

# Building resilience before the next shock

Income diversification, digital capability and strategic asset use

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**Shock waves: moving from crisis recovery to resilience**

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# Three capabilities that widen strategic choice

*A practical resilience architecture drawn from European university practice.*

## 1 Diversified income

- Innovation and commercialisation
- Student housing and partnerships
- External and industry collaboration

## 2 Digital capability

- End-to-end process redesign
- Automation and analytics
- Faster, evidence-based decisions

## 3 Strategic assets

- Campus utilisation
- Shared infrastructure
- Multi-purpose physical spaces

**The point is not to maximise every revenue stream. It is to avoid having only one response when conditions change.**

# European examples: different paths, a shared ambition

Universities across Europe are building resilience through diversified income, digital capability and strategic use of assets.



## Innovation & Commercialisation

From research to societal and economic value



## Student Housing

Access, internationalisation and stable revenues



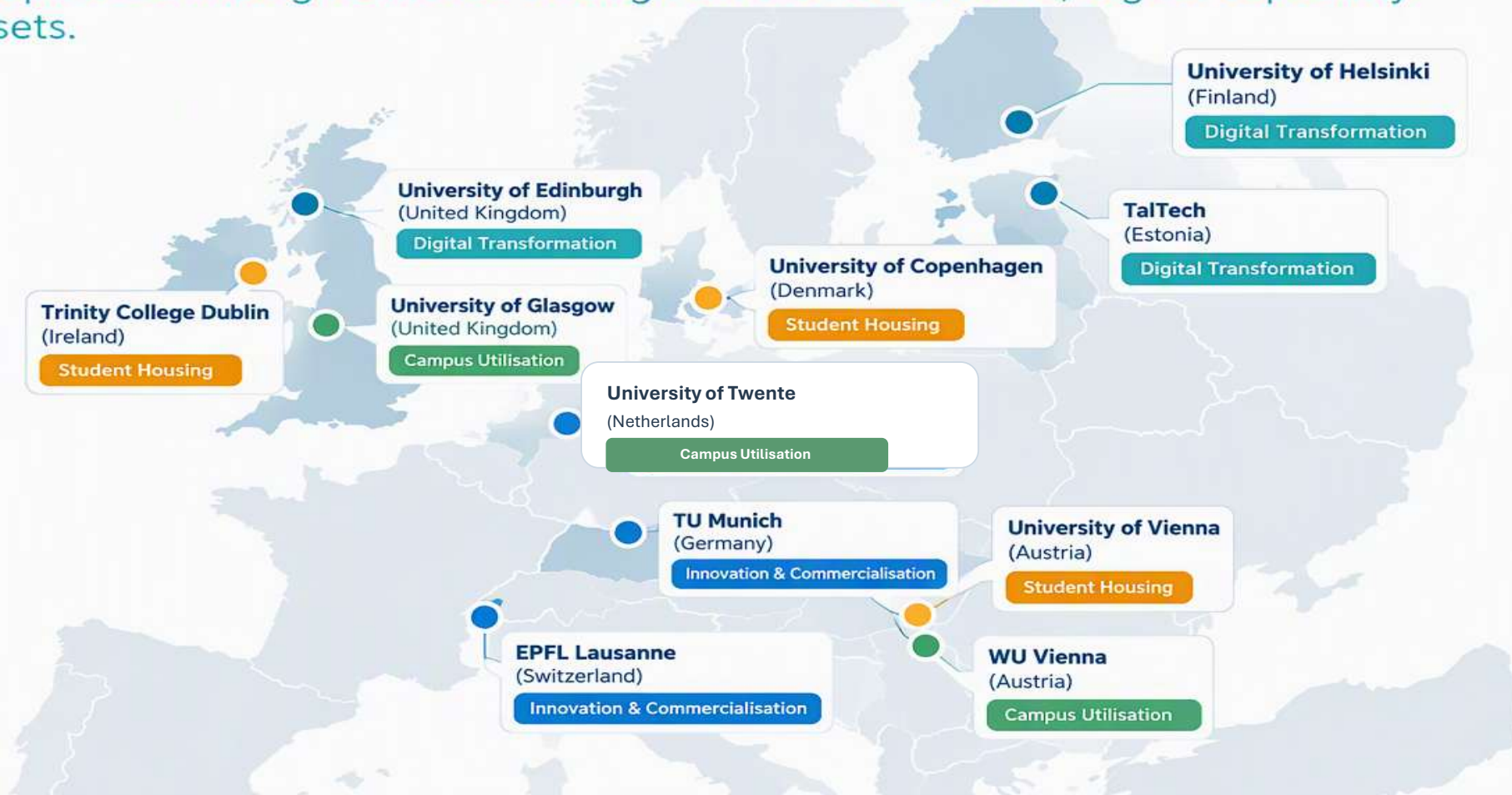
## Digital Transformation

Integrated services, greater agility



## Campus Utilisation

Multifunctional assets, academic and public value



**Context differs, but the direction is the same:**  
 more options, stronger capabilities, greater resilience.

# Income diversification: build systems, not isolated projects

*Innovation ecosystems translate research capability into durable institutional capacity.*

## TUM + UnternehmerTUM

- Dedicated entrepreneurship organisation
- Incubation, venture funding and industrial co-creation
- MakerSpace and prototyping infrastructure
- TUM Venture Labs connect research fields to company creation
- Repeatable pipeline from idea to scale

## EPFL Innovation Park

- Start-ups, corporate R&D and university laboratories are co-located
- Access to coaching, acceleration and finance
- Deep-tech development supported by specialised facilities
- Proximity shortens routes between research, prototyping and market
- Value comes from the ecosystem, not one transaction

### RESILIENCE CONCLUSION

**Professional structures, co-location, specialised infrastructure and broad industry networks create repeatable pathways and reduce reliance on a single funding source.**

# Student housing: service, strategic asset, or both?

*The resilience value depends on governance, capital exposure and alignment with the student mission.*

## TRINITY COLLEGE DUBLIN

- University-owned and operated accommodation
- Priority relevance for first-year and international students
- Purpose-built accommodation aligned with academic cycles
- Strong demand supports high utilisation
- Housing reinforces transition, retention and attractiveness

## UNIVERSITY OF VIENNA

- Large external student housing ecosystem
- Extensive role of non-profit accommodation providers
- Access to accommodation without full university ownership
- External provision limits direct capital exposure
- Strategic access can be more important than asset ownership

## UNIVERSITY OF COPENHAGEN

- Foundation-linked governance model
- Professional non-profit operation bridges public and market logics
- Structured booking cycles support predictable utilisation
- International students are a strategic priority
- Long-term capacity without placing all risk on the university

### RESILIENCE CONCLUSION

Housing can strengthen internationalisation, retention and predictable utilisation. Partnerships expand capacity, but affordability, reputation and mission alignment remain critical.

# Digital transformation: resilience through organisational agility

Leading examples move beyond digitisation towards integrated processes, data and adaptive service delivery.

## FRAGMENTED

Separate systems  
Manual hand-offs

## INTEGRATED

Shared data  
End-to-end workflows

## ADAPTIVE

Automation  
Analytics  
Faster decisions

### HELSINKI

- Customer-oriented digital service development
- University-wide collaboration on digital services
- Lean and agile service redesign
- Continuous improvement of efficiency and user experience

### TALTECH

- University-wide Uni-ID digital identity
- One personal identity across university systems
- Roles assigned automatically from study and personnel data
- Integrated identity management reduces administrative friction

### EDINBURGH

- AI-enabled handling of service queries
- Analytics support advising and early intervention
- Automation supports scheduling and allocation
- Services can scale without proportional staff growth

## RESILIENCE CONCLUSION

**Integrated data, scalable services and lower administrative friction increase response speed and release staff capacity for higher-value work.**

# The campus as a resilience reserve

*Physical assets create more value when they support multiple academic, innovation, public and commercial uses.*

## GLASGOW

- Historic halls and conference facilities marketed to external users
- Conferences, cultural events, summer schools and productions
- Professional events capability extends use beyond teaching schedules
- Commercial venue hire can support estate utilisation
- Campus also strengthens city-university connection

## TWENTE

- Campus positioned as a living laboratory
- Mobility, robotics and energy experiments use the campus environment
- Maker spaces and smart buildings support testing
- Hackathons, sporting events and industry showcases broaden use
- Students, researchers and external partners share one platform

## WU VIENNA

- Integrated academic, social and public environment
- Auditoriums, event areas, services and open public space
- Continuous use supported by multifunctional design
- Campus combines education, community and urban functions
- Public accessibility expands institutional value

### RESILIENCE CONCLUSION

**Use before build, share before duplicate, design for multiple purposes, combine academic and external demand, and manage the campus as a platform.**

## Key message for leaders

*Build options before circumstances remove them.*

**Resilient universities do not rely on one income stream, one operating model or one use of their assets.**

**DIVERSIFY**

dependencies

**DIGITISE**

capabilities

**ACTIVATE**

assets

**Universities do not become resilient during a crisis. They become resilient before it.**