Managing the university campus: theory and practice

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CONTENT / Propositions

1. Each university goal can be frustrated by the physical campus.

2. It takes a crisis – for example a fire – to change the academic workplace.

3. The innovative and flexible knowledge economy can bring new life to obsolete industrial heritage buildings.

4. The campus of the future is a city.

CONTENT / Propositions

1. Každý cíl vysoké školy může být změněn kampusem / infrastrukturou.

2. Ke změně akademického pracoviště může pomoci krize - například požár.

3. Inovativní a flexibilní ekonomika může nový život dozněti v zastaralých průmyslových historických budov.

4. Kampus budoucnosti je město.
“If you think education is expensive, try ignorance”

Derek Bok, former Harvard president

[my analogy: “If you think the campus is expensive, try neglecting it”]

performance criteria university

“2 worst case scenarios”:
1. Invest in campus → high capital costs → at cost of resources education & research
2. Neglect backlog maintenance → productivity loss → lower profitability → lower rank

goal: find estate strategy that optimally contributes to all performance criteria

Managing the university campus

Every project or campus can be assessed from 4 perspectives

http://www.managingtheuniversitycampus.nl
University campus - developments

Decreasing public funding
Aging 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

Source: Managing the university campus (Den Heijer, 2011)

Problems internationally shared

Managing the university campus →
Managing the European campus

• 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

2. It takes a crisis – for instance a fire – to change the academic workplace

Ke změně akademického pracoviště může pomoci krize - například požár.
Emergency management
< 3 days after the fire

http://www.managingtheuniversitycampus.nl
Found a ‘new’ building within 10 days

sustainable = re-use

ASSIGNMENT: relocate 3,300 students and > 800 employees
DEADLINE: renovate 320,000 sqft < 6 months
+ new construction 40,000 sqft < next 6 months

Undergraduates < 4 months after fire
Project ready < 1 year

What we started with in June 2008
3. The innovative and flexible knowledge economy can bring new life to obsolete heritage buildings.

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

Design the building as a city
– reduce footprint (-15%), more shared / public space
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

Private → Public space
Contextual Concept: Connectivity and variety

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

(photo: Wageningen)

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)

4. The campus of the future is a city
Kampus budoucnosti je město.

the academic workplace
place → building → city

one territorial office workplace → many non-territorial places


http://www.managingtheuniversitycampus.nl
FUNCTION MIX – campus of the future

“FUNCTION MIX – campus of the future”

To share or not to be...

FUNCTION MIX – campus of the future

ACADEMIC: EDUCATION & RESEARCH

RESIDENTIAL

INFRASTRUCTURE

RETAIL & LEISURE

RELATED BUSINESS

models for shared use/management/ownership with internal partners on campus

models for shared use/management/ownership with external partners on campus

To share or not to be...

Organisational levels / potential partners for shared use, management and/or ownership

Global

Continental

National

Regional

Local

University

Faculty

Department

Section

Individual

To share or not to be...

Physical scales / resources to accommodate the required campus functions

ACADEMIC FUNCTIONS • EDUCATION & RESEARCH

RESIDENTIAL FUNCTIONS

RETAIL & LEISURE FUNCTIONS

RELATED BUSINESS FUNCTIONS

INFRASTRUCTURE FUNCTIONS

To share or not to be...

Academic: education & research

To share or not to be...

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
New concepts for the place to study

- Workplace for students:
  - brief: 5.6 m²
  - realized: 4.0 m²
  - 2011: 4.3 m²
  - 283 tables, 1530 2260 chairs
  - 0.75 workplace / enrolled student
  - occupancy rate > 40%

m² is usable floor area (m² ufa)

Lecture halls
- more shared use of large halls
- more small spaces briefly
- flexible floor plan
- differentiation of quality: also used for seminars / conferences

Library: quiet place to study

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

New concepts for 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

workplace for employees:
- brief: 12 m²
  • realized: 14 m²
- 2011: 11.2 m²
  • 470 → 396 desks
  • 0.86 workplace / fte
  • occupancy rate 22% → 27%

m² is usable floor area (m² ufa)


Dutch references – new academic workspace

http://www.managingtheuniversitycampus.nl
Campus of the future:
- sharing laboratories and other expensive facilities

Storage
- including digital storage

PROBLEMS
- accessibility individual archives for groups – sharing of books / material
- same books / magazines / reports on every shelf: waste of resources?
- expensive m2 in use for storage
- lack of “storage management” – how often do we clean up
- culture change of paperless office’ (or ‘less paper office’)
- supply generates demand

SOLUTION
- “to share, or not to be”
- books are UNIVERSITY property
- share digital resources

Conference rooms

RESIDENTIAL
- student housing / international – short stay
- alumni housing / young professionals, creative class
- faculty housing
- housing for support staff
- short stay apartments for visiting professors

RETAIL & LEISURE
- sport facilities
- book stores
- coffee bars
- student associations and societies / fraternities
- restaurants, (buffet)
- restaurants (dinner)
- bars
- theaters
- jazz / clubs
- cultural centre
- dry cleaning, day care centre, supermarkets

http://www.managingtheuniversitycampus.nl
Campus of the future: student & faculty housing

Campus of the future:
- creating the place to meet

Restaurants & bars

http://www.managingtheuniversitycampus.nl
Public space, like in a city

Public space

- usable space in corridors for informal meetings and work

Business & Science campuses

- Campus
- Regular terrain

Campus of the future: univer-city
- building a knowledge city
- competitive advantage of city for university / university for city
- knowledge workers; economic growth

RELATED BUSINESS
- incubation (academic, spin-off)
- R&D departments (academic spin-off)
- related business (service spin-off)
- business who combine learning/working "incubation"/breeding places (artists)

INFRASTRUCTURE
- parking space
- transport on campus (trolleys)
- accessibility (by car)
- accessibility (by public transport)

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

Campus of the future:
model B – network university
- "campus is market place of knowledge"
- sharing the campus
- ‘univer-city’

Campus of the future:
model C – virtual university
work where you want

Campus of the future:
model D – University College
small, broad, Bachelor in English, selected talent

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<thead>
<tr>
<th>Model A</th>
<th>Model B</th>
<th>Model C</th>
<th>Model D</th>
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<tbody>
<tr>
<td>Traditional university (= reference)</td>
<td>Network university</td>
<td>Virtual university</td>
<td>University college</td>
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<tr>
<td>m²</td>
<td>same m²</td>
<td>much less m²</td>
<td>less m²</td>
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<tr>
<td>users</td>
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<td>euros (available for more users)</td>
<td>more euros available (for less m²)</td>
<td>more euros available (higher added value)</td>
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<td>quality per m²</td>
<td>higher quality</td>
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combining future campus models, adding to the university’s performance
Changing the academic workplace

- from private to more public space
- from office space to a multifunctional working environment
- from individual to shared - “to share or not to be...”
- is expanding from a workplace to the campus and the city
- trading quantity (per user) for quality of the working environment
- from one assigned workplace to many meaningful workplaces or to finding the most comfortable workplace in every season
- increasingly paperless (paper determines territory...)

THEORIES & FRAMEWORKS
1. Convince policy makers of role campus in financial sustainability.
AFTER OUR FIRE: BK CITY
2. Never waste a good crisis.
NEW CONCEPTS TESTED
3. Use European heritage buildings as a competitive advantage.
STRATEGIC CHOICES
4. Use European historical inner cities and collective qualities as a competitive advantage – to share or not to be

SHARING KNOWLEDGE IN EUROPEAN NETWORKS