

# Campus management in light of Covid-19: trends and key points for action

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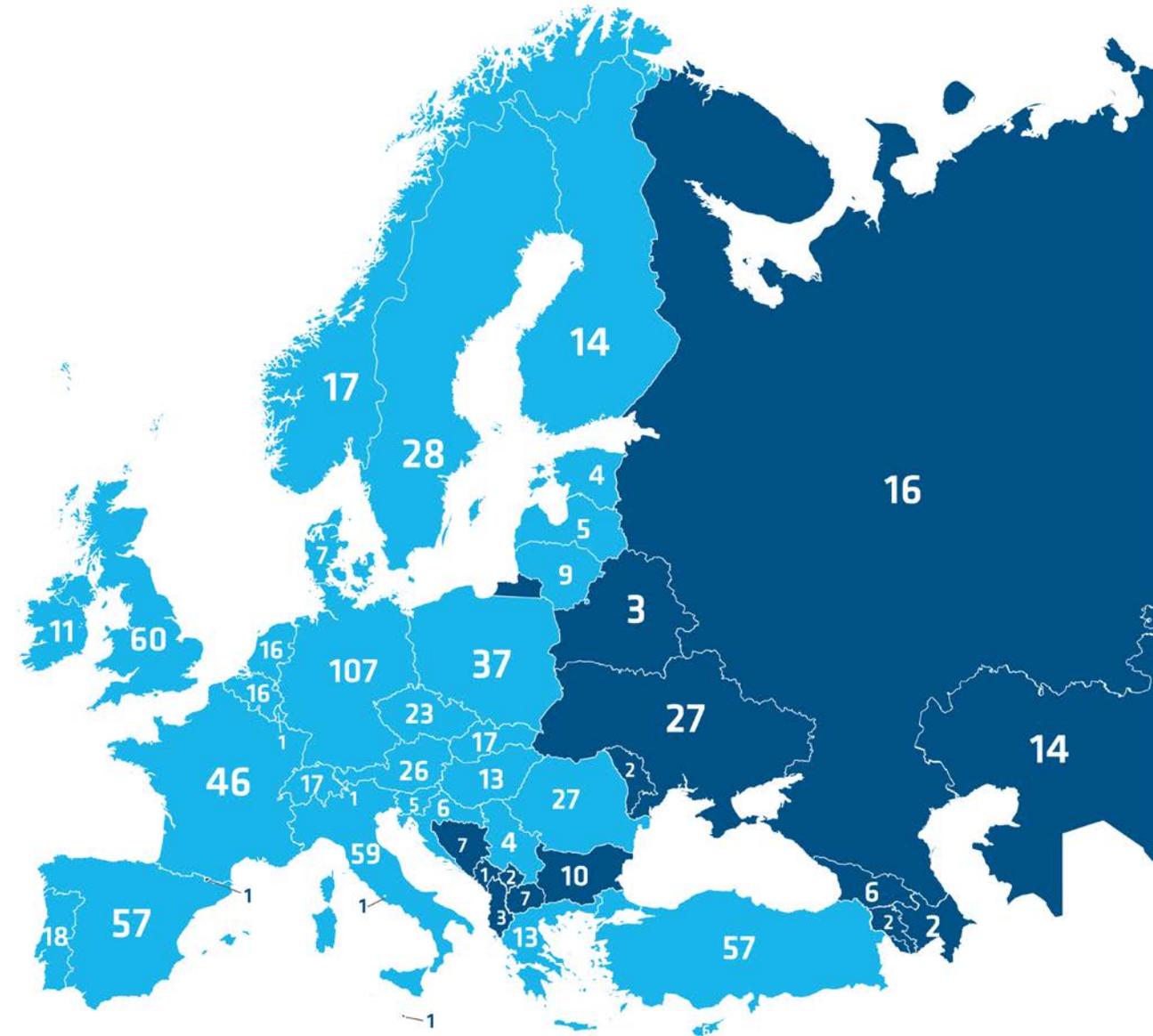
24 November 2020

## Outline

1. **EUA**
2. **Key campus trends prior to Covid-19**
3. **Common challenges posed by the pandemic**
4. **Impact of Covid-19 on institutional campus management plans**
5. **Campus infrastructure investment gap**
6. **Institutional and sector responses**
7. **Conclusions and key points for action**

# EUA has 840 members based in 48 countries (as of 1 Jan 2020)

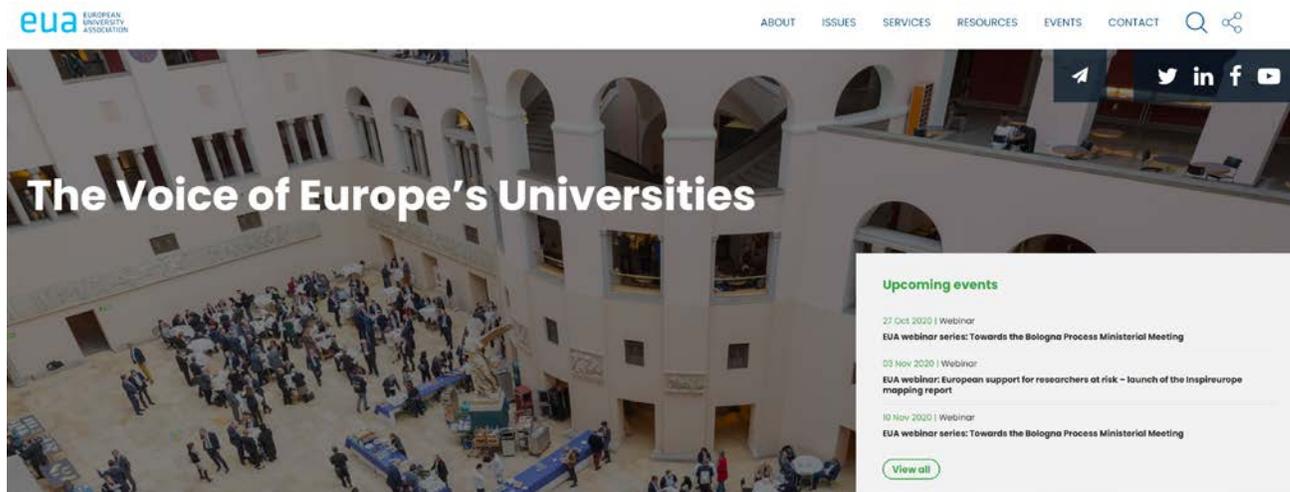
- Facilitates dialogue on higher education & research
- Represents the interests of higher education sector
- Ensures the voice of universities is heard in EU policy making & in the EHEA
- Support its members with a range of services



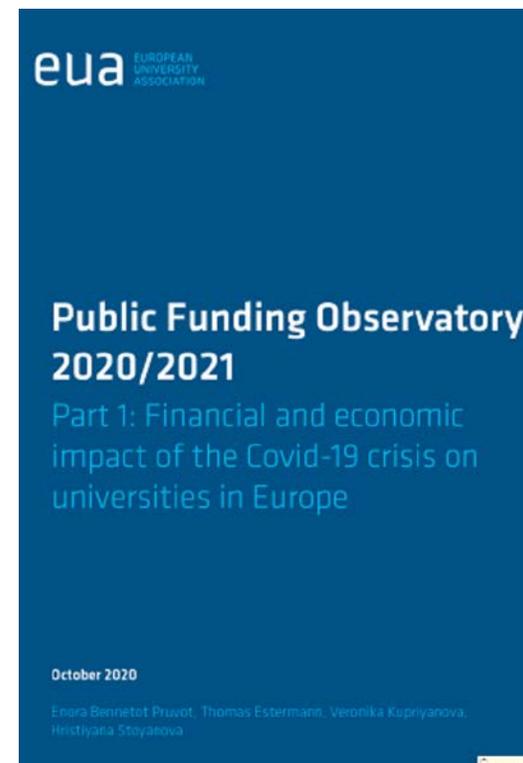
## CAMPUS MANAGEMENT IN LIGHT OF COVID-19

### Resources:

- [EUA newsletter](#)
- [EUA Expert Voices](#)
- [EUA publications](#)
- [EUA projects](#)



## U | STREAM PROJECT



## Efficiency, Effectiveness and Value for Money: Insights from the UK and other countries

A USTREAM REPORT

By Thomas Estermann  
and Veronika Kupriyanova

# Evolving campus



Recent development of university campuses shaped by:

- Digitalisation
- Changing needs of learners and staff
- Growing demands for sustainability
- Closer links to local economy, innovation and ecosystems;
- Changes in public funding, especially (lack of) investment in infrastructure

*“Campus as a workplace offering focus; community for social needs, shared spaces for peer interaction and meaningful places for a sense of belonging” (EUA Expert Voice, July 2020)*

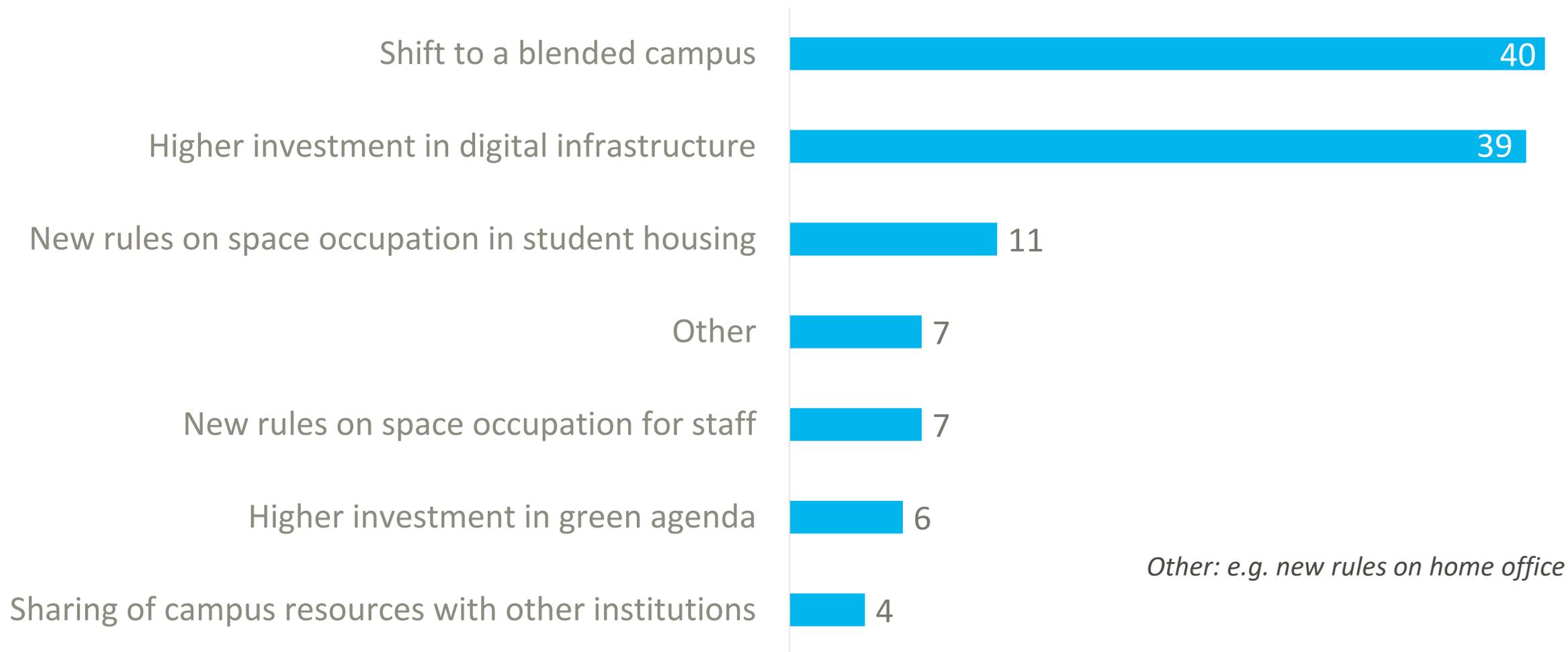
## 7 trends in campus management

1. Use of high quality facilities and services to attract students and staff
2. Smarter use of space and space optimisation (e.g. shared space, 'open office' and 'hot-desking')
3. Co-creative campus design
4. Use of 'smart tools' (e.g. information systems, learning analytics)
5. Greening, energy efficiency and carbon reduction initiatives
6. Sustainable, innovative and socially responsible procurement
7. Shared services and joint use of infrastructure (e.g. 'shared campus')

## 7 common challenges posed by Covid-19

1. Changing sanitary situation and public health requirements
2. Proliferation of management scenarios and planning complexities (especially, for multi-city campuses)
3. Reduced capacity to accommodate students and staff on campus
4. Space reorganisation towards 'hybrid campus'
5. Limited access to campus services and common spaces (e.g. libraries, residences, canteens)
6. Declining income from services offered on campus
7. New protocols for labs and research infrastructures

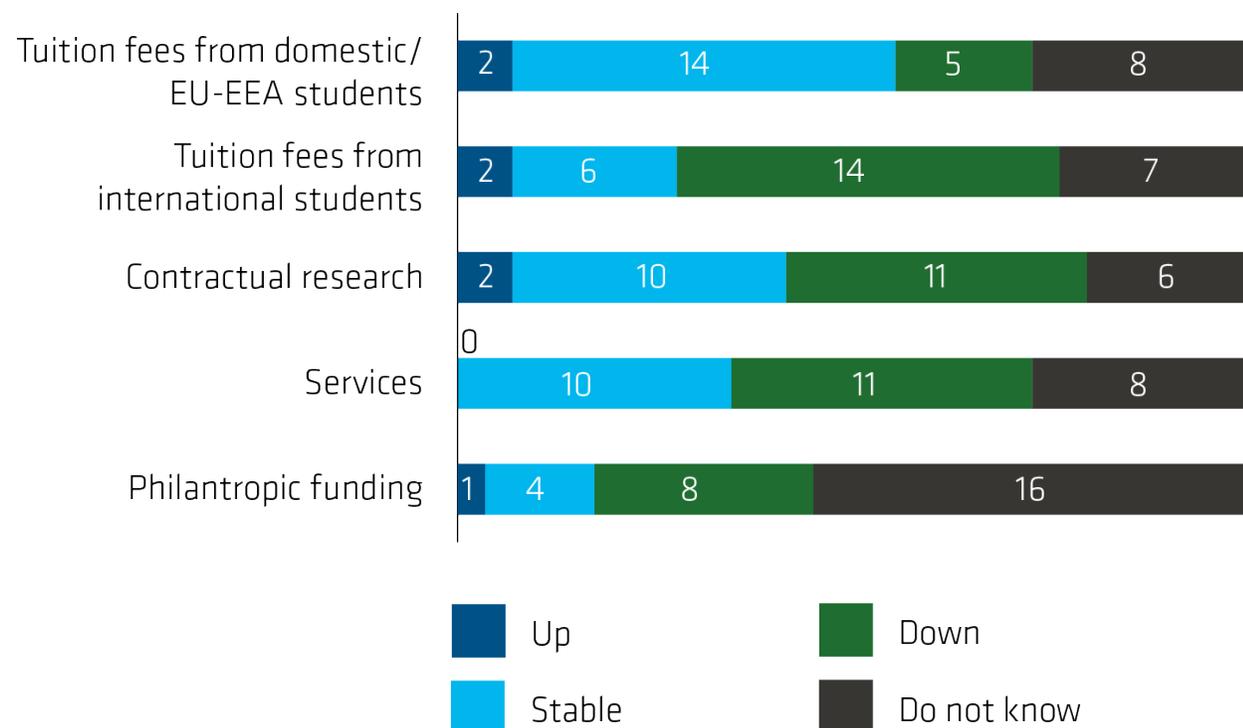
## Impact of Covid-19 on institutional campus management plans



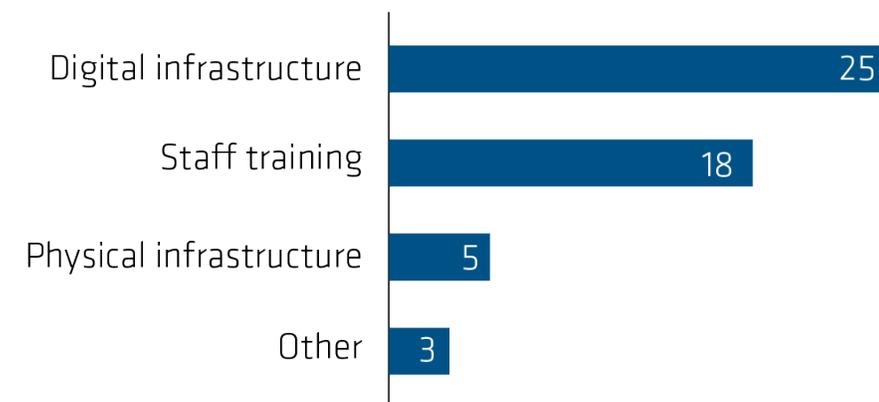
Source: Feedback from the pre-event survey of the EUA Funding Forum (n=59; multiple choice)

# Campus infrastructure investment gap

Sector's expectations about income generated from various sources in 2021-2023,



Sector's expectations about new



**!! New investments to support more resilient, robust, versatile and functional digital infrastructure and adapt physical infrastructure**

Source: Public Funding Observatory 2020/2021. Part 1: Financial and economic impact of the Covid-19 crisis on universities in Europe. Survey of 29 national university associations.

# Institutional responses: University of Liege

Weekly testing with a self-sampling saliva kit for 25,000  
students and 5,000 staff members

**Liège threatens to become the new  
Bergamo**

October 21, 2020 · No Comments

## SE TESTER : OÙ ET QUAND ?



### Modalités du test

En quoi consiste le screening  
organisé à l'ULiège ? Quelles en  
sont les modalités ?

MODALITÉS DU TEST



### Se tester : mode d'emploi

Quelles sont les étapes pour réaliser  
l'autoprélèvement ?

SE TESTER : MODE D'EMPLOI



### Obtenir le résultat du test

Comment consulter le résultat du  
test ? Et que faut-il faire en fonction  
du résultat ?

OBTENIR LE RÉSULTAT DU TEST

## Institutional responses: Vienna University of Economics and Business



### "Learn Safely. Teach Safely" initiative

- Campus remains open (independent study areas and PC labs) + online learning + hybrid format for exams
- Mandatory wearing of a face mask
- Social distancing
- One way traffic routes
- Reducing and functional marking of seats in libraries and study zones (white, green, red)
- In-house Contact Tracing and attendance

## Institutional responses: University College Dublin

*Return To Campus Working  
Covid 19 Response Plan*



### “Return to Campus Working Covid-19 Response plan”

- UCD High Level Covid 19 Risk Assessment
- Covid-19 induction training for all staff members working on campus
- Physical distancing
- Hand, Respiratory and General Hygiene
- Online Sign In
- Formation of Work Pods (max. 8 persons; max. 12 persons for lab work)
- Sharing of information between Managers and team members
- Covid 19 Contact Diary



## University sector's responses: VSNU and Universities UK

Coordinating national efforts to respond to challenges facing universities including student and staff health and welfare



### Safety, Health and Wellbeing

The top priority for all universities remains the safety, health and wellbeing of the entire university community, including mental health and those at risk of abuse.



## Conclusions

- Covid-19 has amplified campus trends such as digitalisation and sustainability.
- Campus development has strategic importance and evolves as a top priority for institutional leaders.
- Campus-based experience remains at the core of the student educational pathway, enhanced by technology.

## Key points for action – policy makers

- Sufficient and sustainable public investment in university infrastructure is needed to support digital and green campus development.
- Greater institutional autonomy (e.g. capacity to flexibly allocate internal funding or own/buy/sell property) is key to successful university's efforts in campus transformation.

## **Key points for action – institutional leaders**

- Leaders will have to make strategic decisions – in agreement with key internal stakeholders - on how to reconfigure campuses, adapt to new challenges and build resilient, versatile and functional campus infrastructure.
- Institutions will need to evaluate and adapt their long-term campus management strategies with strong emphasis on efficiency and effectiveness.
- Different models will need to be adopted for economically viable on-campus services.

# THANK YOU!

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and participate in our activities

## Share a good practice on our efficiency tool

