Managing the university campus: to share or not to be

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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.

“'If you think education is expensive, try ignorance”

Derek Bok, former Harvard president

[I used this quote in the first sentence of my book]

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

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**performance criteria university**

- competitive advantage
- profitability
- productivity
- sustainable development

“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**

- focus on university
- focus on real estate
- strategic policy makers
- financial controllers
- users
- functional
campus decision
- technical managers
- physical

source: Den Heijer 2011 – investment costs from 500 to 4000 euro / m² gross floor area

**Every project or campus can be assessed from 4 perspectives**

- Strategic
- Financial
- Users
- Physical

**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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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

Er is een crisis voor nodig – bijvoorbeeld een brand – om de academische werkplek te veranderen.
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

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

Undergraduates < 4 months after fire
Project ready < 1 year

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

De innovatieve en flexibele kennis economie kan nieuw leven geven aan industrieel erfgoed.

32,000 m²

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

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

11th floor – 13.5 m² usable floor area / fte

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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

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

Changing the academic office
Students and academic staff sharing workspace → reducing the footprint, improving interaction
Dutch references – new academic workplace

Storage

PROBLEMS
• accessibility individual archives for groups – sharing of books / material
• same books / magazines / reprints 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

BK City: smaller footprint / user

Transform BK City to an energy / CO2 neutral building
Reduce footprint: more users / m2

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

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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)

European 'Univer-cities' in the top 150 world-wide

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4. The campus of the future is a city

De campus van de toekomst is een stad

“To share or not to be…”

Campus of the future:
- sharing laboratories and other expensive facilities
- intensive and flexible use of high quality facilities

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Campus of the future: - creating the place to meet

Library: quiet place to study

Conference rooms

Public space
- usable space in corridors for informal meetings and work
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

Combining future campus models, adding to the university’s performance

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Changing the academic workplace

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

THEORIES & FRAMEWORKS
1. Convince policy makers of role campus in financial sustainability.
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

Follow me on Twitter: @alexandra_dh
More about case BK city & book "Managing the university campus":
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