The campus of the future
...looking back and forward 10 years

CONTENT / Propositions 2012

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 university can bring new life to industrial heritage buildings.
4. The campus of the future is a city.

Managing the university campus:
future scenarios and current crises

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Each university goal can be supported frustrated by the physical campus

Use negative strategy as wake up call

It takes a crisis – for instance a fire – to change the academic workplace

How does the campus add value to the (future) performance of a university?

What is the negative impact of not investing?
It takes a crisis – for instance a fire – to change the academic workplace

Never waste a good crisis
10 years later: USE THE ENERGY / CLIMATE CRISIS!

The university can bring new life to industrial heritage buildings.

10 years later: we are much more forgiving of academic heritage than of new buildings

The campus of the future is a city
or... the campus of the future IS THE city?

sharing as a positive / negative choice

FUNCTIONAL definition of “campus”

- ACADEMIC: classrooms, library, offices, laboratories, lecture halls, ...
- RESIDENTIAL: student housing, hotels, ...
- RELATED BUSINESS: start-ups, incubators, industry, ...
- RETAIL & LEISURE: sports, restaurants, cafes, ...
- INFRASTRUCTURE
MODEL 1: CAMPUS = (separate) CITY
The campus competes with the city – “new town development”

MODEL 2: CITY = CAMPUS
Network university → “UniverCity”

2011: “To share or not to be…”

Around the year 2000...
... literature and lectures about the future campus claimed:

“Bricks will be replaced by clicks”

“Campus managers will become ICT managers”

Campus strategy
“Clicks & Mortar”
(book: 21st century universities)
University strategy = Resource-efficiency
- human resources: larger groups, fewer teachers
- energy resources: climate change, circular, no waste, energy-neutral
- financial resources: doing more with less

Realty campus: Perception users: underutilized, often empty

Campus of the future: model B – network university
- "campus is market place of knowledge"
- sharing the campus, "less territory"
- flexible, "university"

Positive associations
- Interdisciplinary
- Working in multiple teams, > 1 boss
- Serendipity
- Meeting place
- Open, more visible
- Flexible
- Campus costs lower

Negative associations
- Anonymous in large organisation
- 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%
- 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

"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 now full of life 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 the virtual courses in real-life, bricks and mortar settings.

They’re scheduled and arranged online, with the only vital ingredients: a laptop, wifi and somewhere to talk.

"The typical completion rate for a MOOC is about 5% to 10%.
For MOOC students who attend learning hubs, the completion rates are above 30%"

Source: Coursera
(7 mln students)
**Campus models A-B-C as basis**

- **A = traditional**
  - exclusive & territorial
- **B = network**
  - interactive & shared
- **C = virtual**
  - place independent & individual

Trend in 2006: “from bricks to clicks”

Trend in 2016: “90 years later”

Campus estate managers (2006-2016): “indeed, clicks... and we still need bricks, so EXTRA work”

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**“Campus of the future – 3 models – “solid, fluid, gas”**

- **A = traditional**
- **B = network**
- **C = virtual**

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**Campus of the future: study space**

- Studying at your own faculty library
- Learning centres (no share) on campus
- Public library (example: NY), at coffee bars, at home etc.

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**Campus of the future: lectures**

- Lectures without distractions (+ laptops & smart phones)
- Technology-supported lectures
- MOOCs: Massive Open Online Courses
**Campus of the future: workplace**

- Individual territory 2.0 (quiet) cellular office
- Activity-based workplaces to share
- Workplaces off-campus like home

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**Campus therapy group**
- Buildings are functional and reusable if the content is flexible
- "White smoke from the chimney"

**CONGRATULATIONS**
To sharing information among campus managers!