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CAMPUS MANAGEMENT CHALLENGES IN EUROPE

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THE NETHERLANDS AND POLAND

THE NETHERLANDS

55 HEIs (incl. 14 universities)

840.000 students total

90.000 international students

7 mln m²

19.286 USD expenditure/per student

POLAND

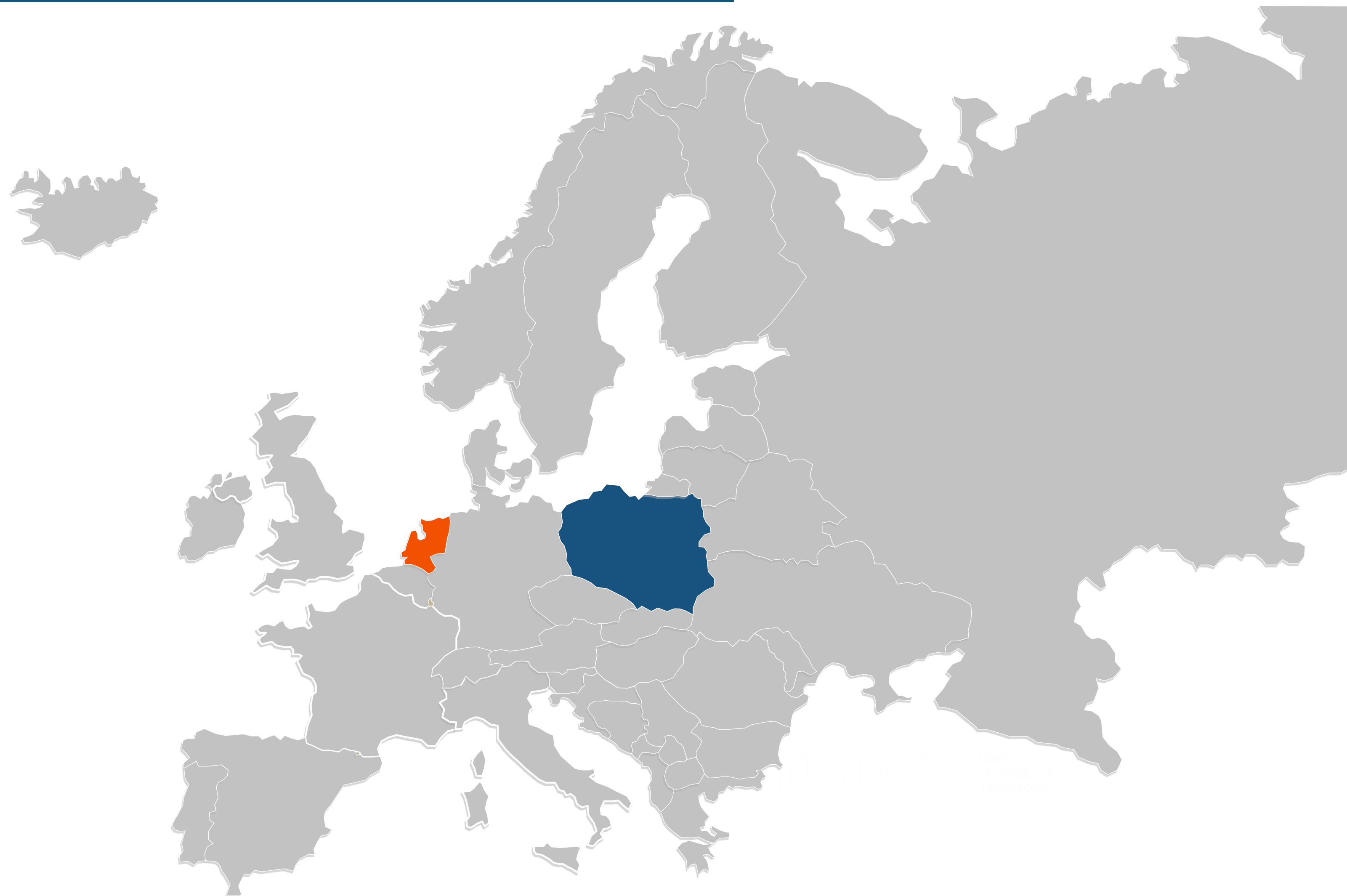
132 HEIs (incl. 96 universities)

1.600.000 students total

55.000 international students

12 mln m²

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.



PHOTO BY: K. MYSTKOWSKI, D. WERNER

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	100%	49%
	Increasing users satisfaction	38%	33%
	Increasing flexibility	77%	7%
Financial	Decreasing costs	38%	45%
	Increasing real estate value	23%	14%
	Controlling risks	31%	8%
Physical	Reducing footprint	100%	10%

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



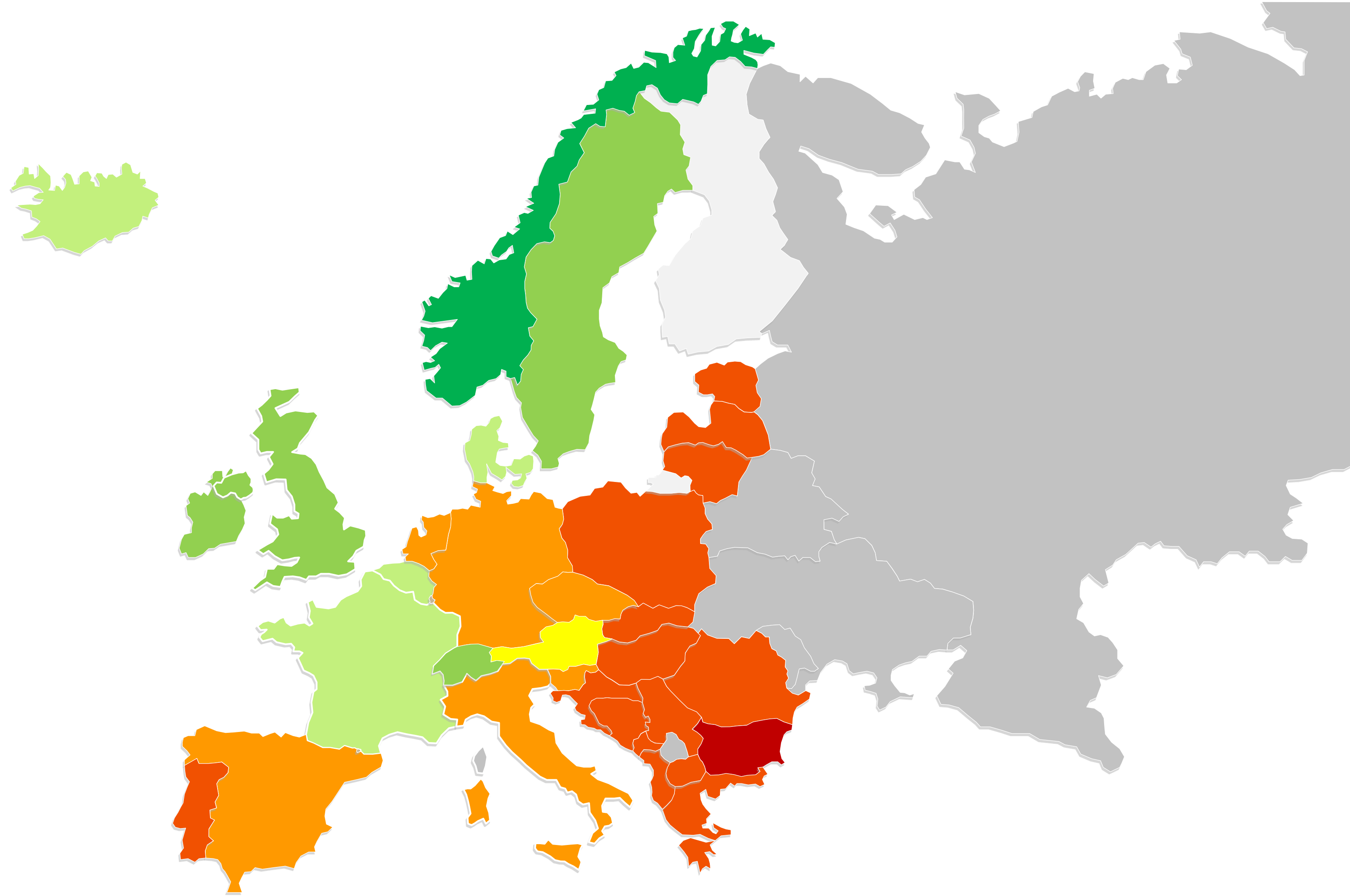
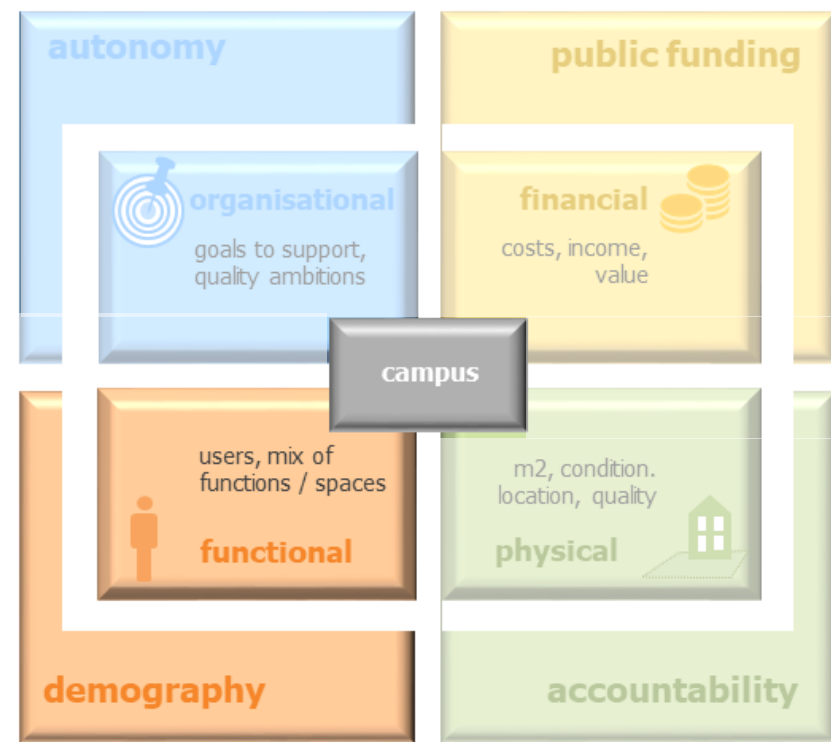
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POSSIBLE REASONS FOR THE DIFFERENCES IN CAMPUS GOALS OF THE EUROPEAN UNIVERSITIES

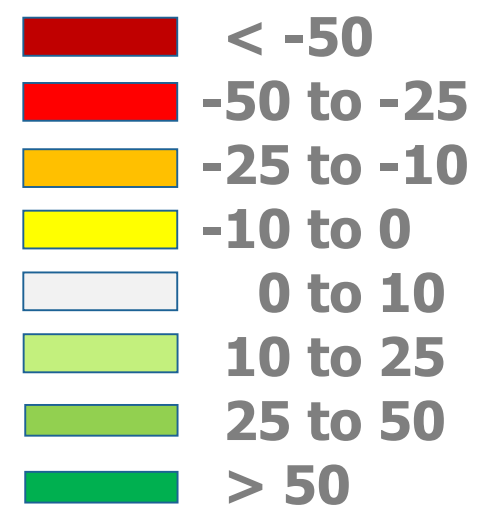


FUNCTIONAL PERSPECTIVE AND DEMOGRAPHY



Projected population change in European countries, 2015-2100

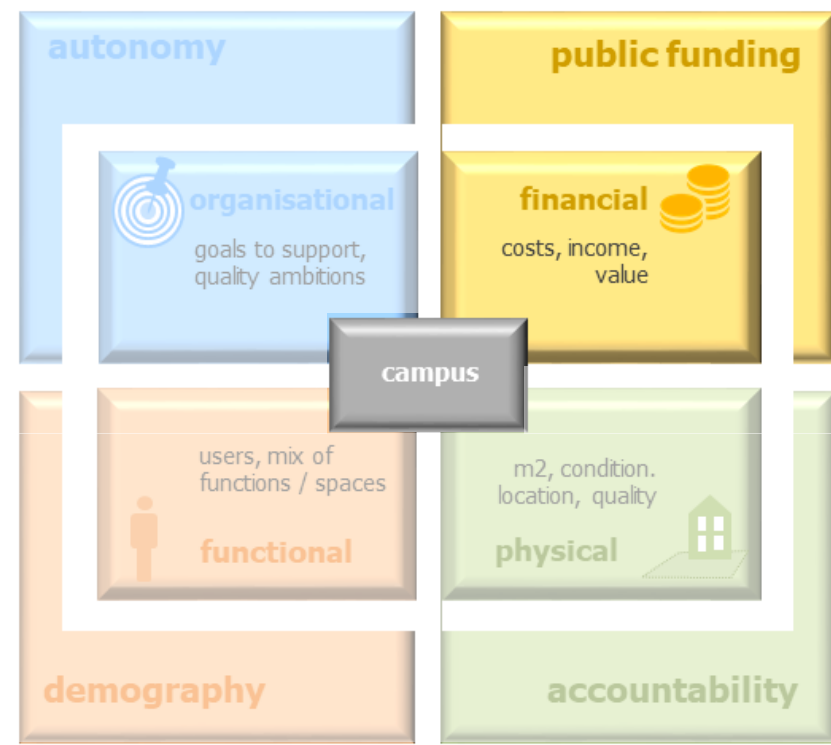
Percentage



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

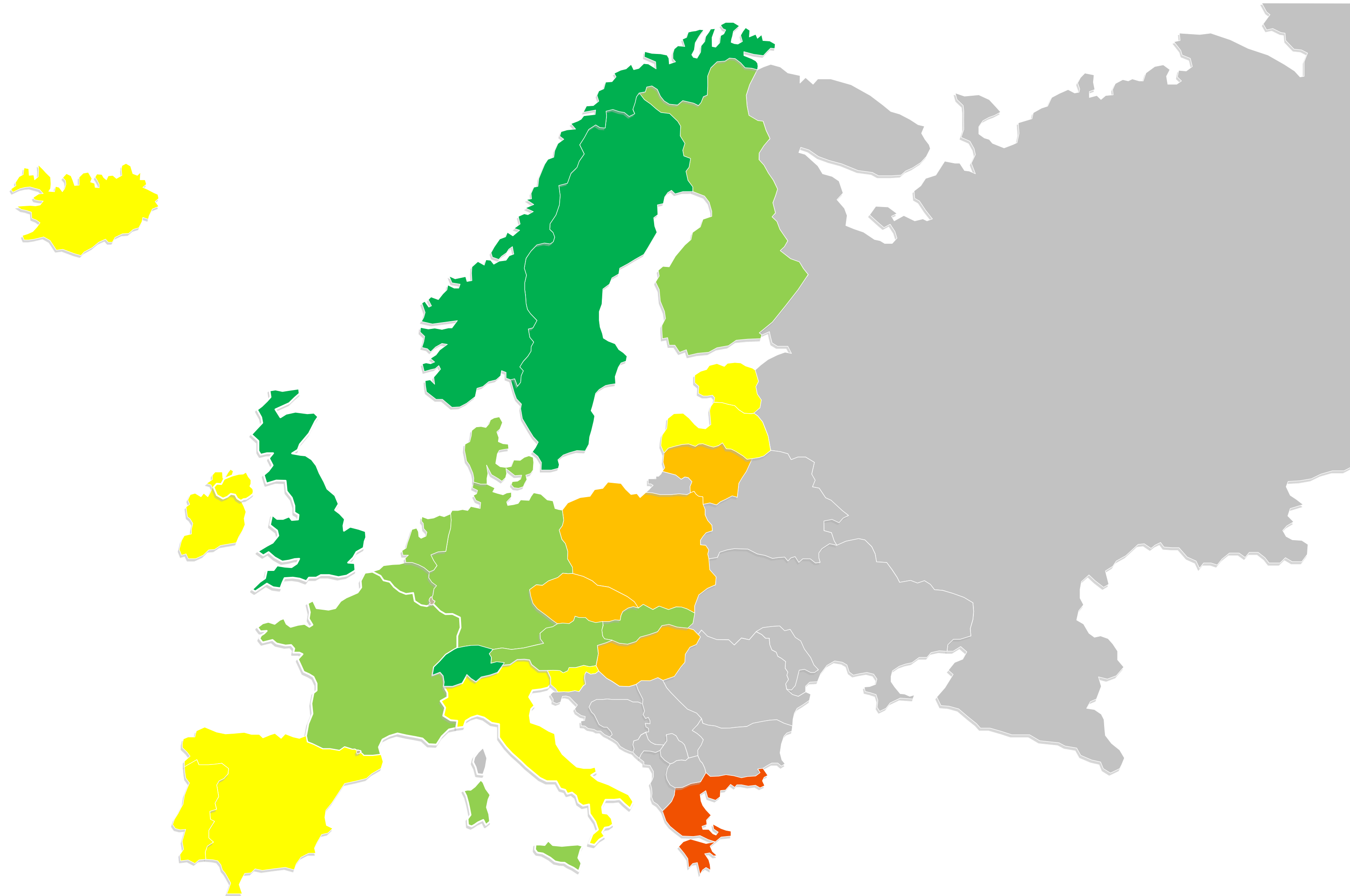
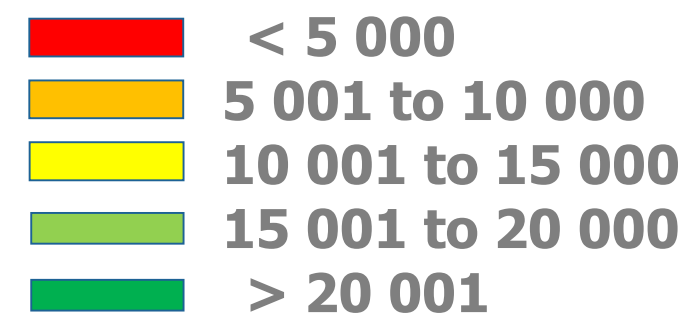


FINANCIAL PERSPECTIVE AND PUBLIC FUNDING



Education spending, 2016

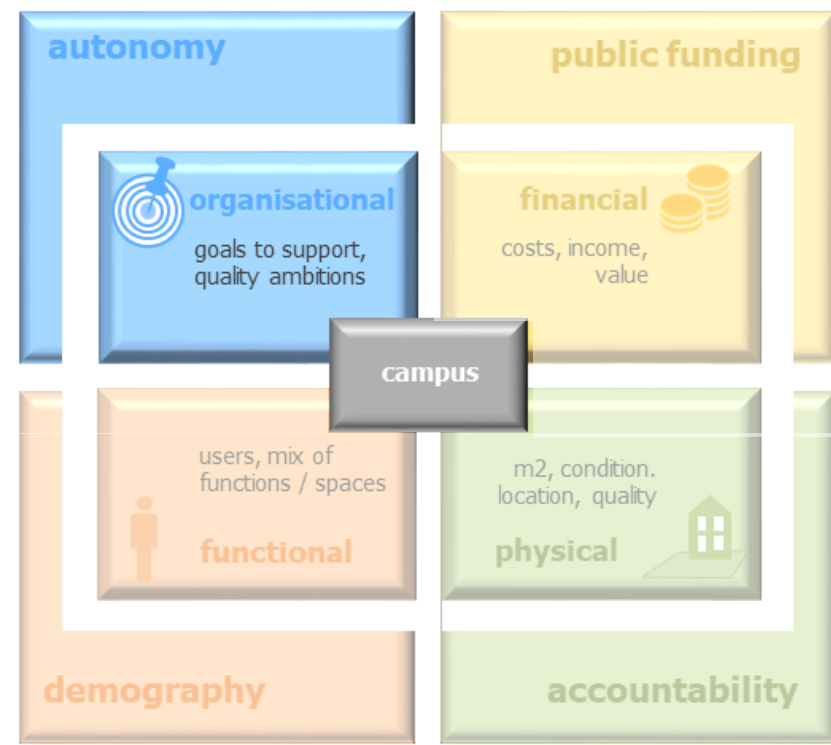
USD per student annually



Source: Own elaboration based on: OECD 2018.

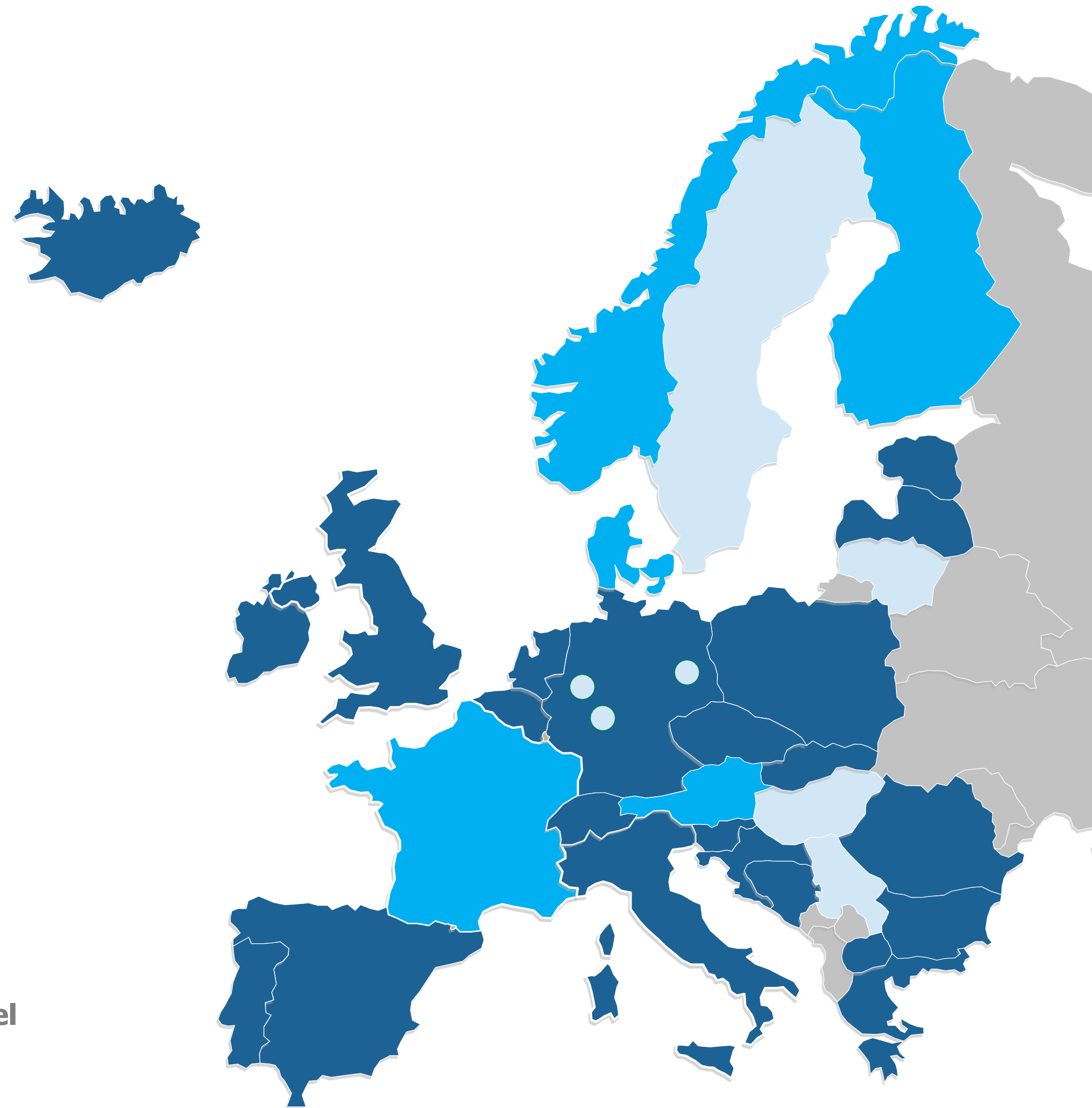


ORGANISATIONAL PERSPECTIVE AND AUTONOMY



Ownership and management of university buildings

- HEIs cannot own and manage buildings
- HEIs can own and manage buildings but use other model
- HEIs own and manage buildings



FINLAND

 UNIVERSITY PROPERTIES OF FINLAND LTD

SWEDEN

 AKADEMISKA HUS

NORWAY

 STATSBYGG

DENMARK

 DANISH BUILDING AND PROPERTY AGENCY

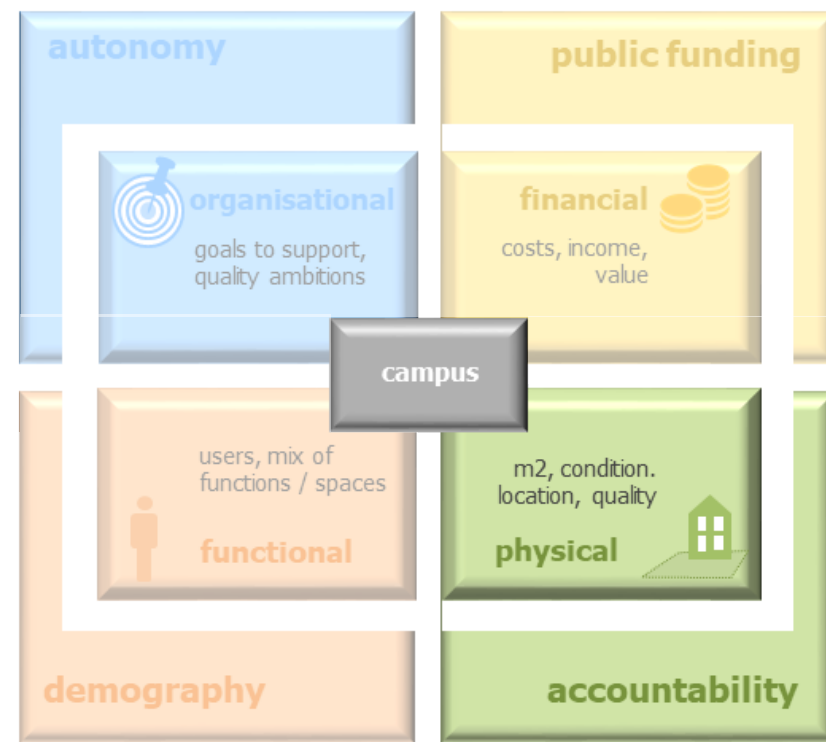
AUSTRIA

 BUNDES IMMOBILIEN GESELLSCHAFT

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?





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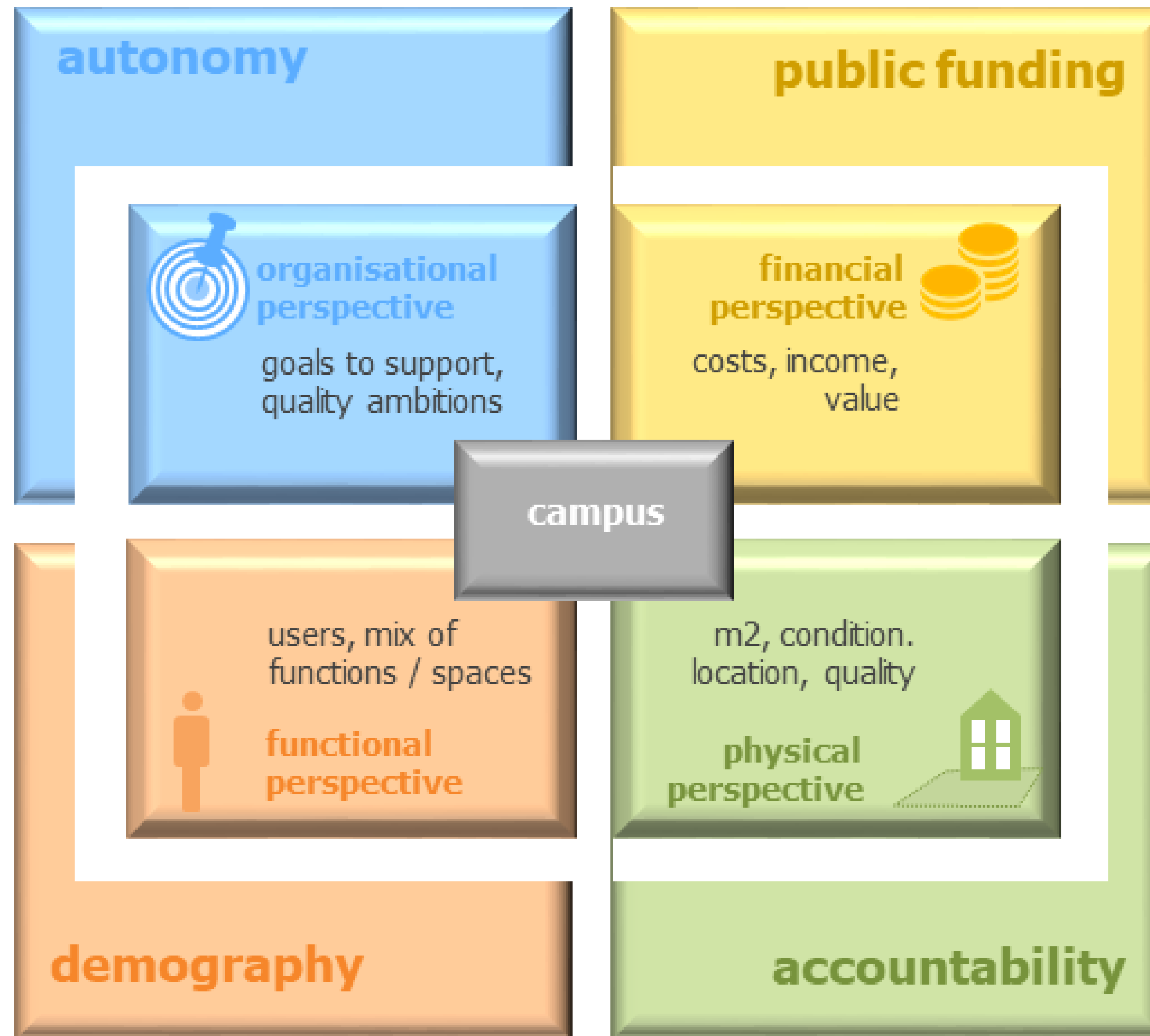
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CAMPUS GOALS DEPEND on



Source: Own elaboration based on: DEN HEIJER 2011.

