The campus of the future
Knowledge exchange in a European network

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http://www.managingtheuniversitycampus.nl
CONTENT / Propositions

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

2. TRENDS / STRATEGIES
   The campus of the future is a city.

3. SHARING KNOWLEDGE
   The European economy is affected by campus management.

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14 universiteiten
in Nederland:
230.000 studenten
45.000 medewerkers
universiteitscampus =
4,4 mln m2 vastgoed
1200 hectare grond
daarnaast:
- private universiteiten
- 40 hogescholen

http://
www.managingtheuniversitycampus.nl
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

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

performance criteria university

2 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'

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Current replacement costs (new projects)

range: 500 to 4000 euro / m2 gfa (price level October 2009)


Problems internationally shared

Campus of the future:

**model A – traditional university**
- exclusiveness, elite & large
- can we still afford this?

**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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FUNCTION MIX – campus of the future

ACADEMIC: EDUCATION & RESEARCH

RETAIL & LEISURE

RELATED BUSINESS

RESIDENTIAL

INFRASTRUCTURE

Academic: education & research

functions

ACADEMIC • EDUCATION & RESEARCH

class rooms and studio spaces (small groups)
lecture halls (large groups)
office space faculty
laboratories
office space support staff
study places for individual use / small groups
library
special places for ceremonies (graduation)
special conference facilities
special educational facilities (dance, media, arts)
academic hospital
medical school
Campus of the future:  
- changing the academic workplace
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:
- sustainable solutions
- CO$_2$ neutral campus
(photo: Wageningen)

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

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

Campus of the future:
- transparency, shared facilities
(photo: VU Amsterdam)
Campus of the future:  
- intensive and flexible use of high quality facilities

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

RETAIL & LEISURE
- sport facilities
- book stores
- coffee bars
- student associations and societies / fraternities
- restaurants (lunch)
- restaurants (dinner)
- bars
- theaters
- jazz/ clubs
- cultural centre
- dry cleaning, day care centre, supermarkets
Campus of the future: student & faculty housing
Campus of the future:  
- creating the place to meet 
(photo: Delft)
RELATED BUSINESS

- incubators (academic spin-off)
- r&d despartments (academic spin-off)
- related business (service spin-off)
- business who combine learning/working
  "broedplaatsen"/ breading places (artists)

INFRASTRUCTURE

- parking space
- transport on campus (trolleys)
- accessibility (by car)
- accessibility (by public transport)
Four scenarios for the Netherlands of 2040

- Scattering
- Specialisation
- Metropolitan Markets
- Concentration
- Cosmopolitan Centres
- Egalitarian Ecologies
- Talent Towns

source: Centraal Planbureau / CPB 2010

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Business & Science campuses

- Campus
- Regular terrain

source: Buck Consultants International 2009

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Campus of the future: "univer-city"

(building a knowledge city
- competitive advantage of
city for university / university for city)

Source: Managing the university campus (Den Heijer, 2010 forthcoming)
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
### 2011: “To share or not to be…”

<p>| ORGANISATIONAL LEVELS / potential partners for shared use, management and/or ownership |</p>
<table>
<thead>
<tr>
<th>global</th>
<th>continental</th>
<th>national</th>
<th>regional</th>
<th>local</th>
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<th>faculty</th>
<th>department</th>
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<td>Netherlands</td>
<td>region</td>
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<td>campus</td>
<td>building</td>
<td>zone</td>
<td>subzone</td>
<td>place</td>
</tr>
</tbody>
</table>

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

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

**ACADEMIC FUNCTIONS** - EDUCATION & RESEARCH

**RESIDENTIAL FUNCTIONS**

**RETAIL & LEISURE FUNCTIONS**

**RELATED BUSINESS FUNCTIONS**

**INFRASTRUCTURE FUNCTIONS**

[http://www.managingtheuniversitycampus.nl](http://www.managingtheuniversitycampus.nl)
Reducing m2, but improving...
Quality of place (cultural heritage)
Sharing knowledge in European network

- generate collective data – to compare countries
- many countries have informal or professional organisations to share management information

collect and compare strategic – financial - functional – physical management information

→ NEXT BOOK – “Managing the European campus”
Different ownership / management models

3 real estate companies

APPA/SCUP: professional management support

1 management organisation

directors of estate organised in AUDE

OWNERSHIP

Managing the European campus
country profiles

→ first version of book will be presented as ‘position paper’ at European University Association (EUA) annual conference March 2012

http://www.managingtheuniversitycampus.nl
More information in books and online

Managing the university campus
Information to support real estate decisions

www.managingtheuniversitycampus.nl

From yesterday:
eBook also available in NL / FR iBookstore

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