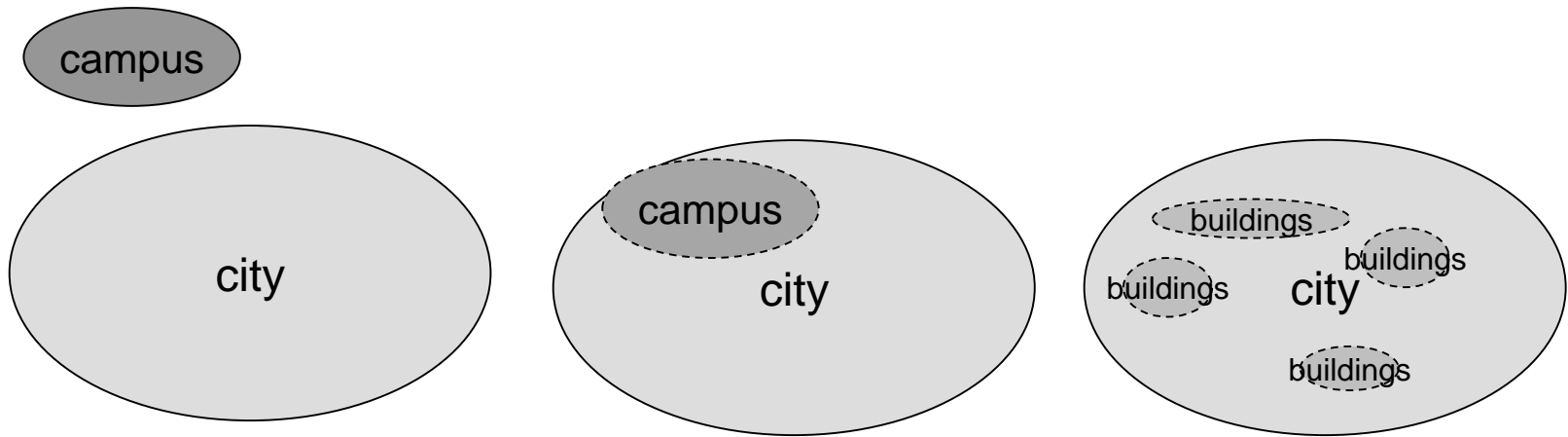


# Managing the European campus

providing decision-supporting information and tools



# PHYSICAL definition of “campus”

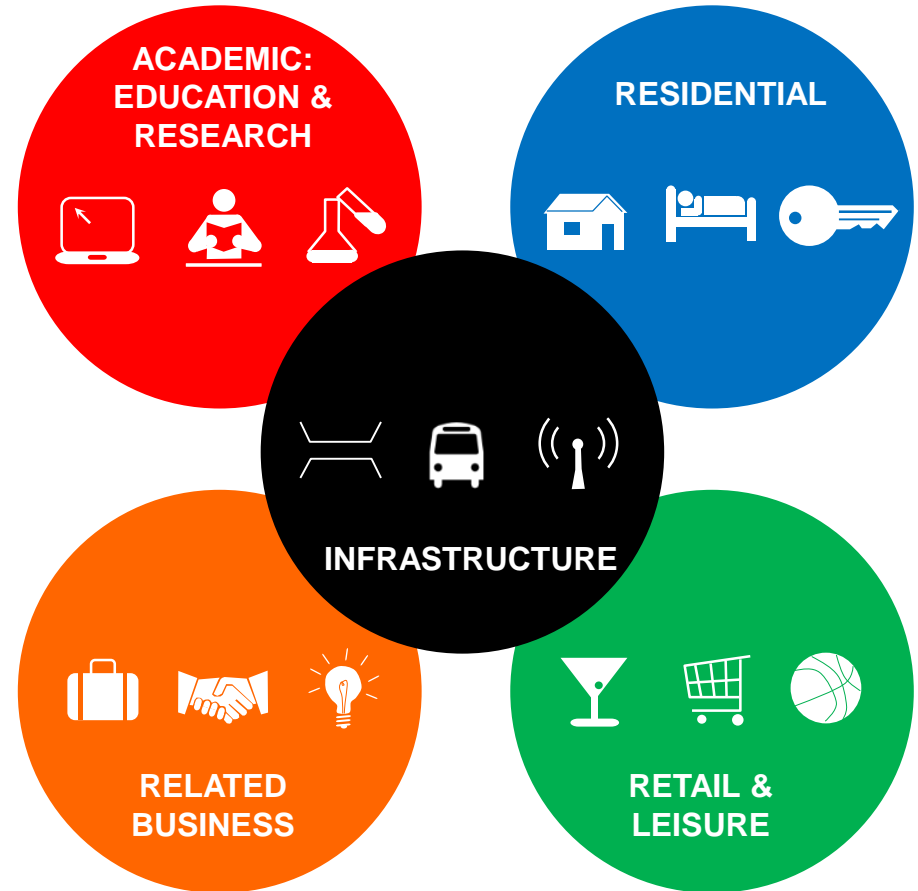


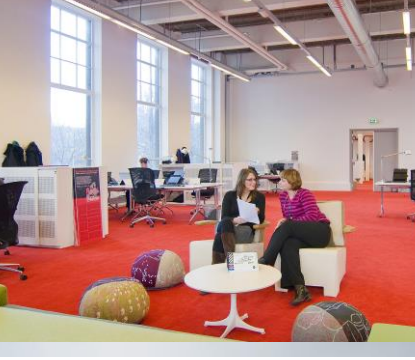
the “campus” is defined as the (collection of) buildings and land, used for university or university-related functions



# 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**



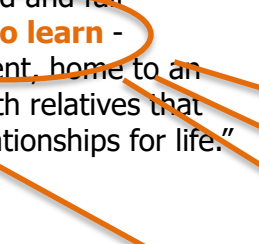
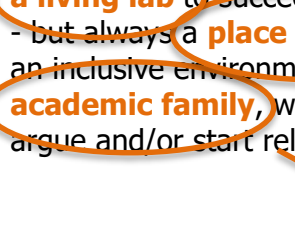
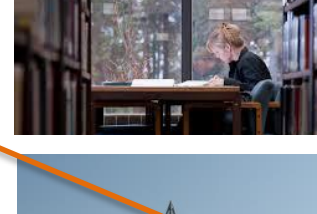
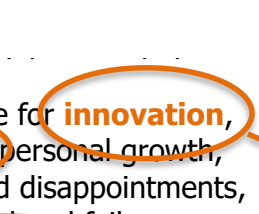
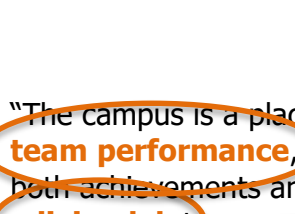


"The campus is a place for **innovation**, **team performance**, personal growth, both achievements and disappointments, **a living lab** to succeed and fail - but always a **place to learn** - an inclusive environment, home to an **academic family**, with relatives that argue and/or start relationships for life."





# Campus influences performance university



"The campus is a place for **innovation**, **team performance**, personal growth, both achievements and disappointments, **a living lab** to succeed and fail - but always a **place to learn** - an inclusive environment, home to an **academic family**, with relatives that argue and/or start relationships for life."

+/- PLACE FOR

1. RESEARCH
2. VALORISATION
3. EDUCATION
4. TEAM WORK
5. COMMUNITY



organisational perspective on managing the campus

**COMPETITIVE  
ADVANTAGE & GOALS**

financial perspective on managing the campus



**ECONOMIC GROWTH  
FEASIBILITY & VALUE**

all over the world universities aim at creating

**policy-supportive, meaningful, functional, affordable,  
resource-efficient & sustainable**

places to learn, work, innovate, live & visit



**PRODUCTIVITY  
WELL-BEING & USERS**

functional perspective on managing the campus

**HERITAGE, QUALITY OF PLACE  
SUSTAINABILITY**

physical perspective on managing the campus





organisational perspective on managing the campus

**COMPETITIVE  
ADVANTAGE & GOALS**

financial perspective on managing the campus



**ECONOMIC GROWTH  
FEASIBILITY & VALUE**

our research / network mission

to support universities' decisions about (managing) their campuses,  
sharing knowledge from research and practice, resulting in (more)

**policy-supportive, meaningful, functional, affordable,  
resource-efficient & sustainable**

places to learn, work, innovate, live & visit



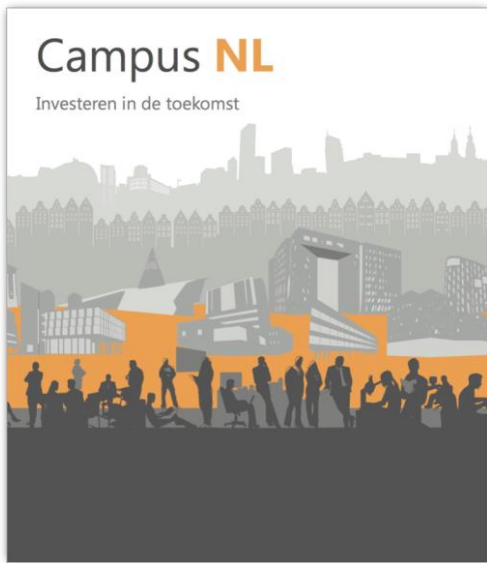
**PRODUCTIVITY  
WELL-BEING & USERS**

functional perspective on managing the campus

**HERITAGE, QUALITY OF PLACE  
SUSTAINABILITY**

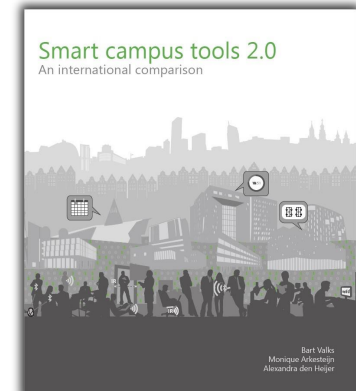
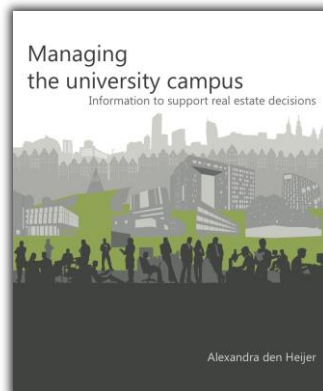
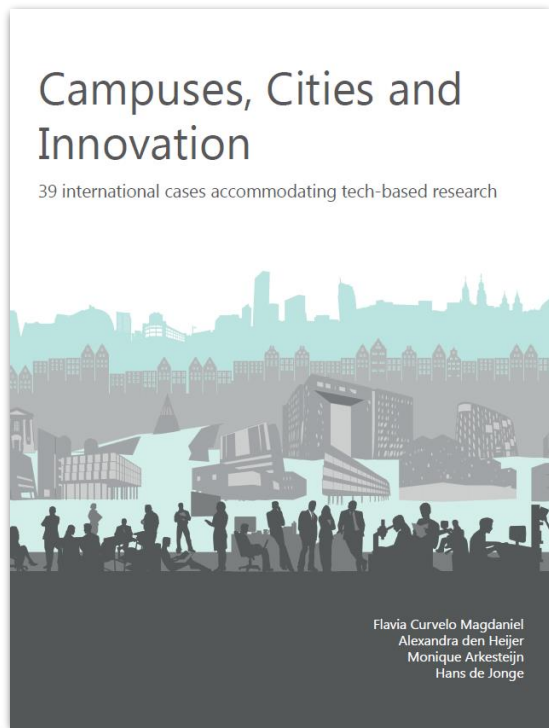
physical perspective on managing the campus





## Content presentation based on

- Campus **NL - past, present & future**  
14 Dutch universities assessed in 2006 and 2016, commissioned by all universities
- Books “Managing the university campus” (2011), “Smart campus tools 2.0” (2018)
- Case study research:  
**European campus**: 28 EU member states (2014), 39 Science parks in/as cities (2017)







- *European campus as a disabler for strategic objectives*

1. > 50% from 1960s/70s
2. bad functional / technical state: energy-efficiency goals at stake
3. low utilization rates: high vacancy rates of offices, laboratories, classrooms
4. campus 10-20% of total costs depends on % old, labs, space use
5. budget < total cost of ownership, threat for “financial sustainability”







# The European campus is a key asset in “the (global) Battle for Brains”

## *European campus as an enabler for strategic objectives*

1. Universities as economic growth engines: “place matters”
2. Europe’s knowledge economy accommodated in cultural heritage buildings
3. European “univer-cities” are considered unique, attractive places to live, work, be...

## *European campus as a disabler for strategic objectives*

1. > 50% from 1960s/70s
2. bad functional / technical state: energy-efficiency goals at stake
3. low utilization rates: high vacancy rates of offices, laboratories, classrooms
4. campus 10-20% of total costs
5. negatively affects “financial sustainability” of universities





# Campus **models A-B-C** as basis



**A = traditional**  
exclusive & territorial



**B = network**  
interactive & shared



**C = virtual**  
place independent & individual

assumed trend in 2006

real trend in 2016, 10 years later



“the search for a quiet place  
to study”

“students queue up < 9am”



<http://www.dailymail.co.uk/news/article-2909925/Desperate-youths-forced-wait-sub-zero-temperatures-enter-LIBRARY-Students-shame-Chinese-colleges-sharing-photographs-huge-queues-endure.html>





Next to innovations, we are also reinventing the past!

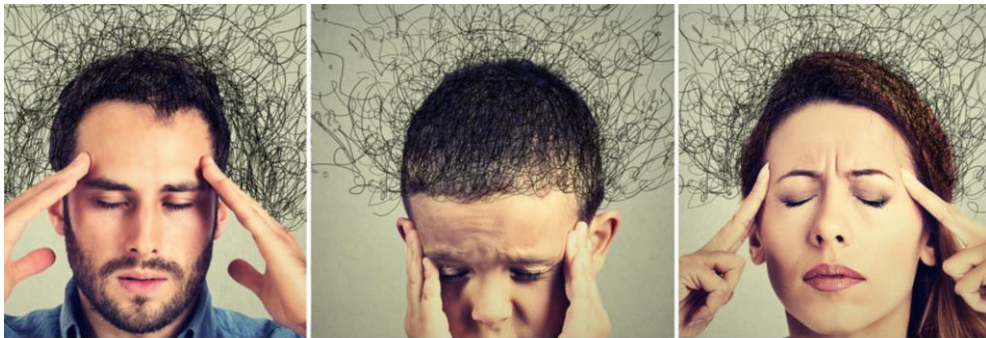
Reinventing the physical place as foundation of learning  
Revaluing academic rituals

# “Work pressure too high”

09-01-2017, 11:40 ECONOMIE

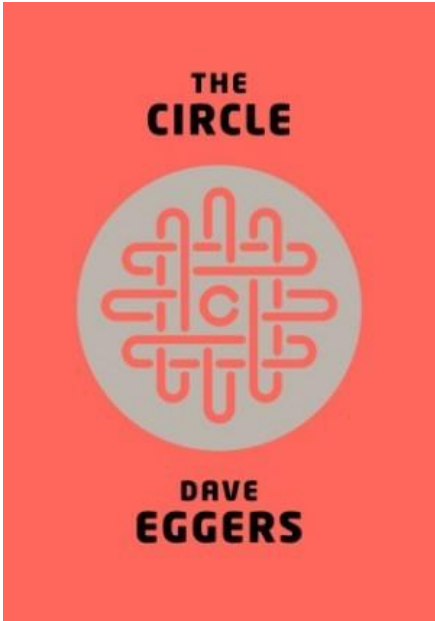


*Too many distractions at home: roommates, Netflix etc.*



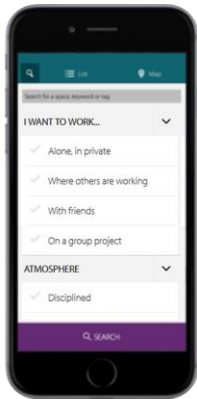
**“Will silence be the next scarce resource?”**

**“Love-hate relationship with the smart phone”**



measuring “real campus use” with sensors (Bluetooth, cameras, WiFi / Eduroam etc.) – “following users”

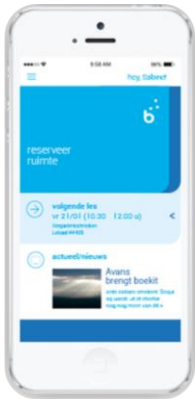
navigation apps for the campus “find a study place, meeting room, professor...”



Spacefinder



SEATED app



boekit





# Bipolar campus strategy

## reinventing the past + implementing innovations



“Do not disturb”  
“Off the radar”



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

To connect and support campus users

# Today's Campus – remaining problems

“claiming space and not using it”  
(or not its full capacity)



“top 10 holiday frustrations”  
campus frustration  
scarce facilities are most claimed

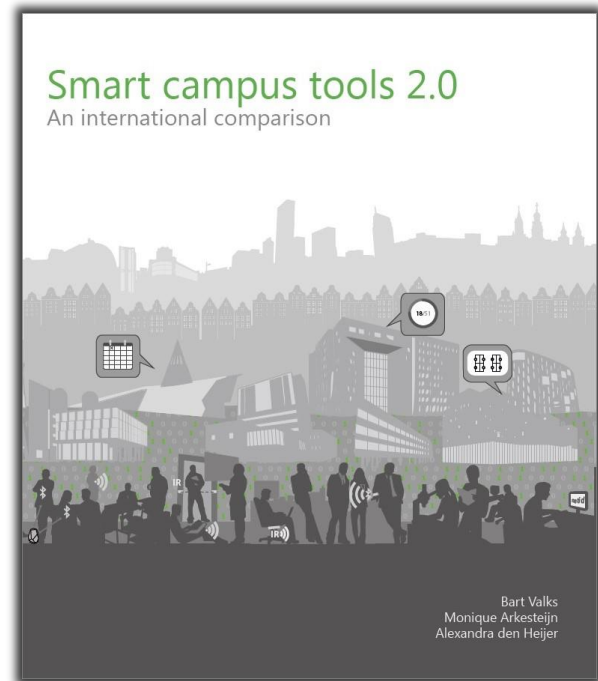


# Campus of the Future – smart tools

“low-tech” solutions



Research “high-tech” solutions



**Smart Campus Tools NL (2016)**  
**Smart Tools anywhere (2018)**



# Campus of the future

= combi to discuss with university community



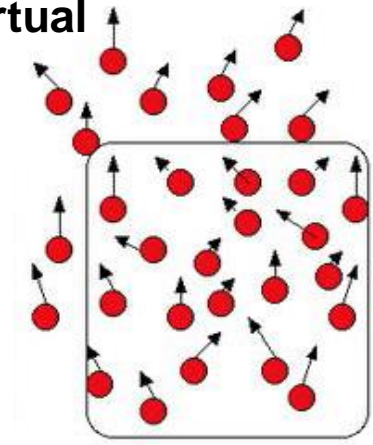
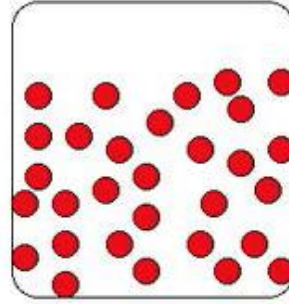
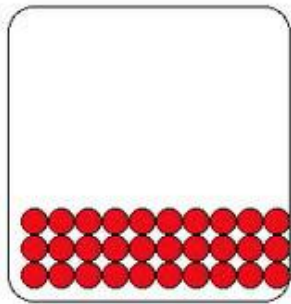
**A = traditional**



**B = network**



**C = virtual**



Competitiveness

Campus planning

Campus Living Labs

Sustainability

Smart campus

Heritage / Urban regeneration

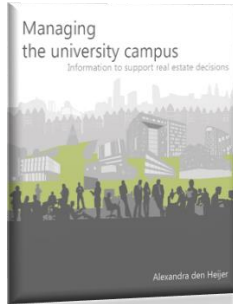
Innovation

Campus & City

Governance

Campus  
management

Heritage



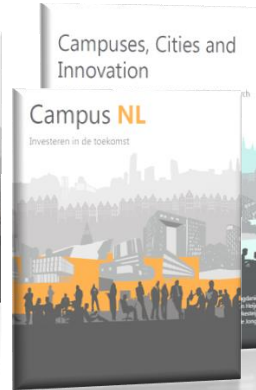
2011



2014



2016



2017



2018



2019

2020

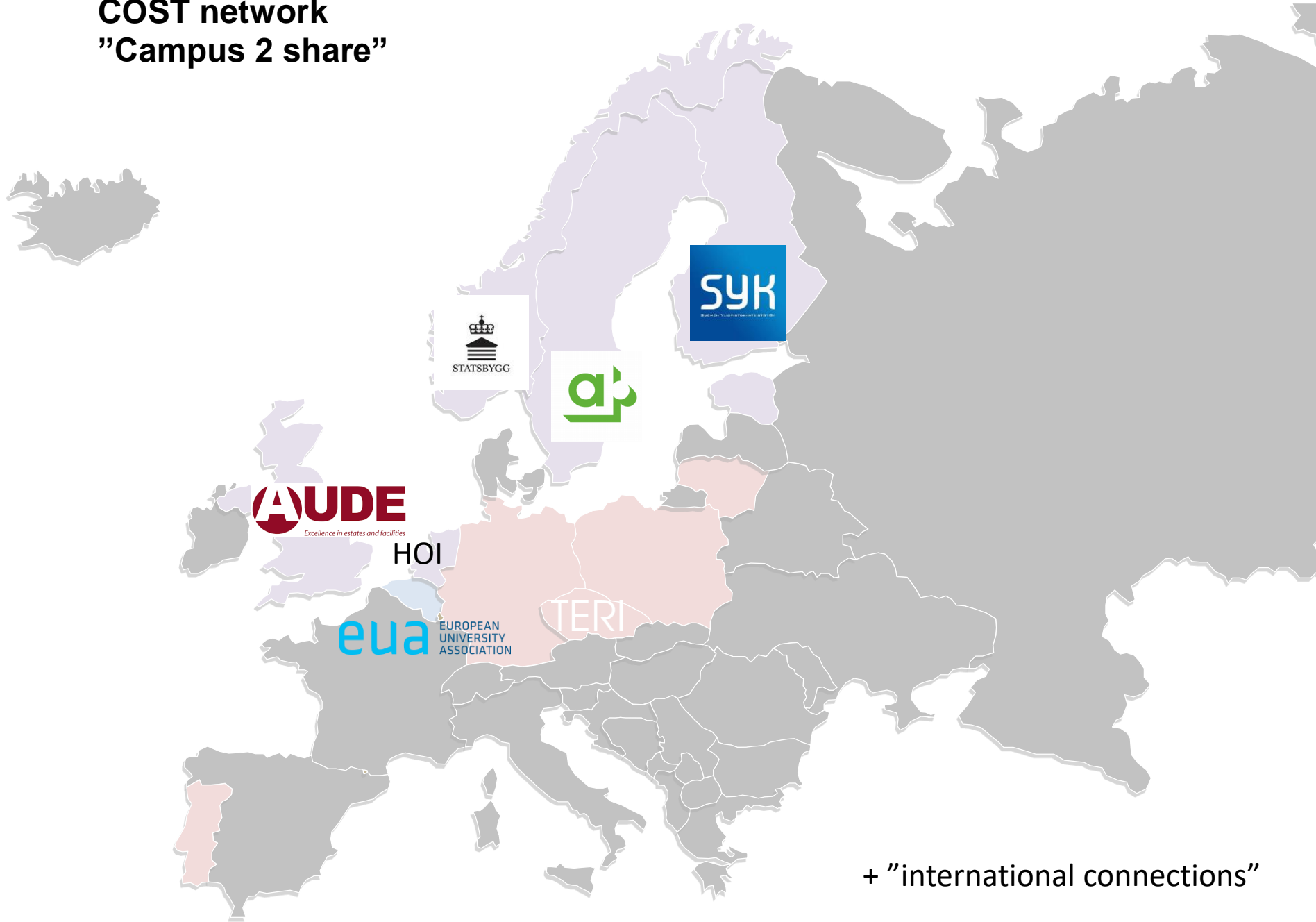


2

More info: [www . managing the university campus . nl](http://www.managingtheuniversitycampus.nl)  
Google: Campus Research Team



# COST network "Campus 2 share"



+ "international connections"



# CAMPUS2SHARE mission

to support HEIs' decisions  
about (managing) their campuses  
with knowledge from a network of experts  
from academia, (HEIs) practice  
& higher education policy makers

**Building a European platform  
for knowledge exchange**



# FOUR WORK PACKAGES

- WG1: CAMPUS GOVERNANCE
- WG2: CAMPUS STRATEGIES
- WG3: CAMPUS MANAGEMENT INFORMATION
- WG4: CAMPUS KNOWLEDGE BASE

# WG1: CAMPUS GOVERNANCE

- How is the **current** campus governance organised in relation to higher education governance? (resulting in governance map per country)
- What were the main changes in campus governance in the **past** 30 years? (resulting in governance timeline per country)
- What are the campus governance challenges for the **future** (extended timeline in the future)?
- What are the **similarities and differences** across countries in Europe? (resulting in campus governance map of Europe)

# WG2: CAMPUS STRATEGIES

- What campus strategies are HEIs **currently** using? (resulting in an overview of possible strategies)
- What campus challenges (problems or goals) have HEIs been addressing with their current strategies? (resulting in an roadmap of challenges and their link to strategies)
- What **future** campus challenges do HEIs face? (resulting in an overview of challenges ? and how can the roadmap help to solve them)
- What are the **similarities and differences** across countries in Europe? (resulting in an overview of possible strategies)

# WG3: CAMPUS MANAGEMENT INFORMATION

- What campus management information are HEIs, public registers and/or institutional research departments and EU countries currently collecting to support campus decisions? (resulting in an overview of who is collecting which kind of information based on which data)
- How has this management information been used by HEIs to support campus decisions?
- What challenges do HEIs face to collect desired campus management information?
- What are the ***similarities and differences*** across countries in Europe? (resulting in an overview of possible strategies)

# WG4: SUSTAINING THE CAMPUS2SHARE KNOWLEDGE BASE

- ***Which stakeholders*** (WP1 governance) ideally need to be involved in the network in the long term?
- What would be ***agenda*** (WP2 campus strategies) priorities for the network in the long term?
- What ***management information*** do we want to collect and share in the network?
- How can the network be sustained in the future?



# THE NETHERLANDS, POLAND AND THE UK

## THE NETHERLANDS

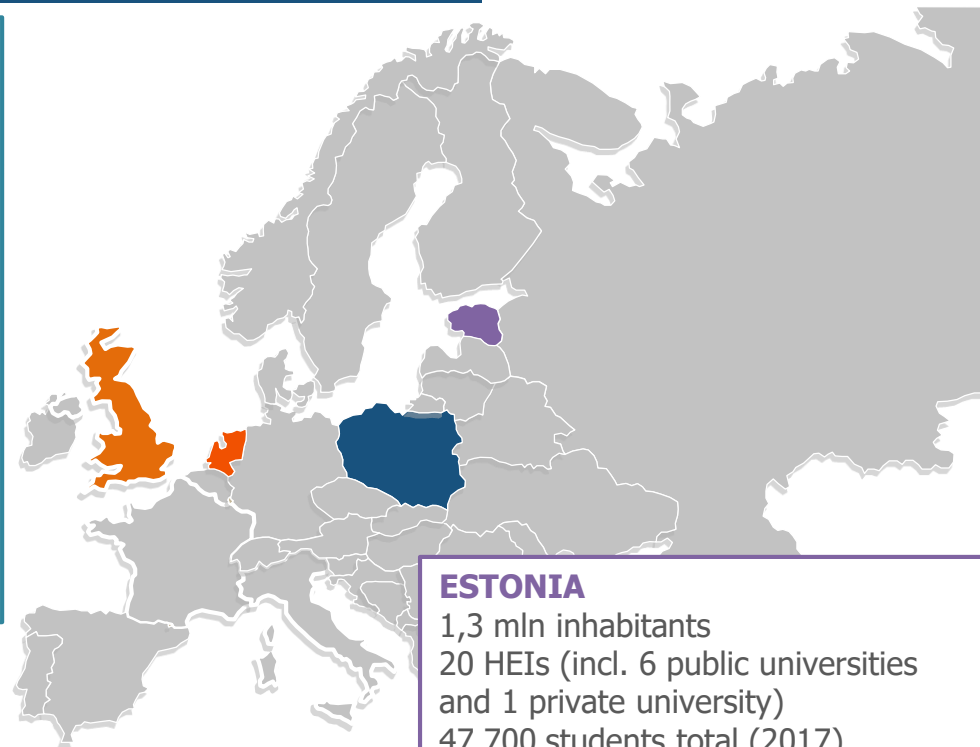
41 HEIs (incl. 14 universities)  
840.000 students total  
90.000 international students  
**7 mln m2**  
19.300 USD annually/per student

## POLAND

132 HEIs (incl. 96 universities)  
1.600.000 students total  
55.000 international students  
12,0 mln m2  
10.000 USD annually/per student

## THE UK

167 HEIs (incl. 130 universities)  
1,933,880 students total  
[all levels of study]  
321,615 international students [defined as being from non-EU countries]  
19 million m2 Net Internal Area (NIA) – from the HESA Estates Management Statistics  
12.078 USD annually/per student (England, Wales and Northern Ireland)



## ESTONIA

1,3 mln inhabitants  
20 HEIs (incl. 6 public universities and 1 private university)  
47.700 students total (2017)  
4.395 international students (2017)

Source: EUROSTAT, 2018.

