**Campus of the future**
Trends and strategic choices

Content based on
- Campus NL - past, present & future
  14 Dutch universities assessed in 2006 and 2016 commissioned by VSNU + all universities
- Dissertation “Managing the university campus” (2011)
- Case study research:
  28 EU member states (2014),
  Smart Tools (2016), 39 science parks (2017)

Background / past + present
- 1995 ownership of Dutch campus
- “for free”, but low annual budget
- old buildings: majority from 60s/70s
- energy-inefficient buildings
- “Sometimes overcrowded, often empty”
- high vacancy rates in academic offices, laboratories, classrooms
- capital-intensive facilities
- campus 8-16% of university budget
- depends on % old, % labs, space use

Campus NL – “many more users on same m2”
- 22% more students,
  4% more employees,
  many more visitors (> dynamic)
- accommodated on 4.4 million m²,
  just like in 2006
- quality improvement: from 36% to 49%
  in good condition

Infographics VSNU, based on Campus NL

Campus NL – examples of projects
- centrally shared facilities
- new life for heritage
- sustainable transformations
- less m², more quality
- outdoor space + univer-city
- less private, more public

Positive associations
- Unique qualities
- Heritage, traditions
- Loyalty, belonging:
  “members only”
- Community feeling:
  academic family
- Ownership
- Home

Negative associations
- Campus costs > 20%
- High footprint user
- Vacancy
- Closed doors
- Old-fashioned
- Island culture
- Inflexible
Campus of the future:
model B – network university
- "campus is market place of knowledge", 'univer-city'
- sharing the campus, "less territorial", flexible

Positive associations
- Interdisciplinary
- Serendipity
- Meeting place
- Open, more visible
- Flexible
- Campus costs lower

Negative associations
- Anonymous in large organization
- Everyone’s workplace is nobody’s workplace
- Distractions, less privacy
- More mobility on campus

Campus of the future:
model C – virtual university
- work where you want, "third places"

Positive associations
- Accessibility for long-distance students
- Very flexible
- Campus costs < 5%
- Very flexible
- Paperless
- Work-life balance own responsibility

Negative associations
- Lonely
- Social isolation
- Less loyalty to university
- Lower course completion rates
- Work-life balance hard to manage

Campus models A-B-C as basis
A = traditional
- exclusive & territorial
B = network
- interactive & shared
C = virtual
- place independent & individual

Reinventing the past!
Reinventing the physical place as foundation of learning and revaluing academic rituals

"Campus of the future = combination "solid, fluid, gas"
A = traditional
B = network
C = virtual

Why “campus favorite study place”?"push factors"
- Distractions at home:
  - room mates
  - social life, hobbies
  - Netflix
- More pressure on students:
  - higher tuition fees
  - stricter deadlines, rules
  - risk of burn-out

"pull factors"
- Quality of campus:
  - better facilities, network, ICT applications
- Other students
  - more group work
  - group pressure to study
  - friendship and love (!)
“Love-hate relationship with the smart phone”

Bipolar strategy
reinventing the past + innovation of the future

Collecting big data about campus use, based on positioning of user devices (source: Rob Braggaar, 2017/2018)
To support campus users

Campus of the future: lectures

Lectures without distractions (= laptops & smart phones) Technology-supported lectures

MOOCs: Massive Open Online Courses

Campus of the future: laboratories

Customized laboratories for one research group Flexible laboratories to share

Laboratories to rent from (industry) partners

Campus of the future: restaurants

faculty coffee bar food trucks on campus city bars & restaurants

Campus of the future: study space

Studying at your own faculty library Learning centres (to share) on campus

Public library (example: NY), at coffee bars, at home etc.
Campus of the future: workplace

- Individual territory 2.0 (quiet) cellular office
- Activity-based workplaces like ACTIO
- Workplaces off-campus like home, coffee bars, parks

Campus of the future = combi to discuss with university community

A = traditional
B = network
C = virtual

More info: www.managingtheuniversitycampus.nl
Google: Campus Alexandra