

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

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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**
start-ups, incubators, industry, ...
- **RETAIL & LEISURE**
sports, restaurants, cafes, ...
- **INFRASTRUCTURE**

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

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

UK research (HEDQF* 2012) showed that 1/3 of all students admit to have rejected a university based on the (poor quality of) the physical environment.

That does not necessarily mean "buildings in bad condition", but could also refer to an isolated campus or lack of social space.

*HEDQF = Higher Education Design Quality Forum, presented at AUDE (UK campus directors) annual conference 2012, United Kingdom

Why study abroad? Reasons (not) to go

reasons to go		reasons not to go	
1. academic reputation - professors, programme, teaching method, rankings	25%	1. academic reputation - English language skills of staff, workload	58%
2. country / city / culture	24%	2. city / culture - lack of integration	18%
3. career development - employability, learning the language, personal/intercultural relations	18%	3. social life - lack of organised events	10%
4. university services	17%	4. university services	10%
5. social life - quality of life, friends, love	11%		

source: European study choice platform "Study Portals" (presented at "Class of 2020" in 2012)

Top of the pyramid – no effect

top 100: students will enroll regardless the quality of the campus

top >100: quality of place matters

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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...

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

TU Delft University of Technology Alexandra den Heijer ERAC network, EC, Brussels March 12 + October 22, 2013

The European campus is a key asset in “the Battle for Brains”

for global competition – attracting and retaining talent
for productivity – diplomas, innovation
for profitability – economic impact on city
for sustainable development – shared use, small footprint

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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.

Framtidens campus är en stad.

De campus van de toekomst is een stad.

The campus of the future is a city The city of the future is a campus (univer-city)

1. use heritage for branding – *students* become tourists*
2. reduce the footprint – *densely populated areas contribute to innovation*
3. less private, more public use of space – *showcase, open, 24/7 access*
4. ‘urban meeting rooms’ – *to merge urban and university communities*
5. regional alignment – *planning in a public-private network*

* and other knowledge workers

TU Delft University of Technology more info: <http://managingtheuniversitycampus.nl> - Alexandra den Heijer