

# University of Luxembourg

*multilingual. personalised. connected.*

## The campus as a strategic asset – optimising real estate

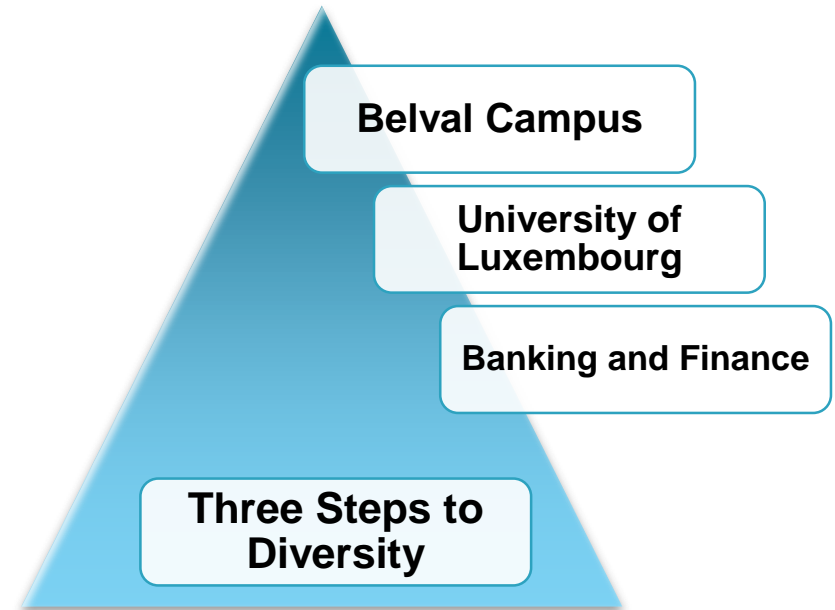
*From monoculture to diversity in three steps!*





## From monoculture to diversity in three steps – the strategic asset Campus!

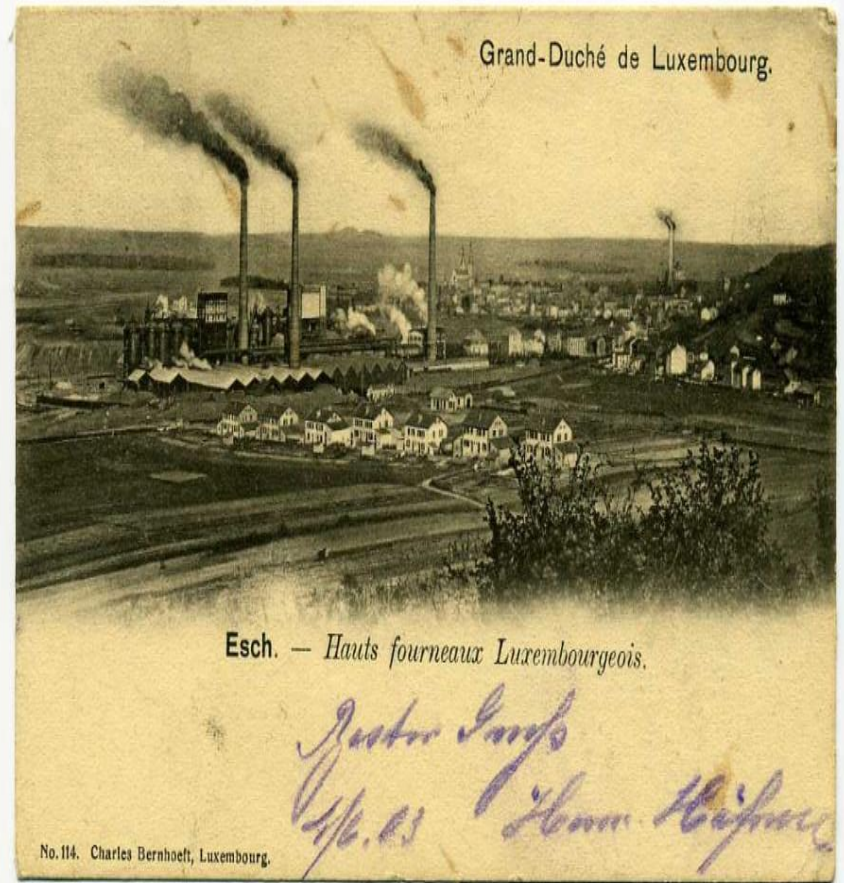
- The first step:
  - and something about Luxembourg
- The second step:
  - and something about the University of Luxembourg
- And the third step:
  - and something about Belval Campus and diversity
    - “Strategic Asset” Campus
      - Strategic asset for whom?
      - Agora and platform
      - Kirchberg Site...an outlook





## + From monoculture to diversity: the first step

- First Luxembourg was a poor country and almost based on agriculture
- Then iron and steel created the prosperity of Luxembourg
- With the decline of the iron and steel industry around 1970, Luxembourg started to build up another sector: banking and finance, a **first step to diversify** its economy
- The growth in the financial sector has more than compensated the decline of iron and steel



Postcard from 1903



## Luxemburg? We are talking about what?



- **Grand Duchy of Luxemburg,**  
a unitary parliamentary  
constitutional monarchy
- **Population: 580.000 (2x Porto)**
  - 46% foreign population  
(7% from Portugal)
- **Area: 2.586 KM<sup>2</sup>**
  - $D = 357.000 \text{ KM}^2 / P = 92.000 \text{ KM}^2$
- **150.000 commuters (F / Be / G)**
- **3 official languages (Lux / F / G)**
- **GDP: 104.000 USD**
  - $F/D = 44\text{-}45.000 \text{ USD} / P = 22.000 \text{ USD}$

## + The Second step: the University

- Steel, banking and satellites ... and then?
- .... and then – in the 1990<sup>th</sup> - came up the idea of a science based economy
- The researchers should find a knowledge which is usable in the industry
- But there was no researcher, because there was no research, because there was no University!
- So there was a need to create a (research) university!
- Tradition that luxembourgish young people go abroad, so there was a need to change this mindset
- The university should become a locomotive for the (local) economy



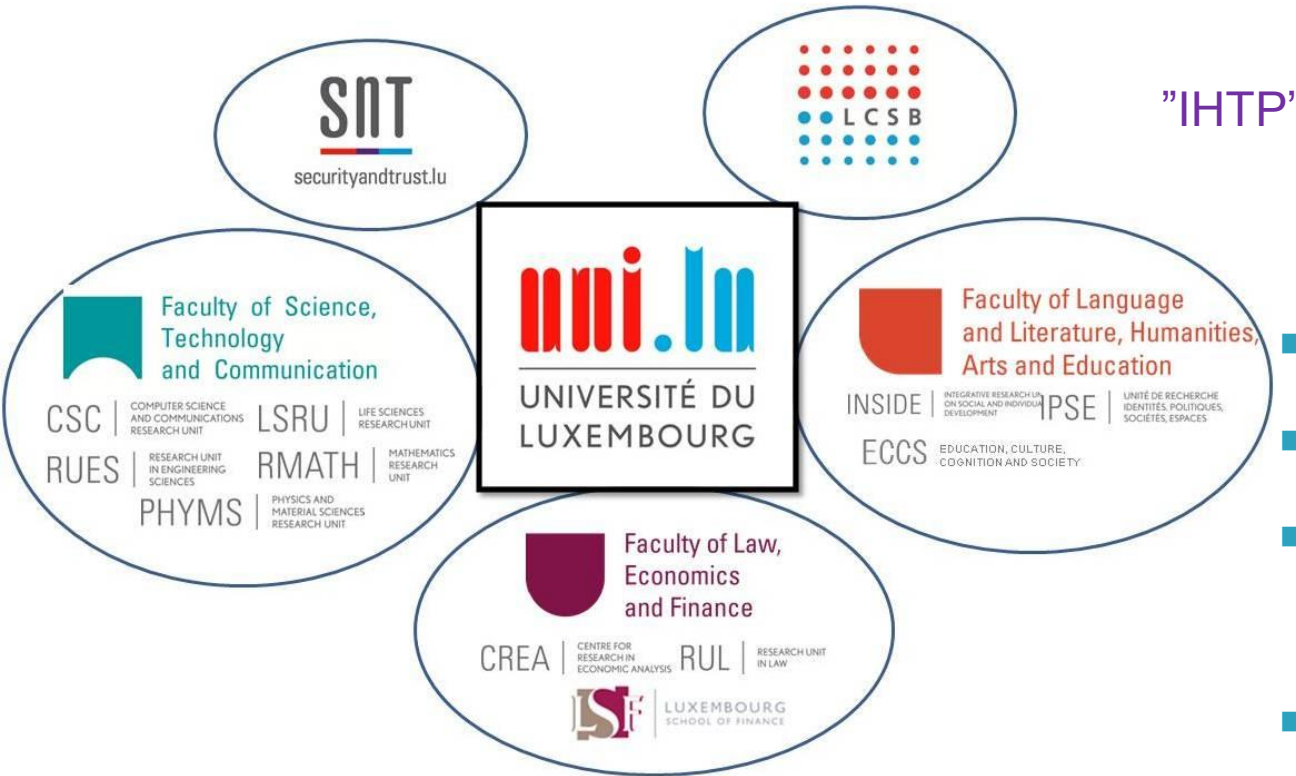
Bachelor, Master und  
Doctoral schools

employees and students

# 3+2, 11+29+5, 13, 1600 for 6300!

Faculties and  
und Centres

Years old



"IHTP"

- 2003
- Research driven
- Linked with the banking sector, the EU-Institutions, (local) Economy and society
- Short communication channels
- Multilingual und international

**"World-class university relevant to her country"**





## + And the third step: Belval

- Former brownfield Arcelor Mittal
- Conserving blast furnaces
- Investing 1 billion €
  - 1996: transformation decision
  - 2000: decision “Cité des Science, Recherche et innovation
  - 2003: Creation of UL
  - 2005: Research Centre and Rockhal
  - 2001: first school start and LCSB
  - 2015: University



Toppila

www.delcampe.net



UNIVERSITÉ DE  
LUXEMBOURG

# + Buzzword Diversity

**Banque Internationale de  
Luxembourg**

**Rockhal  
and Belval  
Plaza**

- University
- Research Institutes
- ADEM
- Fonds Belval
- Lycée Belval
- Apartments
- Ketterthill
- Blood bank



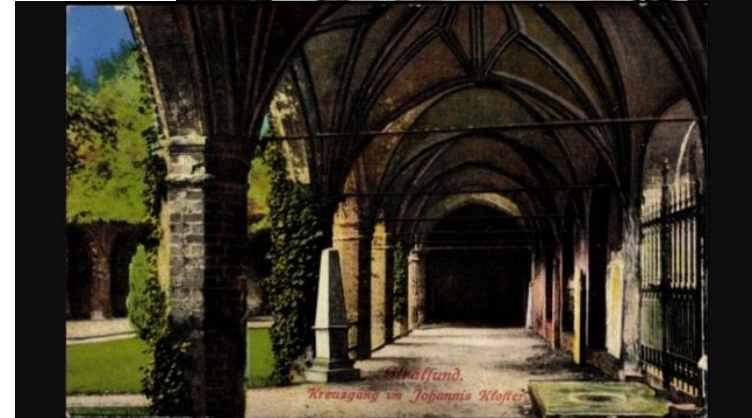
**Railway Station  
Belval**





## + (Strategic) Asset Campus I

- “Cloister” idea, University in the city, platform, Agora
  - Meet and and retreat
- **Crossfertilization**
  - Research Centers
  - Learning Culture
  - PPP
  - Accademic and non academic world
- University’s “centre de calcul” will **mutualise** IT-infrastructure and HPC capacity for all actors of the campus, including private companies
- Interdisciplinarity and **Diversity**
  - The banking crises has shown the threat of a crash and of a “monoculture”, so diversity seems to be the/an answer





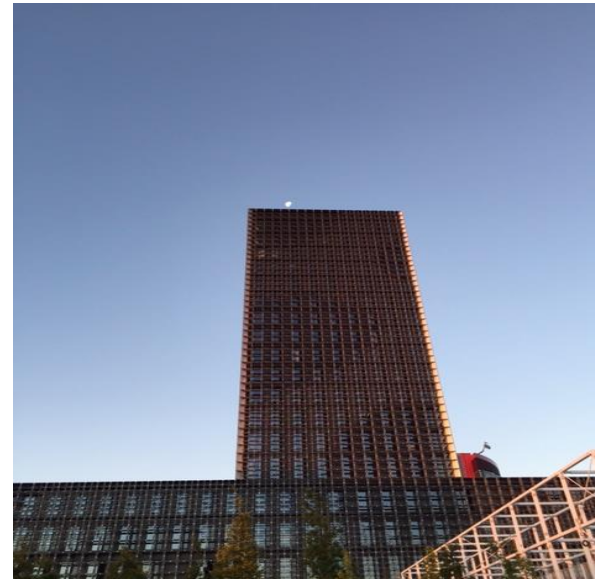
## Strategic Asset Campus II



- **Strategic Asset ... for whom?**
  - Government?
  - Public sector/university and research centers?
  - Private sector?
  - and for the University
- **Kirchberg Site...an outlook**
  - Law, finance and economy and the Max Planck Institute
  - Again: Neighborhood to the big players in these sector
  - Creating synergies and short distances
  - Enabling the private sector to settle down close to University and to initiate cooperations

# + Lessons learned

- Commun effort and spirit
  - a process
- Doing not waiting
- Force of the factual



- Living with different roles
  - Long term preserver vs short time user
- Developing changemanagement
  - Loss vs future
- Open questions
  - Security in an «open space»
  - How to deal with modifications?
  - How to deal with growth?





Merci et au revoir à Belval!

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