage 2%
- support 10%
- residential/pantry 3%
- restaurant 4%

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

... at our Faculty of Architecture & the Built Environment ...
LESSONS

#7
Make it feel like home – “home away from home”

LESSONS

#8
Allow students + staff to decorate their working environment

Studio space
- student back at the faculty
- 6 m2 usable per workplace
  - became less after decision process
- tables are assigned to groups of students per semester (no permanent territory)
- smart use of space (by smart scheduling)

CREATE “HOME AWAY FROM HOME”

http://www.managingtheuniversitycampus.nl
LESSONS

#9
Make it a showroom
with the best products of students + staff

LESSONS

#10
Make sure people can see each other work
for security, community building,
serendipity → innovation

http://www.managingtheuniversitycampus.nl
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

http://www.managingtheuniversitycampus.nl
LESSONS

#1 Design the building as a city
#2 Reduce m2 - trade quantity for quality of space
#3 Invest in visible quality – "window dressing" / "distractions"
#4 Embrace academic history – use heritage for branding
#5 Avoid individual territory ("no names on the door")
#6 Implement flexible concepts – mixed use – but avoid standardization and "open plan"
#7 Make it feel like home – ("home away from home")
#8 Allow students + staff to decorate their working environment
#9 Make it a showroom (with the best products of students + staff)
#10 Make sure people can see each other work (for security, community building, serendipity → innovation)

OPTIONAL

Movie – “The making of BK city”

online version see: http://managingtheuniversitycampus.nl/case-bk-city

hand-out of this presentation:
http://managingtheuniversitycampus.nl/downloads