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# CAMPUS MANAGEMENT CHALLENGES IN EUROPE

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Małgorzata Rymarzak  
University of Gdansk

Alexandra den Heijer  
TU Delft  
Monique Arkesteijn  
TU Delft

# THE NETHERLANDS AND POLAND

## THE NETHERLANDS

55 HEIs (incl. 14 universities)

840.000 students total

90.000 international students

7 mln m<sup>2</sup>

19.286 USD expenditure/per student

## POLAND

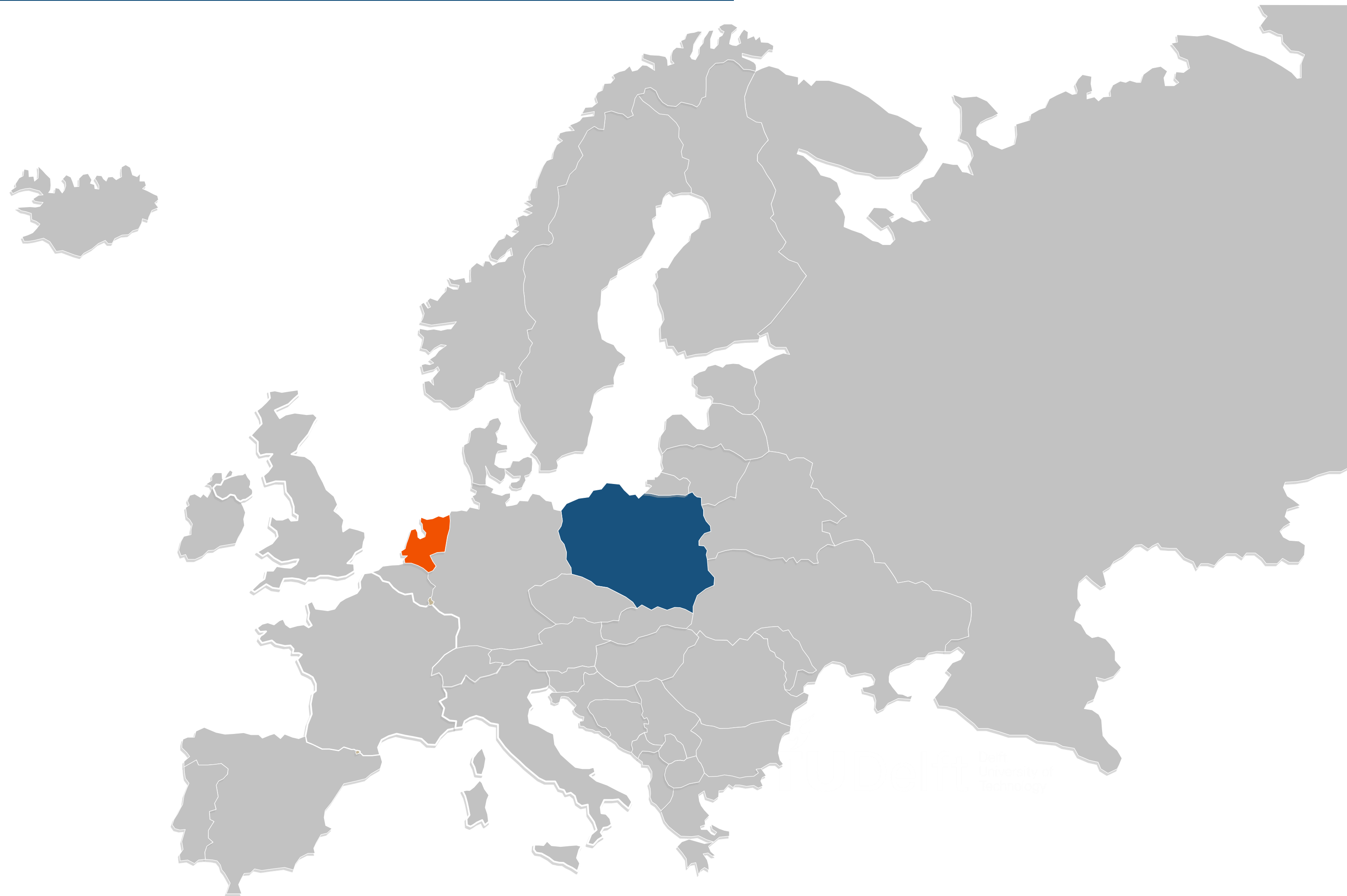
132 HEIs (incl. 96 universities)

1.600.000 students total

55.000 international students

12 mln m<sup>2</sup>

9.687 USD expenditure/per student



Source: OECD, 2015; EUROSTAT, 2016.





# GENERAL STRATEGIES OF DUTCH AND POLISH PUBLIC UNIVERSITIES REFERRING TO CAMPUS

Table 1. Number of strategies of public universities in the Netherlands and in Poland

Universities	n=	Universities with strategic plans referring to campus
The Netherlands	13*	100%
Poland	96**	76%

\* 1 Open University and 41 Universities of Applied Sciences were excluded.

\*\* 36 Universities of Applied Sciences were not analysed.

Source: own elaboration.



# CAMPUS GOALS OF DUTCH AND POLISH UNIVERSITIES

Table 2. Campus goals of Dutch and Polish universities mentioned in their general strategies

## The Netherlands

Focus on **three** perspectives:

- organizational
- functional
- physical

## Poland

Focus on **two** perspectives:

- functional
- financial

Perspective	Campus goals	% of strategies	
		the Netherlands	Poland
Organizational	Stimulating innovation	54%	4%
	Supporting culture	92%	0%
	Stimulating collaboration	92%	0%
	Supporting image	85%	1%
	Improving quality of place	85%	23%
Functional	Supporting users activities	<b>100%</b>	<b>49%</b>
	Increasing users satisfaction	38%	33%
	Increasing flexibility	77%	7%
Financial	Decreasing costs	38%	<b>45%</b>
	Increasing real estate value	23%	14%
	Controlling risks	31%	8%
Physical	Reducing footprint	<b>100%</b>	10%

Source: Rymarzak, et al. 2018 (submitted paper).





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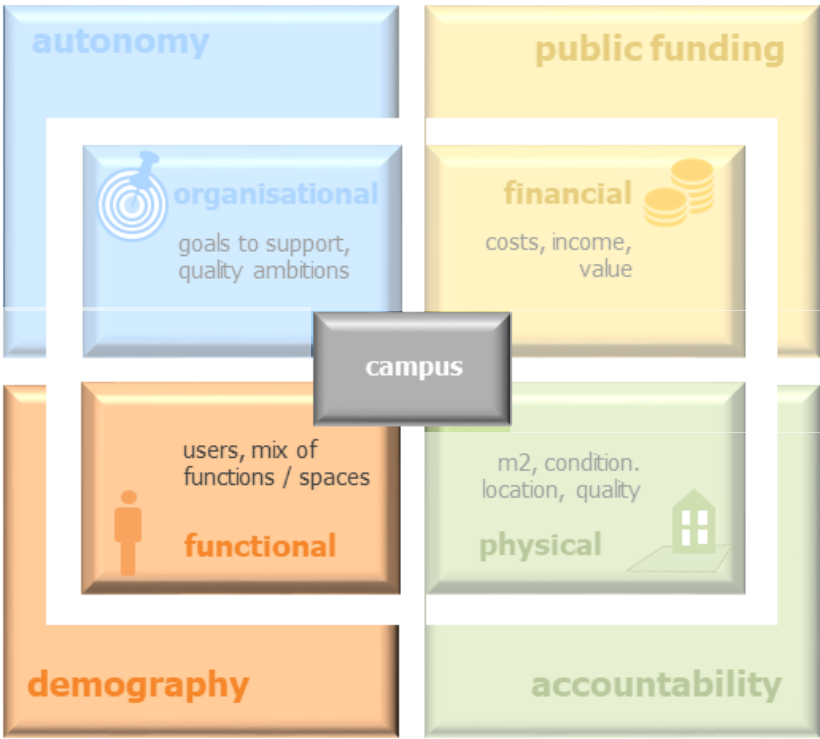


# POSSIBLE REASONS FOR THE DIFFERENCES IN CAMPUS GOALS OF THE EUROPEAN UNIVERSITIES



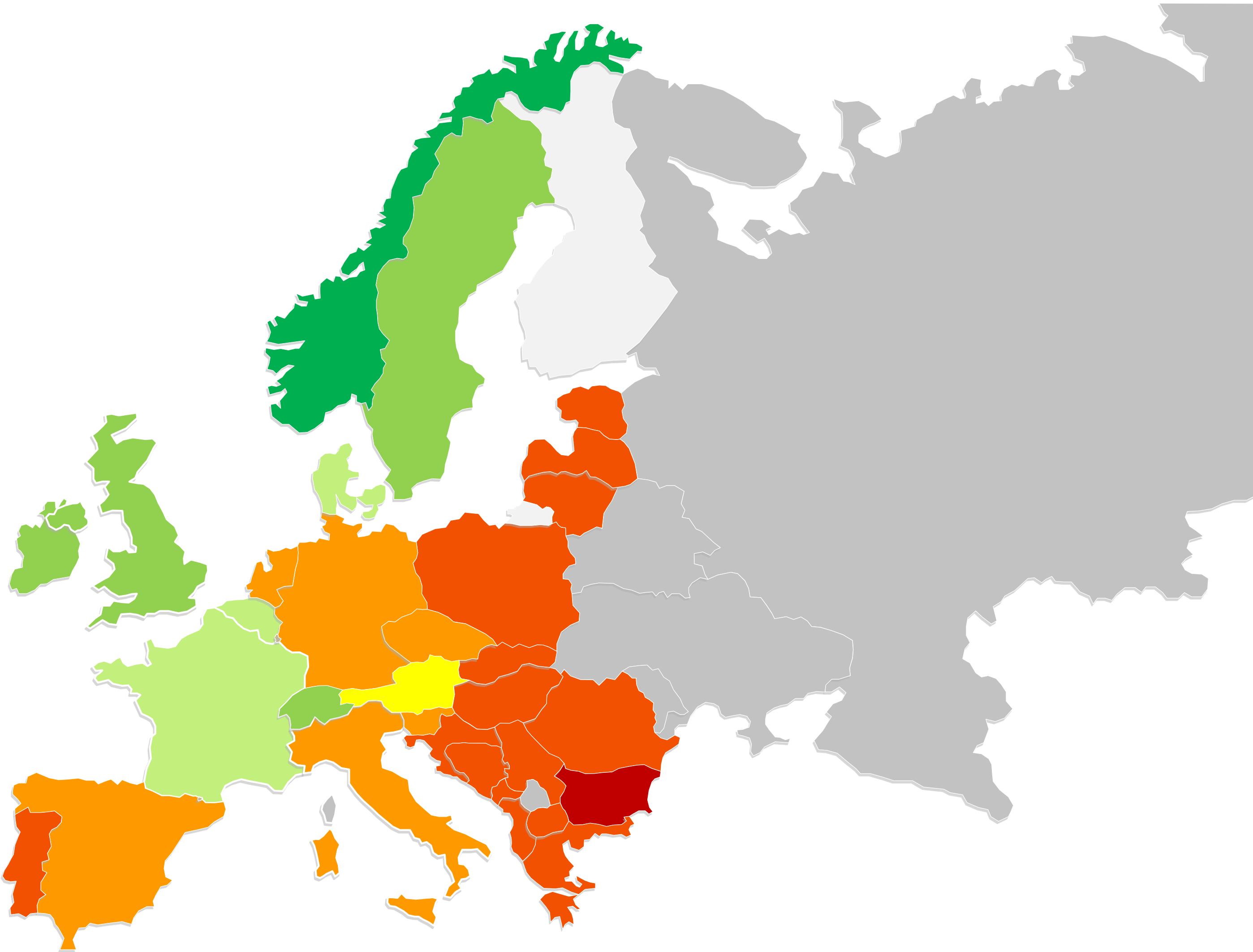
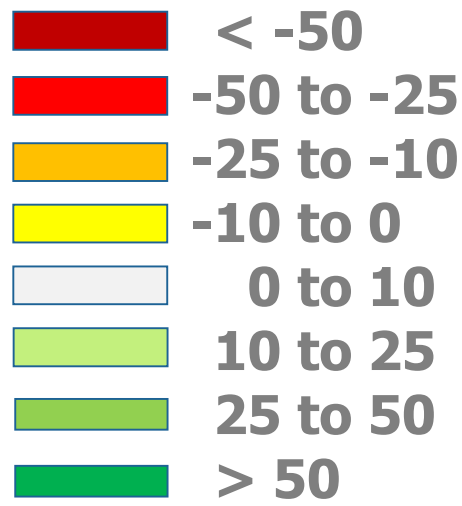


# FUNCTIONAL PERSPECTIVE AND DEMOGRAPHY



## Projected population change in European countries, 2015-2100

Percentage

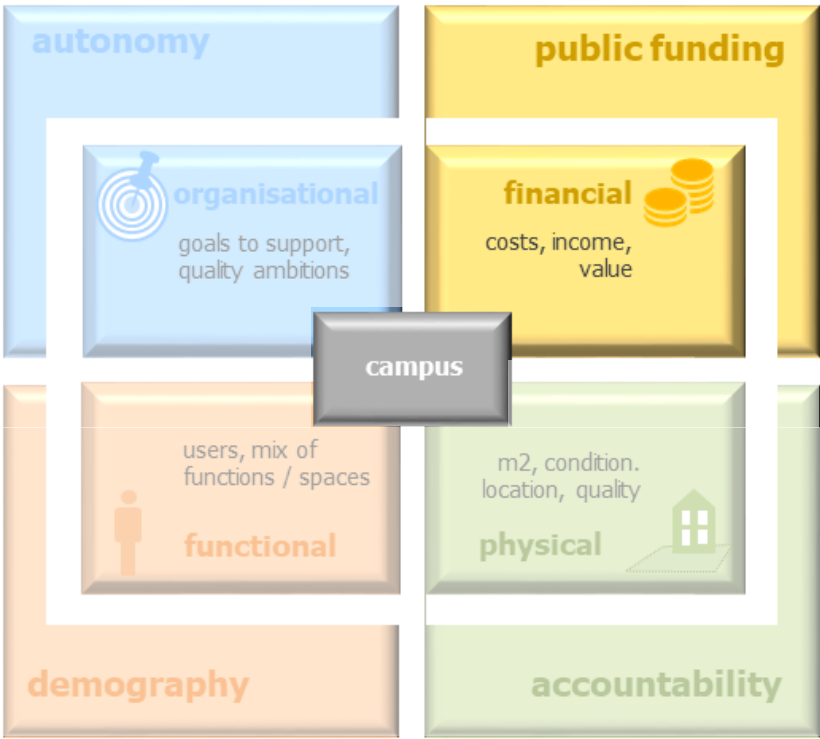


Source: EUROPEAN ENVIRONMENT AGENCY, <https://www.eea.europa.eu/data-and-maps/figures/projected-population-change-in-european>.



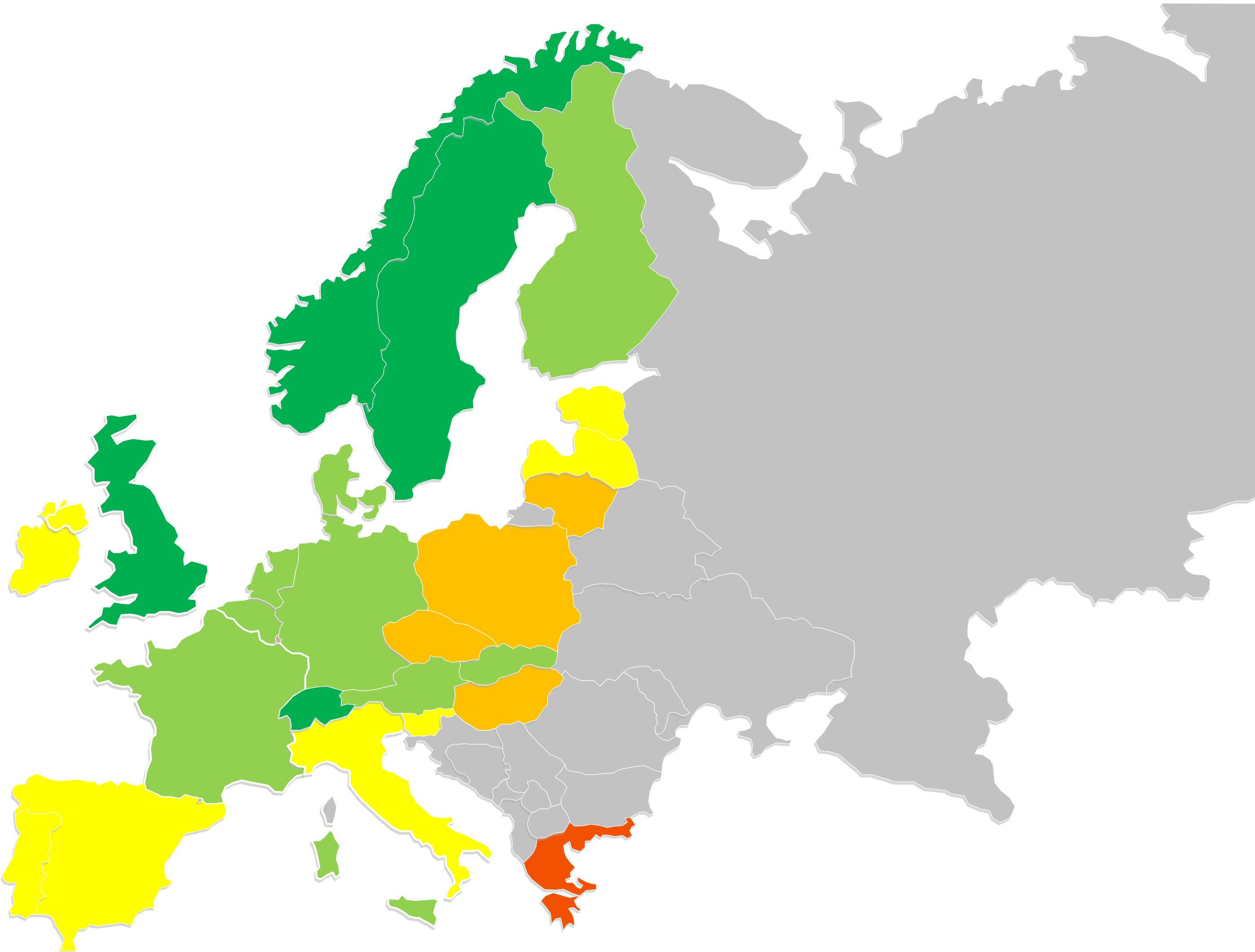
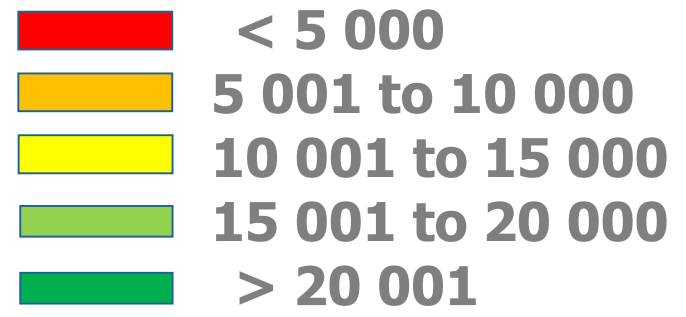


# FINANCIAL PERSPECTIVE AND PUBLIC FUNDING



## Education spending, 2016

USD per student annually

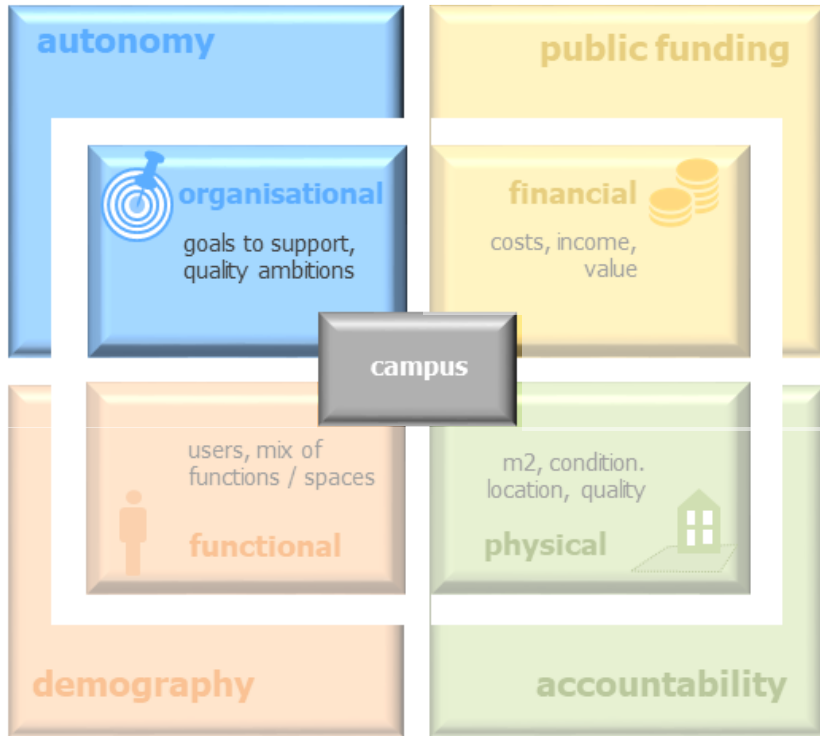


Source: Own elaboration based on: OECD 2018.

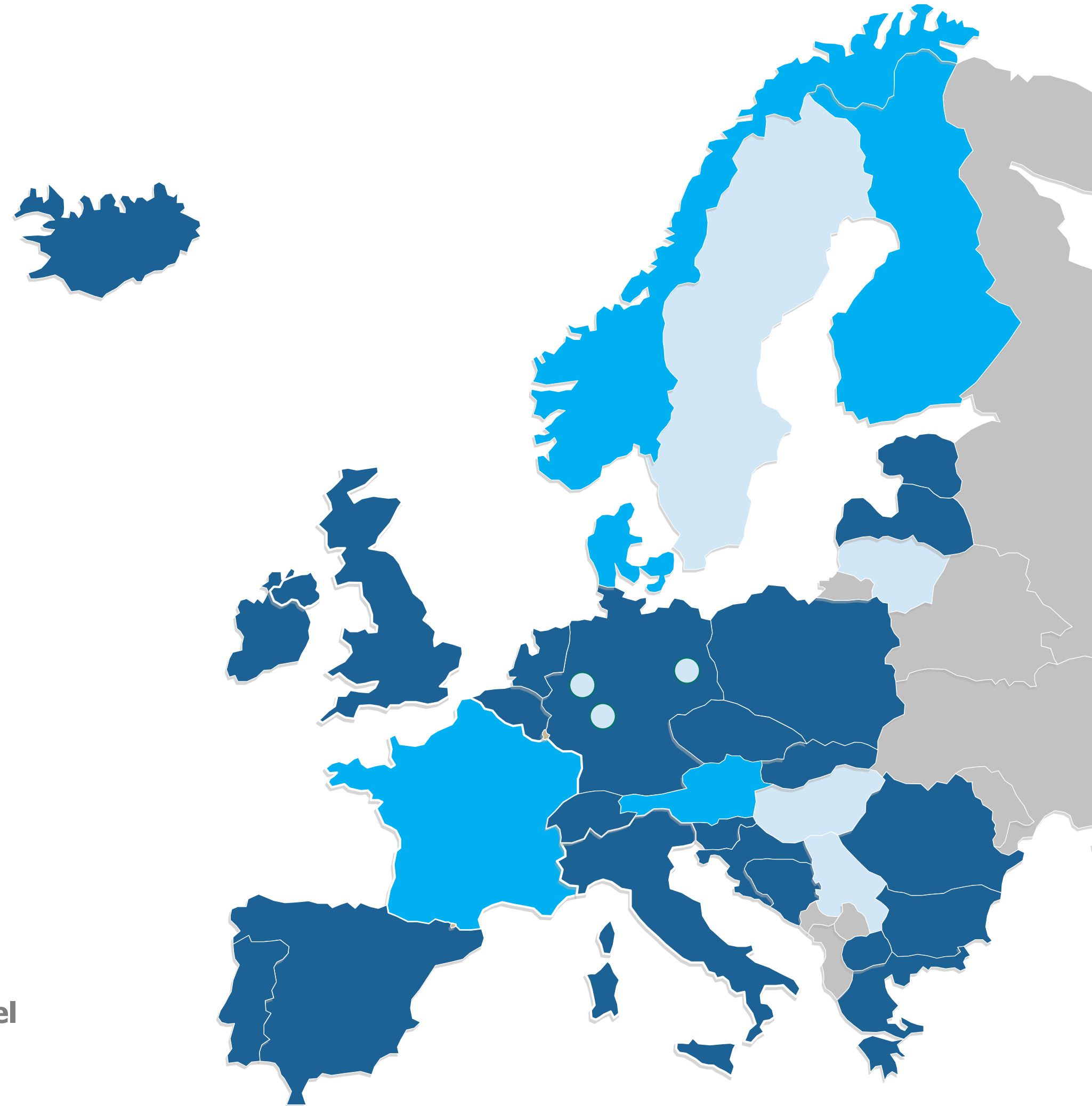
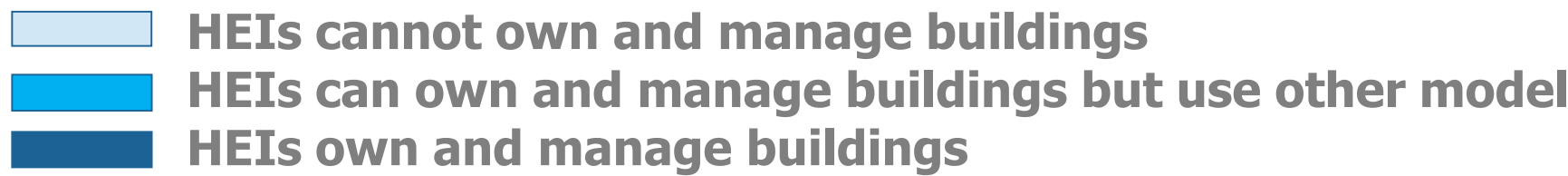




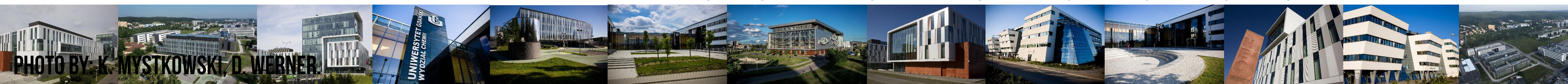
## ORGANISATIONAL PERSPECTIVE AND AUTONOMY



# Ownership and management of university buildings

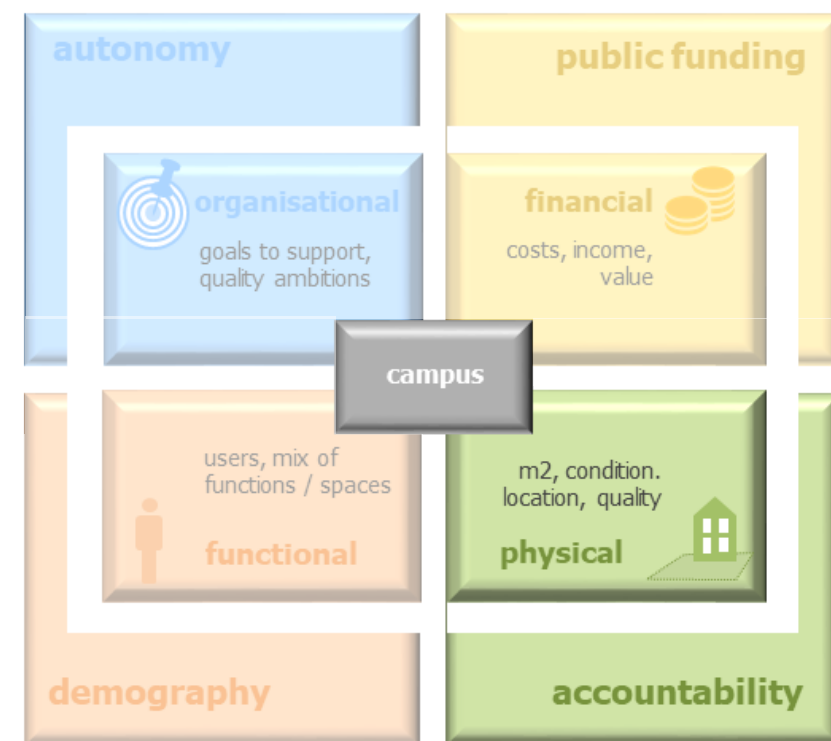


Source: Own elaboration based on: Estermann, T., Nokkala, T. (2009). *University autonomy in Europe I. exploratory study*. Brussels: EUA.





# PHYSICAL PERSPECTIVE AND ACCOUNTABILITY



THERE IS NO COMPARABLE ESTATE DATA ON EUROPEAN LEVEL IN:

- **EUROSTAT**
- **UNESCO**
- **OECD** (Centre for Effective Learning Environments (CELE) focuses mainly on the relations between infrastructure conditions and learning performance)
- **INTERNATIONAL RANKINGS OF UNIVERSITIES** (Shanghai Ranking, QS Top Universities, U-multirank)







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# IS THERE A NEED FOR TRANSNATIONAL COMPARISON OF UNIVERSITY CAMPUSES?





## CONTACT INFORMATION

### **Małgorzata Rymarzak**

University of Gdańsk, Poland  
Faculty of Management  
Department of Investment and Real Estate  
e-mail: [malgorzata.rymarzak@ug.edu.pl](mailto:malgorzata.rymarzak@ug.edu.pl)

### **Alexandra den Heijer**

TU Delft, the Netherlands  
Faculty of Architecture and the Built Environment  
Department of Management in the Built Environment  
e-mail: [A.C.denHeijer@tudelft.nl](mailto:A.C.denHeijer@tudelft.nl)

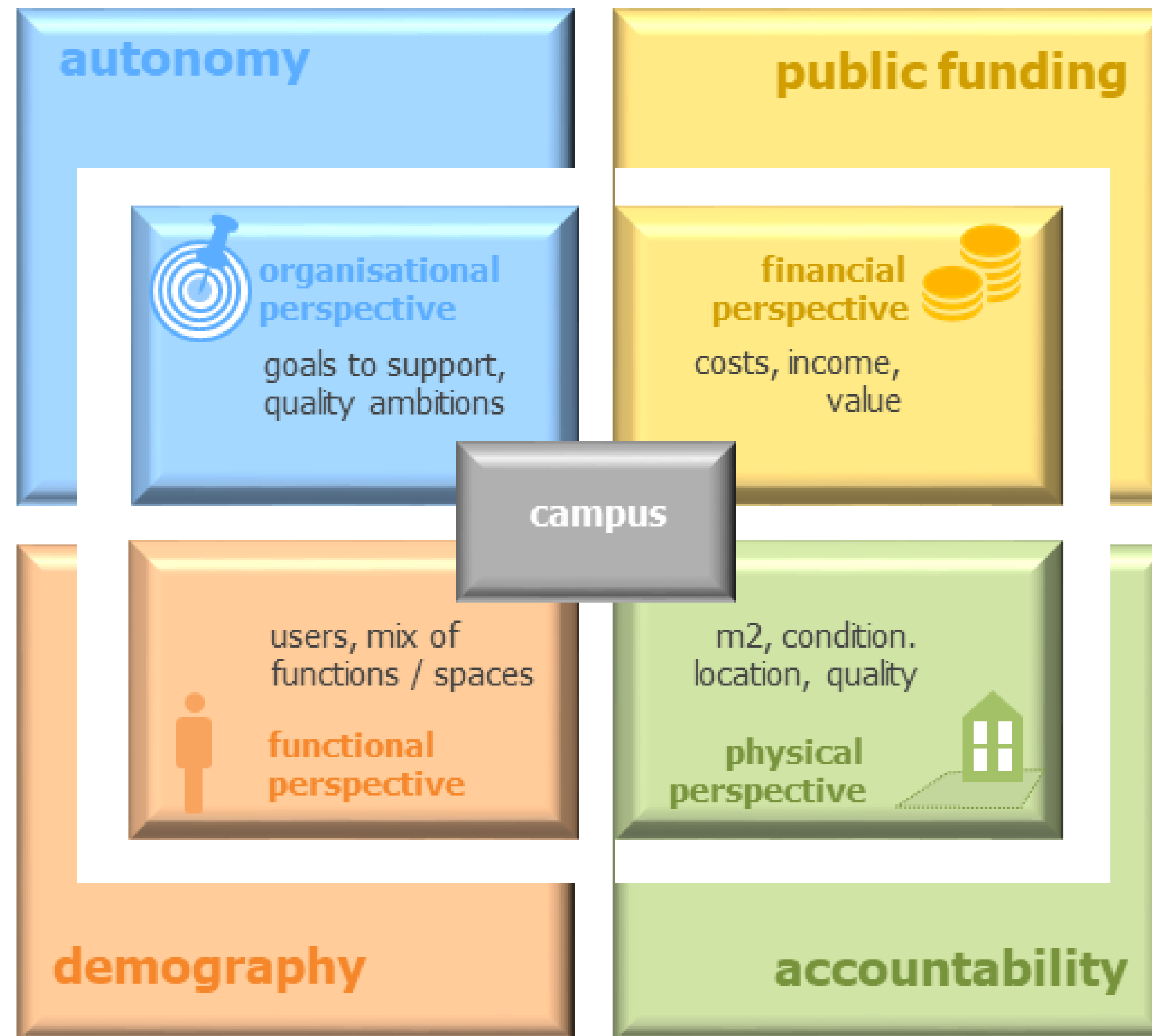
### **Monique Arkesteijn**

TU Delft, the Netherlands  
Faculty of Architecture and the Built Environment  
Department of Management in the Built Environment  
e-mail: [M.H.Arkesteijn@tudelft.nl](mailto:M.H.Arkesteijn@tudelft.nl)





# CAMPUS GOALS DEPEND on



Source: Own elaboration based on: DEN HEIJER 2011.

