Programme

9:30  coffee/tea + welcome by prof. dr. ir. Hans Wamelink, dean Faculty of Architecture and the Built Environment
10:00  prof. dr. ir. Hans Wamelink, chair Design & Construction Management, “Construction Market, Construction Management + BIM”
11:00  coffee/tea break
12:00  tour BK city
12:30  lunch brought to room BG.west.150 / short break
13:00  dr. ir. Alexandra den Heijer, focus on university campuses and the changing academic workplace
14:00  tour TU Delft campus - OPTIONAL (self-guided tour available)
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TU Delft - Faculty of Architecture and the Built Environment

Architecture (A) – Urbanism (U) – Architectural Engineering + Technology (AE+T) – Real Estate & Housing (RE&H)
→ chair Real Estate Management

Key issue : fit between demand and supply

Non-residential real estate in NL

<table>
<thead>
<tr>
<th>sector</th>
<th>size (m² gfa/bvo)</th>
<th>vacancy</th>
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<tr>
<td>commercial</td>
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<td></td>
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<tr>
<td>offices</td>
<td>49 mln m²</td>
<td>14% + 12% ‘hidden’</td>
</tr>
<tr>
<td>retail</td>
<td>30 mln m²</td>
<td>10% (+6% production)</td>
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</tbody>
</table>

NL office market – 49 mln m² 14% + 12% = 13 mln m² vacant book value > market value

Vacancy is about location (not about building characteristics)

Buildings >1995 energy performance plays a role

Sources: TU Delft research (Chair Building Economics), Sddy Koppels, Huyler, based on XII VBO ( poate)
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<tr>
<td>public (goals)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>education</td>
<td>40-45 mln m²</td>
<td>hidden (m² use)</td>
</tr>
<tr>
<td>care &amp; care</td>
<td>54-56 mln m²</td>
<td></td>
</tr>
<tr>
<td>government</td>
<td>9-12 mln m²</td>
<td></td>
</tr>
<tr>
<td>sports &amp; culture</td>
<td>9-13 mln m²</td>
<td></td>
</tr>
<tr>
<td>corporate (user owned)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>corporate real estate</td>
<td>170 mln m² (ext.)</td>
<td>real estate as business resource</td>
</tr>
<tr>
<td>agriculture</td>
<td>250 mln m² (ext.)</td>
<td>real estate as production resource</td>
</tr>
</tbody>
</table>

Sources: TU Delft research (Chair Building Economics: Soeter, Koppels, Heijnders, based on EIB, VNG figures)

Lessons from the changing market

- commercial real estate is a relatively small (and overexposed) part of the real estate market
- vacancy is hardly related to building characteristics, it is related to area characteristics → "location, location, location"
- the (best) clients are both owner and user of their buildings; they oversee both (initial) costs and benefits (in use)
- trend is transformation – feasibility depends on value assessment
- market changed from supply-driven to demand-driven

Growth of urban areas 2011-2025

The Challenge

The perfect storm theory

Home ownership rate in the EU 27

- High (>75%) in Eastern and Southern Europe and Belgium
- Medium (60-75%) in UK, Ireland, Sweden and Portugal
- Low (< 60%) in Germany, Austria, Denmark, Finland, France, Netherlands

Summary table

<table>
<thead>
<tr>
<th></th>
<th>Belgium / Germany</th>
<th>Netherlands / UK</th>
<th>Spain / Ireland</th>
</tr>
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<tbody>
<tr>
<td>Housing production</td>
<td>Relatively low and stable</td>
<td>Relatively low and stable</td>
<td>Very high before crisis, sharp drop afterwards</td>
</tr>
<tr>
<td>Transactions owner-occupancy stock</td>
<td>Relatively low and stable</td>
<td>High before crisis, sharp drop afterwards</td>
<td>High before crisis, sharp drop afterwards</td>
</tr>
<tr>
<td>House price development</td>
<td>Stable or increasing</td>
<td>Mixed pattern after crisis</td>
<td>Sharp drop after crisis</td>
</tr>
<tr>
<td>Overall impact GFC</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
</tr>
</tbody>
</table>

House price change, 2012

Size of the social rented sector in the EU 27

- High in Netherlands
- Around 20% in UK, France, Sweden, Denmark, Austria and Finland
- Very little social rent in Southern and Eastern Europe
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Practise what you preach
BK City as a test case for international trends

Dr. ir. Alexandra den Heijer
associate professor Faculty of Architecture,
Delft University of Technology (TU Delft), Netherlands

CONTENT

Lessons for / from BK city

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

Emergency management
< 3 days after the fire

http://www.managingtheuniversitycampus.nl
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

ASSIGNMENT: relocate 3300 students and > 800 employees
DEADLINE: renovate 32,000 m² < 6 months
+ new construction 4,000 m² < next 6 months

Found a ‘new’ building within 10 days
sustainable = re-use

source photo: Municipality of Delft, 1925

Facts
150 participating companies
25 consultancy / architecture firms
390 construction workers on site
800 orders
15 km sprinkler / 5500 sprinklers
30,000 litres paint
220 km data cables
5200 wall outlets

Phase 1 - EAST:
16,000 m² gfa
in use September 2008

Phase 2 - WEST:
16,000 m² gfa
in use November 2008

Phase 3 - GLASS HOUSES:
4,000 m² gfa
new
in use May 2009

Undergraduates < 4 months after fire
Project ready < 1 year

http://www.managingtheuniversitycampus.nl
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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

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

#2
Reduce m2 - trade quantity for quality of space

42.000 m2
Estates Director:

"Everybody is always complaining about the overhead-%, but at the same time they will claim an individual office – like accommodation is not adding to the overhead"

Hierarchy of needs

Maslov (translated for) learning and working environment

Inspiring
Attractive
Social
Safe
Healthy


http://www.managingtheuniversitycampus.nl
LESSONS

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

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

LESSONS

#4
Embrace academic history – use heritage for branding
Reducing m2, but improving...
Quality of place (cultural heritage)

Campus of the future:
- more quality, less quantity
- new life for old buildings

InternaPonal)references:) 
/Heidelberg) 
/Uppsala) 
/Sorbonne)/Paris) 
/Glasgow) 
/Gent) 


"Online students can’t help being sociable" (April 9, 2014)
It was a revolution moving higher education from bricks to clicks... and now it’s started to go back to bricks again.

Online university providers, which offered people the chance to study from home, are turning full circle by creating a network of learning centres where students can meet and study together.

Instead of demolishing the dusty old classrooms of academia, the online university revolution is responsible for opening some new ones.

Coursera, a major California-based provider of online courses, is creating an international network of "learning hubs", where students can follow these virtual courses in real-life, bricks and mortar settings.

They’re scheduled and arranged online, with the only vital ingredients being a laptop, wi-fi and somewhere to talk.

“Typical completion rate for a MOOC is about 5% to 10%.

For MOOC students ("Moocers") attending learning hubs, the completion rates are between 30% and 100%.”

Source: Coursera (7 mln students)

Reducing m2, but improving...
Quality of life (campus & city)

http://www.managingtheuniversitycampus.nl
LESSONS

#5
Avoid individual territory (“no names on the door”)

“Cellular office symbolic for cellular research”

source: various utilization studies

LESSONS

#6
Implement flexible concepts – mixed use – but avoid standardization and “open plan”

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

http://www.managingtheuniversitycampus.nl
Library: quiet place to study

Space types on campus, example NL

- Library: quiet place to study
- Space types on campus, example NL

Stimulate social interaction & intellectual interaction

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

LESSONS

#7
Make it feel like home – "home away from home"

http://www.managingtheuniversitycampus.nl
LESSONS

#8
Allow students + staff to decorate their working environment

Studio space

- studio 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"

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

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
LESSONS

#1 Design the building – and the 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)

strategic, financial, functional, physical aspects

campus decisions on any level:

source: Managing the university campus (Den Heijer 2011)
real estate decisions on any level: integrating strategic, financial, functional, physical aspects

Managing the university campus → Managing the European campus

- book “Managing the university campus” (2011) + world tour (!)
- since 2012 focus on “Managing the European campus” (book in 2014)
- supporting campus decisions of EU member states
- to prevent resource-inefficient campus strategies
- putting campus management on the education, research & innovation agenda (European Commission)
- gathering data in European network
- European campus as an enabler for Europe 2020
- European campus as a disabler for Europe 2020

869 universities

The European campus
Heritage and Challenges

35 in top-100 in the world
1 million non-EU
€80bn to €130bn
€8,000/student
136 m²/student
17 students per academic
67% of HE
13.6 million

Follow me on Twitter: @alexandra_dh

More about the book and research “Managing the university campus”: http://managingtheuniversitycampus.nl
(see DOWNLOADS for hand-out)
→ new book “The European campus” (okt 2014)