

# Campus design and estate management: concepts and challenges from an international perspective

Dr. Susan Harris-Huemmert

13th Annual Conference German Society for Research in Higher Education (GfHF)

Speyer, 12th-13th April 2018

Block II, Track 1 - ID 9665

# Why is HE estate important?

1. **Uplifts the spirit** toward academic ideals of institution  
(Coulson, 2010 & 2015)
2. **Impacts on our wellbeing** and extent to which we thrive  
(de Botton, 2006/ 2014; Cabe, 2005)
3. Provides environments for **creativity & innovation**,  
thereby serving society's development overall
4. **Material cost**
5. **Sustainability** (building for *centuries*, not *decades*...)

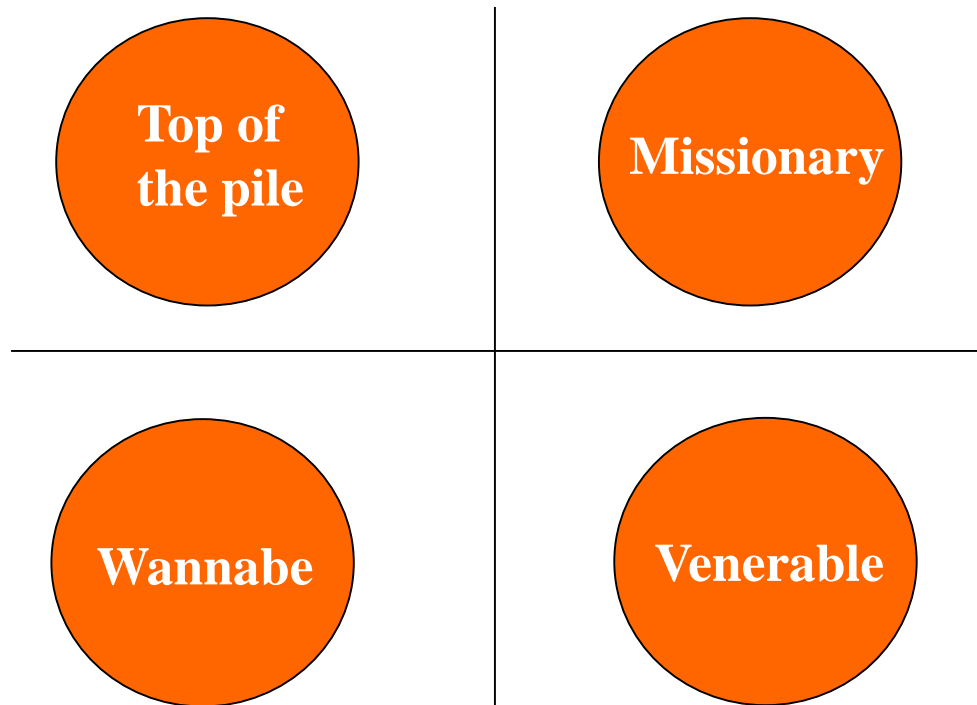
# Research questions

1. How is HE estate management „done“?
  - a) Organisation
  - b) Legislation
  - c) Finance
  
2. Which **concerns** do HE planners have?
  
3. Which **challenges / restrictions** do they face?
  
4. Are some HE planners doing it ‚better‘ than others?

# Theoretical model

## Strategic capability model



Thoenig & Paradeise (2016)



# International case study research (Yin 2005/2018)

- Different institutional *types*
- Different *countries & legislations*
- Different *approaches* to HE estate

# Cases to date, others to follow:

- **University Lausanne (1537/1890)** 
- **École polytechnique fédérale de Lausanne (1969)**
- **University of Oxford (ca. 1096)** 

**Austria** (Vienna, Graz, Innsbruck); **Denmark** (Copenhagen);  
**Holland** (Amsterdam), **Germany** (various) and **China**  
(Beijing)

# Methods

**1. Online and archival research** into history, estate strategy, institutional development & maintenance of sites

**2. Semi-structured interviews**

Vice Presidents in Human Resources & Operations  
in Innovation  
in Durability and Campus

Administrative staff in Estate Management  
Student representatives

**3. Group discussions** with students

# Concepts of HE estate

## 1. Generic town or city campus

Sites that have developed in the middle of towns (Oxford; Heidelberg; Vienna; Bologna)

## 2. Green campus

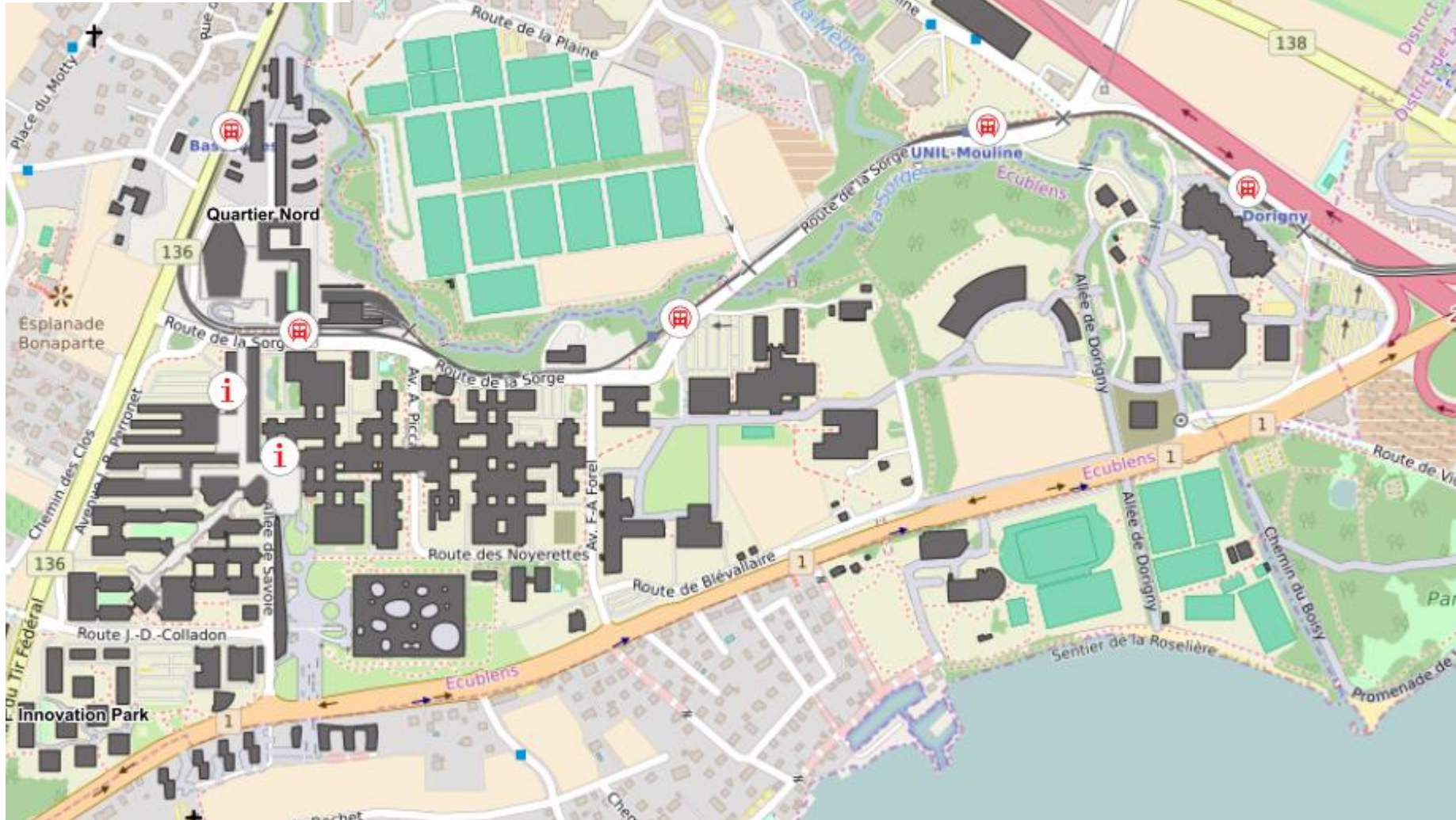
Sites built outside of towns e.g. UAE near Norwich. Student village



## 3. Knowledge conglomeration

Different HEIs develop to become ‚greater knowledge area‘ e.g. UNIL & EPFL Lausanne





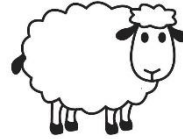


- Paced construction over time
- Insular building principle with own identity
- Park and lakeside setting kept, including sheep...
- 20 buildings, growing **slowly**
- Geopolis, 2013

# Space, science & site experience



**Biophore, 1983**



**Geopolis, 2013**



**Space to relax and talk**

**Unithèque, 1982**



**Anthropole, 1970**



Photo©Alain Herzog

# from 1968 onwards

- 1968 EPFL founded 6th October, originally Ecole Speciale de Lausanne
- 1978 First buildings on Dorigny site inaugurated
- 1991 **Science Park** opened, encouraging transfer
- 2000 Patrick Aebischer becomes president
- 2002 Schools created, promoting transdisciplinarity
- 2010 **Rolex Learning Centre** opened  
(*organic* architecture)
- 2014 **Swiss Tech Convention Centre** &  
**Artlab** (museum, Montreux Jazz café)
- 2017 Student accommodation + shopping onsite

# Space, science & site experience



Discovery Lab, cross-disciplinarity & food truck



Interconnecting terrace walkways

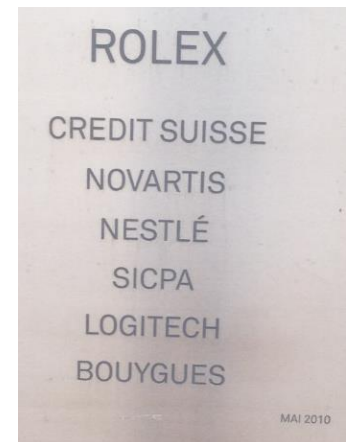


Artlab, 2014, incl. Montreaux Jazz Café



Site biodiversity certified by „Nature & Economie“

# Rolex Learning Centre 2010



# Ongoing results



- Site development from inside out, along two main axes.
- Different architects e.g. Sanaa (Rolex)
- Strategic capability of president for network-building, sponsoring etc.
- Compact site, short distances, transdisciplinarity.  
Open 24/7



- Site development more gradual, faculty-based  
One architectural vision (onsite offices)
- Central hub for administration, books & food
- Ongoing development in accordance with Cocchi's idea.  
Becoming 24/7



# University of Oxford



New College 1379  
Garden Quad

Planned quadrangle  
New College 2018



Radcliffe Camera 1737 →



← Blavatnik School of Management 2017

# University of Oxford



Challenges of maintaining and managing ancient, landmark protected AND modern sites.

## Environmental restrictions (watermeadows, woodland)

- Site development from inside out, colleges and Science Park.
- Various architects e.g. Christopher Wren, Zaha Hadid
- Increase in professionalism in estate management
- Greater freedom, *sympathetic* choice of materials
- Greater awareness of sustainability and ecology.
- Ongoing modification for state-of-the-art needs.

# Trends and conclusions

Digitalisation

Web-speed and access

Data storage & data security!

Library space (outsourcing, fast delivery)

Student needs (living / learning spaces)

Green environments, sustainability

# Thank you!