The campus of the future is a city
Campus planning becomes urban planning

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The European Campus
- accommodating Europe’s knowledge capital
- talent → innovation → capital → (regional) economy
- quality of place matters

PROPOSITIONS
1. Students become tourists – Cherish the European academic heritage
2. The European campus is an enabler and disabler for Europe 2020
3. Campus planning is collective task of universities & cities
4. Lessons from BK city (our building)

FUNCTIONAL definition of “campus”

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

PHYSICAL definition of “campus”

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

more info: http://managingtheuniversitycampus.nl
PROBLEM STATEMENT
The campus competes with the city – "new town development"

PREFERRED "EUROPEAN" MODEL
Network university → "UniverCity"

Top 10 - Why study abroad?
1. See the world
2. Education
3. Take in a new culture
4. Improve language skills
5. Career opportunities
6. Find new interests
7. Make lifelong friends
8. Personal development
9. Graduate school condition
10. Life experience

PROPOSITIONS
1. 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

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Europe 2020

“Smart, sustainable, inclusive Europe” – European Commission

Europe 2020 puts forward three mutually reinforcing priorities:

• Smart growth: developing an economy based on knowledge and innovation. \( \rightarrow \) very dependent on availability talent – LOCATION
• Sustainable growth: promoting a more resource-efficient, greener and more competitive economy. \( \rightarrow \) lower footprint, higher quality of PLACE
• Inclusive growth: fostering a high-employment economy delivering social and territorial cohesion. \( \rightarrow \) place attachment, DENSITY of people

http://ec.europa.eu/eu2020

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The European campus is a key asset in “the (global) Battle for Brains”
The European campus is a key asset in "the (global) Battle for Brains"

**European campus as a DISABLER for Europe 2020**

### Propositions

1. More than half of the university buildings from 1960s-1970s, in bad technical & functional state *and energy inefficient*.

   → 85 mln m² needs energy-efficient transformation
   → smart strategies required

2. Low utilisation rates, high vacancy rates in offices, laboratories, classrooms.

   → high costs for underutilized space
   → smart planning tools required

3. Campus costs about 5% to 15% of university budget – *and rapidly increasing* – affecting their financial sustainability.

   → not enough resources available
   → smart investment strategy required

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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**
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...

**European campus as a disabler for Europe 2020**
1. > 50% from 1960s/70s
2. Bad functional / technical state: investments 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

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The campus competes with the city – “new town development”

PREFERRED MODEL
Network university → “UniverCity”

• Combination of heritage, refurbished and new
• Intensively used, encouraging innovation by social & intellectual interaction
• Sustainable, energy-efficient
• Low footprint: more quality than quantity
• Shared space, less territorial
• City + campus

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BK city is "new old" building of the Faculty of Architecture after the fire in 2008

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

Irony: ultimate case study for research

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

Design the building as a city

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

more info: http://managingtheuniversitycampus.nl
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


Wirtschaftsuniversität Wien, design Zaha Hadid Architects, 2013

more info: http://managingtheuniversitycampus.nl
LESSONS

#3
Invest in visible quality – “window dressing” / “distractions”

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

La Chaise & Screen, Charles & Ray Eames, 1948
Armchair, Ib Kofod-Larsen, ± 1950
LCM, Charles & Ray Eames, 1945
LCW, Charles & Ray Eames, 1945
Stool 60, Alvar Aalto, 1933
Low Table Set, Frank Gehry, 1972
LTR Table, Charles & Ray Eames, 1950
Revolt chair, Friso Kramer, 1953
MedaMorph, Alberto Meda, 2006
MedaPro+, Alberto Meda, 1998
Chair, W.H. Gispen, 1929-1930
Metal Side Table, Ronan & Erwan Bouroullec, Daybed, George Nelson, 1948
Nelson Tables, George Nelson, 1960
Chair, unknown, 1900-1910
EA108, Charles & Ray Eames, 1958
Folding chair Dafne, Rinaldi Gastone, 1980
EA124, Charles & Ray Eames, 1958
Elephant Stool, Sori Yanagi, 1954
Armchair, G. Th Rietveld, 1927
Elliptical Table ETR, Charles & Ray Eames, 1951
Gueridon, Jean Prouvé, 1949
Fauteuil, N.K. Roerichl, 1904
EM Table, Jean Prouvé, 1950
Freeform Sofa, Isamu Noguchi, 1946
Armchair, Han Pieck, 1946-1948
Joyn, Ronan & Erwan Bouroullec, 2002


more info: http://managingtheuniversitycampus.nl
LESSONS
#5
Avoid individual territory ("no names on the door")

LESSONS
#6
Implement flexible concepts – mixed use – but avoid standardization and "open plan"

"Cellular office symbolic for cellular research"

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

Changing the academic office

Library: quiet place to study

source: various utilization studies

Stimulate social interaction & intellectual interaction

more info: http://managingtheuniversitycampus.nl
LESSONS

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

LESSONS

#8
Allow students + staff to decorate their working environment

more info: http://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

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**LESSONS**

#1 Design the building – and campus – 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)

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**Hand-out of this presentation:** [http://managingtheuniversitycampus.nl/downloads](http://managingtheuniversitycampus.nl/downloads)