The campus of the future and decisions of today

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CONTENT

1. THE CAMPUS OF TODAY

2. THEORIES & FRAMEWORKS
FOR MANAGING THE UNIVERSITY CAMPUS

3. LESSONS FROM RECENT PROJECTS & CAMPUS DECISIONS

4. STRATEGIC CHOICES
FOR THE CAMPUS OF THE FUTURE

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http://www.managingtheuniversitycampus.nl
14 universities in the Netherlands:

- 16 mln Dutch inhabitants
- 220,000 students
- 45,000 faculty/staff
- 4,5 mln m² gross floor area (bvo)

Source data: 2008

Universities in the Netherlands:

- Amsterdam
- Maastricht
- Eindhoven
- Leiden
- Groningen
- Enschede
- Delft
- Nijmegen
- Tilburg
- Wageningen
- Rotterdam
- Utrecht
- Heerlen
- Maastricht

http://www.managingtheuniversitycampus.nl
Dutch campus development in four stages

1. Before WW-II
   - small elite university
   - inner city model, integrated

2. From the 50’s to 90’s
   - growth / labs
   - on the edge of the city

3. Around 2000
   - city has grown around campus
   - what to do?

4. 21st century
   - merge campus functions with city?
   - cities in knowledge economy: ‘univer-cities’

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

UvA campuses

Source: presentation UvA (Paul Doop, Executive board / CvB, 2009)
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

Problems internationally shared

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Current replacement costs (new projects)
range: 500 to 4000 euro / m2 gfa (price level October 2009)


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Every project or campus can be assessed from 4 perspectives

- Strategic
  - Policy makers

- Functional
  - Users

- Financial
  - Controllers

- Physical
  - m2
Extra project BK city
Adding value – reasons for campus decisions

- Accommodate growth
- Support image
- Stimulate collaboration
- Stimulate innovation
- Better support user
- Increase customer satisfaction
- Add more quality

Financial
- Increase value
- Reduce costs
- Control risks
- Reduce footprint

Strategic

Performance criteria university

- Competitive advantage
- Profitability
- Productivity
- Sustainable development

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performance criteria university

- competitive advantage
- profitability
- strategic goals to support, quality ambitions
- financial costs, benefits, value
- users, satisfaction, mix of functions / spaces functioneel
- physical condition, location, quality
- productivity
- sustainable development

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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

BRIEF – campus of the future

ACADEMIC:
EDUCATION & RESEARCH

RESIDENTIAL

INFRASTRUCTURE

RELATED BUSINESS

RETAIL & LEISURE

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http://www.managingtheuniversitycampus.nl
Academic: education & research

<table>
<thead>
<tr>
<th>functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACADEMIC + EDUCATION &amp; RESEARCH</td>
</tr>
<tr>
<td>class rooms and studio spaces (small groups)</td>
</tr>
<tr>
<td>lecture halls (large groups)</td>
</tr>
<tr>
<td>office space faculty</td>
</tr>
<tr>
<td>laboratories</td>
</tr>
<tr>
<td>office space support staff</td>
</tr>
<tr>
<td>study places for individual use / small groups</td>
</tr>
<tr>
<td>library</td>
</tr>
<tr>
<td>special places for ceremonies (graduation)</td>
</tr>
<tr>
<td>special conference facilities</td>
</tr>
<tr>
<td>special educational facilities (dance, media, arts)</td>
</tr>
<tr>
<td>academic hospital</td>
</tr>
<tr>
<td>medical school</td>
</tr>
</tbody>
</table>

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:
- sustainable solutions
- CO₂ neutral campus
(photo: Wageningen)

Campus of the future:
- sharing laboratories and
other expensive facilities
Campus of the future: student & faculty housing

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

http://www.managingtheuniversitycampus.nl
Campus of the future: 
- creating the place to meet

(photo: Delft)

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http://
www.managingtheuniversitycampus.nl
Campus of the future:
- intensive and flexible use of high quality facilities

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

http://www.managingtheuniversitycampus.nl
**RELATED BUSINESS**
- incubators (academic spin-off)
- r&d departments (academic spin-off)
- related business (service spin-off)
- business who combine learning/working
  "broedplaatsen"/ breeding places (artists)

**INFRASTRUCTURE**
- parking space
- transport on campus (trolleys)
- accessibility (by car)
- accessibility (by public transport)
Campussen of clusters

Campussen of clusters

- Campus
- Regular terrain

source: Centraal Planbureau / CPB 2010

TUDelft

Four scenarios for the Netherlands of 2040

- Scattering
- Specialisation
- Concentration
- Equititarian Ecologies
- Metropolitan Markets
- Cosmopolitan Centres
- Talent Towns
- Generalisation

source: Centraal Planbureau / CPB 2010

http://www.managingtheuniversitycampus.nl
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)
2011: “To share or not to be…”

<table>
<thead>
<tr>
<th>ORGANISATIONAL LEVELS / potential partners for shared use, management and/or ownership</th>
<th>global</th>
<th>continental</th>
<th>national</th>
<th>regional</th>
<th>local</th>
<th>university</th>
<th>faculty</th>
<th>department</th>
<th>section</th>
<th>individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>physical scales / resources to accommodate the required campus functions</td>
<td>world</td>
<td>Europe</td>
<td>Netherlands</td>
<td>region</td>
<td>city</td>
<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

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campus is network of functions

source map: Daan Zandbelt

region:
Den Haag
Delft
Rotterdam

network of campus functions

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### Strategic choices, linked to stakeholders

<table>
<thead>
<tr>
<th>Accommodate “exclusive” and “closed”</th>
<th>Accommodate “shared” and “open”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low % of resources spent on the campus</td>
<td>High % of resources spent on the campus</td>
</tr>
<tr>
<td>Only public funding</td>
<td>Allow private funding</td>
</tr>
<tr>
<td>Low space use per student or employee</td>
<td>High space use per student or employee</td>
</tr>
<tr>
<td>Focus on individual needs</td>
<td>Focus on collective needs</td>
</tr>
<tr>
<td>Accept % buildings in bad condition</td>
<td>All buildings at least reasonable condition</td>
</tr>
<tr>
<td>Small(er) ecological footprint</td>
<td>Large(r) ecological footprint</td>
</tr>
</tbody>
</table>
Campus of the future

1. univer-city: exclusive use, shared use or virtual campus
2. univer-city: attracting and facilitating knowledge worker
3. importance of housing + quality of city life
to attract knowledge worker, to attract businesses
4. more quality, less quantity of space
5. new life for old buildings
6. intensive and flexible use of high quality facilities
7. supporting the image of faculties and university
8. home away from home: community building
9. creating the place to meet
10. sharing space is contributing to sustainable campus

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