Managing the university campus: current challenges and future opportunities

Speaker biographies and session abstracts

As Europe’s universities have grown in scale over the past 30 years, the effective management of space has become a constant and complex challenge for university managers. The demand for new and better space to accommodate innovative teaching, research and team-work, often with industry and business partners, is an acute challenge confronting us all. This, combined with the need to re-think space and its management as a critical component of the student and staff experience, makes the challenge even more complex. The solutions can no longer be delivered by property departments alone; an integrated approach from different professional departments is the new normal.

Our Autumn seminar aims to deal with these knotty problems in a practical and innovative way. The programme brings together some fascinating case studies with contributions from a range of speakers from Ireland, the Netherlands, Norway, S and the UK, as well as representatives from other sectors. With participants coming from as far away as Australia, our seminar offers an opportunity to share and listen to insights, successes and challenges in managing the contemporary university campus, from a multi-national perspective.
Professor Veronica Campbell

Bursar and Director of Strategic Innovation, Trinity College, Dublin (IE)

Welcome and Introduction

Professor Veronica Campbell was appointed as the University’s Bursar and Director of Strategic Innovation in 2015. This role entails providing strategic leadership in the overall development of the campus to ensure alignment to the strategic objectives of the University. The Bursar and Director of Strategic Innovation is a member of the Executive Officers Group, the University’s Senior Management Team. She is an ex officio member the Finance and Investment Board and chairs the Space Allocation and Capital Projects sub-committees of the Executive Officer Group.

drs. Dries Berendsen

Project Director Estates and Campus, Utrecht University (NL)

Shaping and realising the campus strategy of Utrecht University – how to get the maximum yield from a large investment?

The campus strategy of Utrecht University can be summarised as: connecting people: students, staff, guests; creating an inspiring campus atmosphere; and realising sustainable solutions.

In 2004 Utrecht merged several faculties into two much larger faculties embracing sciences and geosciences. It became urgent to replace most buildings, due to their condition along with asbestos problems. All bachelor programmes were concentrated in one accommodation, by renovating two existing buildings and adding new volume. The objectives were twofold: to create an interdisciplinary environment and an inspiring atmosphere for a wide range of students; and to realise excellent scores in sustainability of the building, efficiency in space use and future flexibility. Individual departments had to be convinced that: communities of bachelor students can flourish at a moderate distance from the research and master environment; and a small loss of identity can result in a large increase in efficiency and flexibility. The session will focus on the role of the project leader in this major transition, switching roles between ‘pilot’, ‘steersman’ and ‘captain’ during this building project.

Dries Berendsen MSc, is the Project Director Estates and Campus at Utrecht University. Graduating in Biology from Utrecht in 1986, Dries worked for 12 years in research and education policy, including four years on the national level. In 1999 he transferred to estates and campus management, expanding his expertise and the breadth of his leadership responsibilities. From 2010 up to 2017 Dries was the General Director of the Estates and Campus department, responsible for advising on all campus real estate developments, financial planning and control of capital investments, landmark building projects, urban planning of the Utrecht Science Park, contracts management, energy production and distribution, and advising on and maintaining compliance with safety and environmental regulations. In September 2017, Dries took on the role of realising Utrecht’s vision for new state of the art research facilities in natural and life sciences. The aim of the program is to realise efficient, cutting edge facilities for interdisciplinary research communities, ranging from physics and chemistry to biology and veterinary health sciences. The program will require a capital investment between MHz 150 and 200 in the next five years.
Ove Botnevik

Director of Estates and Facilities Management, University of Bergen (NO)

Shifting the conversation about academic strategy, planning and the management of space: Masterplanning the campus of the University of Bergen

Masterplanning a university campus is an opportunity to link crucial areas of strategy and determine how and in which direction the university choses to develop and grow. The management of space reflects both the identity and the complexity of the university.

Effective masterplanning requires deep-seated questions about institutional identity and strategic direction to be asked: how do we develop the right space to achieve our scientific goals? How do we create a better learning environment for tomorrow’s students? How do we transform places and outdoor campus spaces into attractive, public “living rooms” which reflect the academic ethos of the institution?

The University of Bergen’s masterplan in intended to achieve a number of important objectives to enable the university to develop and evolve. These objectives embrace:

- Planning for future growth and development
- Improving the potential and value of the estate and developing out Campus space
- The efficient use of space
- Sustainability in its widest sense
- Aligning real estate developments with the University’s brand objectives to project Bergen’s commitment to creative learning and scientific excellence
- Both the opportunities and challenges of digitization.

Ove Botnevik is the Director of Space and Estate Management at the University of Bergen. He holds a Master’s in Political Science from the University of Bergen. He has ten years’ experience of senior leadership in planning and delivering laboratory building developments in the Faculty of Medicine at Bergen. For the last seven years he has led the Estates and Facilities Management Division at the University of Bergen.

Nick O’Donnell

Director of Estates & Facilities, King’s College London (UK)

Supporting ‘sustainable’ growth: adapting corporate solutions to the academy

Corporate real estate professionals are increasingly being recruited into the property departments of universities. Whilst the challenges faced by big corporates deal with issues just as complex as those faced in universities, a curious skill set is arguably required to have an impact in a university setting.
Some of the issues to be covered in this session will include:

- The challenges of space and user engagement in higher education. How and why are universities different?
- Universities as long term developers and creators of "place".
- The process and critical importance of leveraging "Land & Brand".
- Performance measurement of people and property: driving performance and engaging with staff and students.
- Reprising the *Fit for King's* Programme deployed at King's College London which aims to instill an end-to-end culture of customer service in the real estate department, including outsourced staff.
- New ways of working: sometimes universities lead and sometimes they lag.

Nick O'Donnell is a qualified Chartered Surveyor and Chartered Engineer with a Master's degree in Corporate Real Estate.

Before arriving at King's in 2011, Nick’s career was in corporate real estate and facilities management with several listed companies, working in Europe, Asia, the Americas and Russia, embracing both retail and manufacturing sites. He has worked for the Financial Times, the BBC, Microsoft, HSBC, Seagram and Franklin Mint to name a few.

He is also a keen sailor who has circumnavigated the world while on an 18-month sabbatical.

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**Paul Mangan**

*Director of Estates & Facilities, Trinity College, Dublin (IE)*

Creating a living laboratory at TCD: creating innovative scientific teaching, research and student spaces on a space constrained capital city campus

Trinity College Dublin occupies a unique site in the centre of a capital city. Developing a growing university in a constrained site is a particular challenge that adds to the complexity and cost of new developments. Trinity is currently planning a new development to accommodate new and expanded courses for Engineering, Computer Science and Natural Science. The phased development will include teaching space, research space and facilities for industry academic collaboration. The Initial Phase will provide teaching accommodation to address increasing demand for places in STEM subjects and meet demand from government and industry for graduates and new technologies in these areas. The focus will be education and research on developing better buildings and cities, supporting a liveable planet through sustainable development that will sustain and enhance natural resources.

To enhance the education and output these exemplar buildings will be designed to act as a demonstration tool and test-environment for sustainability initiatives, with facilities for students to view building technology in operation and potential for ongoing data gathering over a wide range of headings.

Paul Mangan is the Director of Estates and Facilities in Trinity College Dublin. He has responsibility for strategic physical planning, capital development and for the operation, maintenance and management of the University’s buildings, grounds and facilities. He collaborates with senior College Officers in planning the future development of the College, consults with funding agencies and planning authorities, and interacts with partner institutions at a senior level.
Paul is a Chartered Surveyor and Project Manager with professional qualifications in Construction Economics and Project Management. He has represented the Irish Property and Facility Management Association on the Forum for Construction Industry in Ireland and acted as Chairman of its Task Force on Sustainability in Construction. He is a member of the Project Management Committee of the Society of Chartered Surveyors in Ireland. He has extensive experience in the procurement, delivery and operation of buildings.

Karolina Ganhammar

*University Architect, Head of Properties Division, Linköping University (SE)*

*Students in charge!*

Linköping University, LiU, conducts world-leading, interdisciplinary research and delivers innovative educational programmes, frequently with a clear professional focus to 27,000 students. It employs 4,000 staff.

The ability of students to influence their education and environment is, and always has been, a priority at LiU. The student unions are fully represented on the LiU’s boards, committees and project groups. Further, LiU has long-established meeting formats that facilitate a candid and recurrent dialogue between the student representatives and the university’s management.

A key means of accessing the student voice is via *The Student Survey*, which was initiated by the student union but which is delivered collaboratively by the union and the university. Respondents left more than 1,000 comments in the free-text field for the ‘premises’ section of the survey. A key question for the university is: how accommodating should LiU be; how far should student influence go?

One of the major new developments underway at LiU is a new Student Building at the Valla Campus, which aims to create a welcoming, open and intelligent atmosphere, functioning as a meeting place where students and staff can interact, study, work and exchange ideas. The building has been designed for ecological, social and financial sustainability, and is expected to be completed in 2019.

Karolina Ganhammar is the University Architect and Head of the Properties Division at Linköping University. She is responsible for ensuring that the university’s premises are used efficiently and that the spaces on the campuses are constantly developing. Karolina and her colleagues in the Properties Division work with a diverse range of issues, including campus planning, property management, examination services, plus a number of other interesting projects of varying scope and content. As an architect, what motivates Karolina is the stimulating interaction with students and staff.
Sue Holmes

Director of Estates and Facilities, Oxford Brookes University (UK)

Learning from life and experience- how to get the most out of your estate

Our university estates are high cost and high value and we need to make the most of them in terms of quality, efficiency and value. In order to attract and retain students and staff we need to ensure that we can develop and maintain aspirational facilities whilst meeting legal obligations. This results in making challenging decisions every day, balancing investment and operational costs. Needs are inevitably additional and yet we need to ensure all space is used effectively. Students expect large swathes of space to be available and serviced 24 x 7.

This session will use case studies from three UK universities to explain how we are continually looking to provide better quality and well used and innovative spaces to meet tomorrow’s needs. These case studies demonstrate different approaches to developing inspire estates and looking at alternative ways to innovate solutions. Comfort zones are not designed to be destinations.

The session will involve participants in thinking about opportunities for their own institution and to share practice or potential solutions with each other.

Sue Holmes is Director Of Estates and Facilities Management at Oxford Brookes University with responsibility for managing planning, construction, maintenance, facilities and sports, servicing the higher education estate, in support of the university’s strategic objectives. She is recognised as an expert on university space management, developing innovative spaces which create flexible and interesting areas in which to develop teaching and learning, and on issues related to effective use of space and good design in UK Higher Education and has spoken nationally and internationally on this subject. At Oxford Brookes, Sue has worked with her teams to develop innovative spaces which create adaptable and fascinating areas in which to amplify teaching and learning. Prior to Oxford Brookes, she worked as Director of Estates at Leeds Beckett University and Sheffield Hallam University.

Sue held the role as Chair of the Association of University Directors of Estates, AUDE, in 2015/16 and is currently responsible for communications from AUDE.

Barry Schuurman

Senior Adviser and Project Manager, Real Estate Department, University of Groningen (NL)

Joys, Trials and Tribulations: working with public & private partners to develop old and new campuses in Groningen

This session will focus on the cooperation between multiple public and some private partners in developing a major new university campus at the University of Groningen. The University’s partners are: the University Hospital, which is a separate entity and landowner; the Groningen Local Government; and a semi-private development company.
In common with many joint venture developments, the partners’ high level goals are largely aligned, but the speed and the need for delivery is different for each partner, as are their particular interests in the overall programme. The University’s needs are most urgent; as is the space envelope it will occupy. The University Hospital’s needs are less urgent, with a tendency to be less interested in the bigger picture and more interested in Hospital-only project elements of the overall programme. The local government is not a landowner but as the campus is part of the inner city, it has a keen interest in the development, using its governance powers to exert influence. The semi-private company wants to have the best of both worlds and is focused on making money!

As the primary partner, the University has had to find ways to develop an integrated and adaptive plan where all needs and wishes are fulfilled and the gains and costs are equal for all partners, as well as a process for keeping all partners aligned. This session aims to tell you our story and give you a sense of the journey we are embarked upon!

Barry Schuurman is a Senior Adviser and Project Manager in the Real Estate Department at the University of Groningen. He has extensive experience of real estate and project management and has worked at the University for the past 5 years. He is currently responsible for a programme of estates development projects at one of Groningen’s campuses, working closely with both staff and students in faculties as well as central services providers. Prior to joining the University, Barry worked in municipal government administration as a project manager. He was educated at Han University of Applied Sciences graduating in Architecture and Building Science and Technology.