Managing the university campus information to support real estate decisions

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Controlling the university campus (THEORY)

CONTENTS

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 (STRATEGIES)

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 ignorance”

proposition 1 (PhD defence)

Each university goal can be frustrated by the physical campus
presentation Alexandra den Heijer

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competitive advantage
profitability

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

impact of campus on 'financial sustainability'

productivity
sustainable development

Managing the university campus

strategic policy makers
financial controllers

focus on university
focus on real estate

campus decision

users
functional

technical managers
physical

Campus management is about four different perspectives

strategic
financial
users
functional

physical

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

University campus in 2011

Decommissioning

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2
Problems internationally shared

Managing the European campus
country profiles

CONTENT

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

Campus of the future:
- sustainable solutions
- CO₂ neutral campus
- less m², more quality

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

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

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Campus of the future: lecture halls – only to share
(photo: Vic Amsterdam)

Campus of the future: changing the academic workplace

PhD proposition 6
It takes a crisis – for instance a fire – to change the academic workplace

NEW – non-territorial office space
- 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

OLD
Cellular office space in old building – average occupancy rate 15%

http://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

Campus of the future:
student & faculty housing
Presentation: Alexandra den Heijer

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Private → Public space
Contextual Concept: Connectivity and variety

Goals Organisation:
1. Community building
2. More effective support of education, research & management
3. Creating the place to meet
4. Stimulate social interaction & intellectual interaction
5. Flexible use of facilities
6. Sustainable

Campus of the future:
- creating the place to meet

(PHOTO: Library TU Delft)

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


http://managingtheuniversitycampus.nl
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 3 (PhD defence)
The campus of the future is a city

2011: “To share or not to be…”
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 (STRATEGIES)

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”

- 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

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

Managing the university campus ➔ Managing the European campus

What’s next?
Sharing knowledge in European network
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Strategic universities

Example: France

1. 84 universities
2. more autonomy for universities (LRU, 2007)
3. “Opération Campus”: 5 billion euro in 12 campuses
4. estimated 30% of all university buildings is 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)

Functional users to accommodate: students - employees - visitors

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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

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