

2040

Campus Vision

Towards a circular campus
connected to the city



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Foreword

In this Campus Vision we describe the direction in which our campus could, and should, develop.

Its subtitle gives the essence of this vision – a circular campus connected to the city. I would like to briefly elaborate on three of its elements: an open campus connected to the city, a sustainable campus, and the campus as a meeting place.

An open campus connected to the city

We see it as strategically necessary that we are an open campus, connected to its surroundings. We are working on campus developments that are gradually moving towards the city, but the university retains the *Warande* campus as its core. In the *Spoorzone* we are taking steps towards the creation of an innovation district. Together with HBO and MBO colleges and various businesses we have already moved in with *MindLabs*; we are giving a new purpose to the *Deprez* building; spaces are being prepared for our student startups; and a new university building may be constructed there in the future. We are becoming more visible in the city.

A sustainable campus

We want our real estate to be no burden on nature and the environment. We want a circular campus; our ambition is for our ecosystem to be entirely CO₂-neutral and for our marvelously green surroundings to be preserved.

The campus as a meeting place

We are eager to see the campus become even more inviting as a place for people to meet; an enjoyable place, where collaboration is promoted, and which is much more lively in the evening hours. The campus was



long a rather private domain, but we hope to change that by promoting more cultural activities, so that neighborhood and city dwellers become more of a part of campus life.

My predecessors have always made good choices on the basis of an architectural vision. We will continue that tradition, now supplemented by the elements described here. I expect us to achieve our aims in this nevertheless turbulent and uncertain world, and I express the hope that in 2040 our successors will look back with satisfaction at our vision and its realization.

Paulina Snijders
Vice-President, Tilburg University Executive Board



1. Introduction

This document describes our vision and strategy with regard to the Tilburg University campus and how we intend it to look in the future. It shows the prospects two decades into the future, and describes the course we will follow in developing specific buildings and areas, a process that can take many years. We will have to take carefully-considered decisions about the nature and size of places we intend to expand, contract, or renew. These decisions will determine our most valuable asset for decades to come: the university campus, the place where we physically meet.

Tilburg University's real estate – its buildings and grounds – contribute directly to the welfare of its students, staff, and visitors, thereby creating the preconditions for excellence in education and research. Real estate is more than just a 'shell' in which to hold knowledge. It offers new domains in which students, researchers and lecturers can be challenged to respond to innovative and digital technologies. It offers space for events and encounters that strengthen academic ties, and shared facilities that create opportunities for new research insights. The campus needs to ensure a vibrant work and study environment, one that encourages people to experience mutual connection and be inspired by it.

Meeting and connecting

The university campus is a place for meeting and connecting, for stimulating collaborations, for being aware of each other and our different talents. Together we form a community, united in a fast-changing world. Time and place can be bridged, using all available digital facilities, but at the same time we cherish the chance encounter, the face-to-face get-together. These turn the campus into a foundation for new and unexpected opportunities. We work together there to gain knowledge that advances ourselves and the world around us. We give talents an inspiring study and/or work environment, and the best facilities.

To continue this process, in the coming years new and future-proof spaces will be created and revitalized; attractive, well thought out, and sustainable, having a low impact on the environment and with respect for the surroundings.

'For me, one of the main aspects in choosing a university was the campus'

2. Values

The university's strategic policy towards 2027 (Weaving Minds & Characters) prioritizes four values – curious, caring, connected, and courageous – and these naturally also inform the implementation of our Campus Vision. We are curious, after all, to know what a sustainable and circular campus would look like. We are undertaking work towards this ultimate aim with a great deal of care – working together with our colleagues within the university, naturally, and with external partners. Some of the sub-targets will need quite a bit of daring to state, elaborate and implement.

The campus needs to be able to respond to an ever-changing world, and to offer ground for unexpected opportunities. The campus must also reflect what Tilburg University stands for: contributing towards solutions to the most pressing social and societal issues. The choices we make with regard to new building and renovation have enormous impact. Our first principle is to have a positive effect on people, wildlife, and the environment. We also strive to create a campus which cherishes, stimulates and facilitates community spirit, and fosters encounters and connections.



Bendegúz: "Tilburg University is one of the greenest campuses in the Netherlands, and

with its sustainability goals it's one of the most outstanding campuses. I'm very happy to see that the incredibly vibrant life returned to the campus after corona, because it really shows the real value of this fantastic campus."

'For me, one of the main aspects in choosing a university was the campus'

Name: Bendegúz Ken Bonecz
Age: 22
Nationality: Hungarian/Japanese
Study: BA Online Culture (TSHD)

The finest place on campus: "Indoors: *CUBE* offers the ideal circumstances for immersive studying by its study rooms and study places. Outdoors: *Oude Warande*. This forest offers a better green campus feeling, but also a must-go place in study breaks to refresh our minds a little bit."

"What I really love is that the buildings are very close to each other, and while walking from building to building you can bump into your friends or your teachers every time. As the educational profile of Tilburg University is 'knowledge, skills and character', these accidental meetings and meaningful conversations on the way add to your character building. In addition, the green areas on campus help to relax mentally, and always provide a feeling of being connected to the nature."

"For me, one of the main aspects in choosing a university was the campus. When you want to study at a university, apart from the education, the campus really does matter. There are universities where the buildings are at different locations in the city, but here everything is in one place. Personally, I prefer to be in one place rather than cycling around the city to my classes."



3. Pijlers

Our Campus Vision is built on four 'pillars', four principles that aim to ensure that our buildings and grounds will continue to function as originally envisaged:

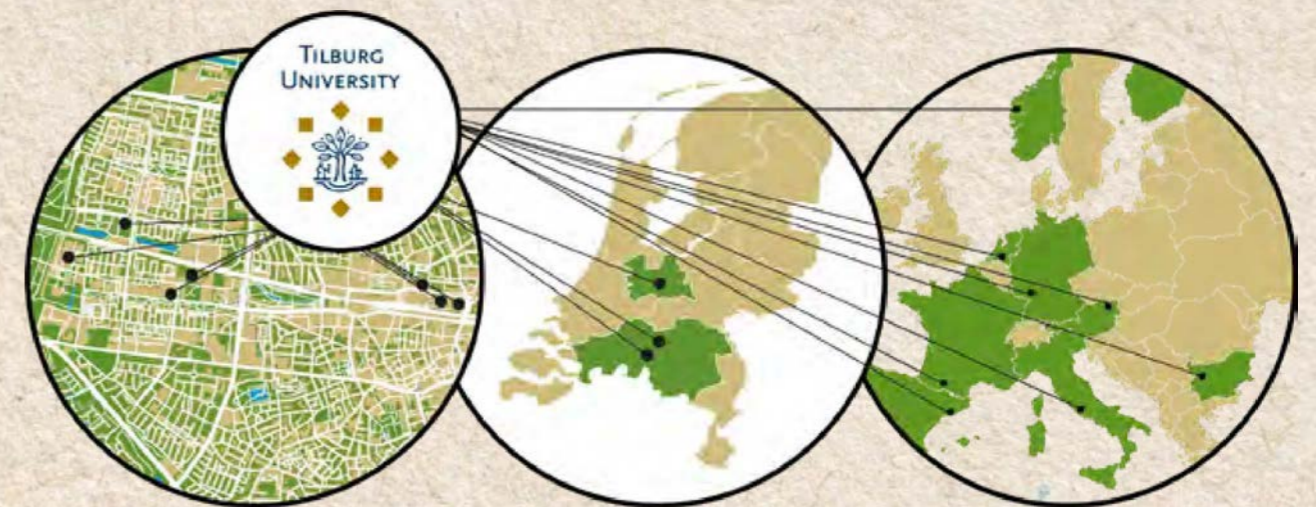
1. A campus connected to its surroundings
2. Sustainable buildings and grounds
3. An inviting place to meet
4. Smart concepts

3.1 A campus connected to its surroundings

The masterpiece created by the architect Jos. Bedaux, the *Cobbenhagengebouw*, has for decades set the architectural ground rules for the development of the campus alongside the 18th-century *Oude Warande* park. On gently sloping grounds at the edge of the city, dotted with pine and birch trees, the thematic elements of cloisters, daylight and greenery gave rise in the early 1960s to a solitary campus with many free-standing buildings. The picture has since changed, and there are fewer trees. The steady growth in the number of students from 2000 onward has been accommodated by the acquisition of additional buildings on the east side. In the meantime, the slightly remoter Sports Center has developed into an area with dozens of student sporting clubs, a place to meet and to relax, and the university's presence in the *Spoorzone* has increased with the arrival of the *MindLabs*. We are also clearly present in Utrecht (TST) as well as undertaking intensive collaborations with Den Bosch (JADS). To speak of 'the campus', then, raises the question: what exactly is our campus? Better still: what should it be?

It is not simply a question of choosing a wooded campus or an urban setting. The vision of a vibrant campus, the campus of the future, depends increasingly on the ecosystem in which the campus is located. **Tilburg University also aims to continue to develop itself as a partner in a regional, national, and international ecosystem.** This will link us to our surroundings, and the question will then become: how can we make best use of our links with the surroundings, instead of being self-sufficient and separate from them? The university locates itself in places having ecosystems that are important to its mission, and the physical surroundings, the knowledge infrastructure, remain equally important. Well-being and a stimulating study and work environment will always remain essential preconditions, but the rules governing their design and even their financing are location dependent. We must also consider the virtual ecosystem, the digital domain of education and research, in which impact is achieved independent of time and space.

If we wish to develop further as a partner in a regional, national, and international ecosystem, then the campus, and the places we locate ourselves, will have to facilitate this process. It is our ambition to supply the Brabant area's ecosystems with new knowledge, including through participation in the *Midpoint Brabant* and *Brainport* projects. But our presence and knowledge can also be counted on at the local level. We aim to expand the social entrepreneurship of our staff and students in the *Spoorzone* area, and to continue to support these initiatives through our IQONIC entrepreneurship program.



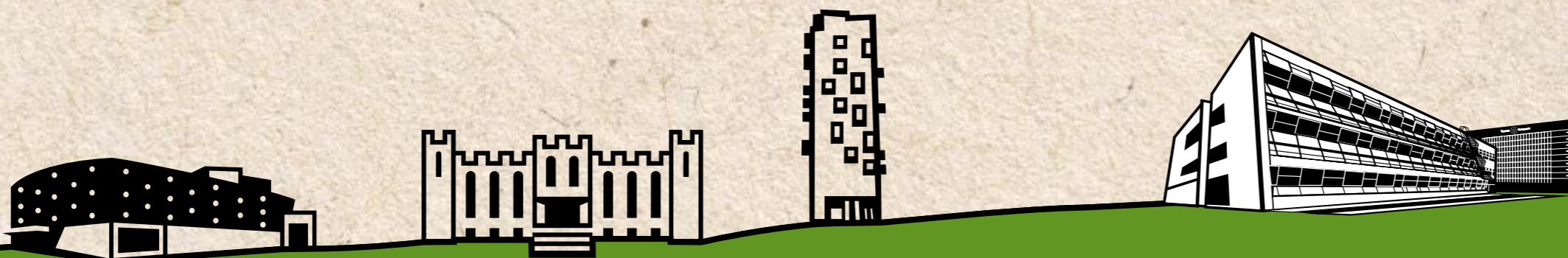
Develop as a partner in a local, regional, and international ecosystem

3.2 Sustainable buildings and grounds

We are facing a number of turning points in climate and biodiversity. The IPCC's sixth climate report foresees an end to our current way of life within a few decades. The tide can still be turned on a number of fronts, although irreversible damage has already been done to humans, wildlife and nature. There is no longer a choice between 'sustainable' and 'business as usual'. All of the decisions we make with regard to the university's real estate and grounds must be sustainable, in every way. As a university working in the social sciences and humanities, we well understand the challenges posed by globalization, digitalization, pluralism, and

sustainability. We can critically reflect on our own values, our activities, and our contribution to meaningful solutions. **That is why we rapidly need to base our real estate decisions on full circularity, and to accelerate these changes towards 2030. We will do the same with the CO₂-neutral provision of on-site energy.** These are far-reaching ambitions that go well beyond our own borders, but we will work all the harder to achieve them. This will mean a radically different approach to construction and renovation tasks.

Minimizing the impact on people, wildlife and the environment will have to become a priority. The re-use of materials must become a commonplace, and





Marga Klompé education building. Design and impression: Powerhouse Company

we must think more than ever in terms of total cost of ownership. Traditional building materials such as steel and concrete are finite, so these can only be used responsibly through re-use. We are also considering the use of renewable (such as bio-based) materials. In 2023 we developed a strict sustainability policy in line with the sustainability aims of the United Nations, and we now work with sustainability KPIs (key performance indicators) so that we can monitor progress towards the fulfillment of our ambitions.

3.3 An inviting place to meet

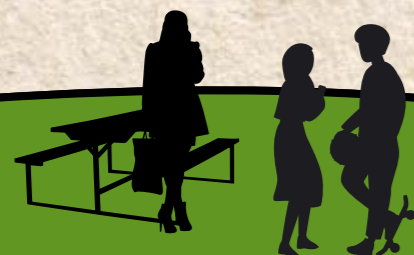
The coronavirus pandemic made something clear that students, staff and visitors have always felt: a campus is not just somewhere to study, but also somewhere to meet. Today we cannot forget that there is a lot of competition for this function, including online. Freedom of choice in this matter will continue to play an important role, and clear pull-factors will have to be determined in order to attract students and staff to the campus: a campus where students are academically educated, in a safe study and work environment, and

where everyone can feel inspired by the research being done into the humanities and the social sciences.

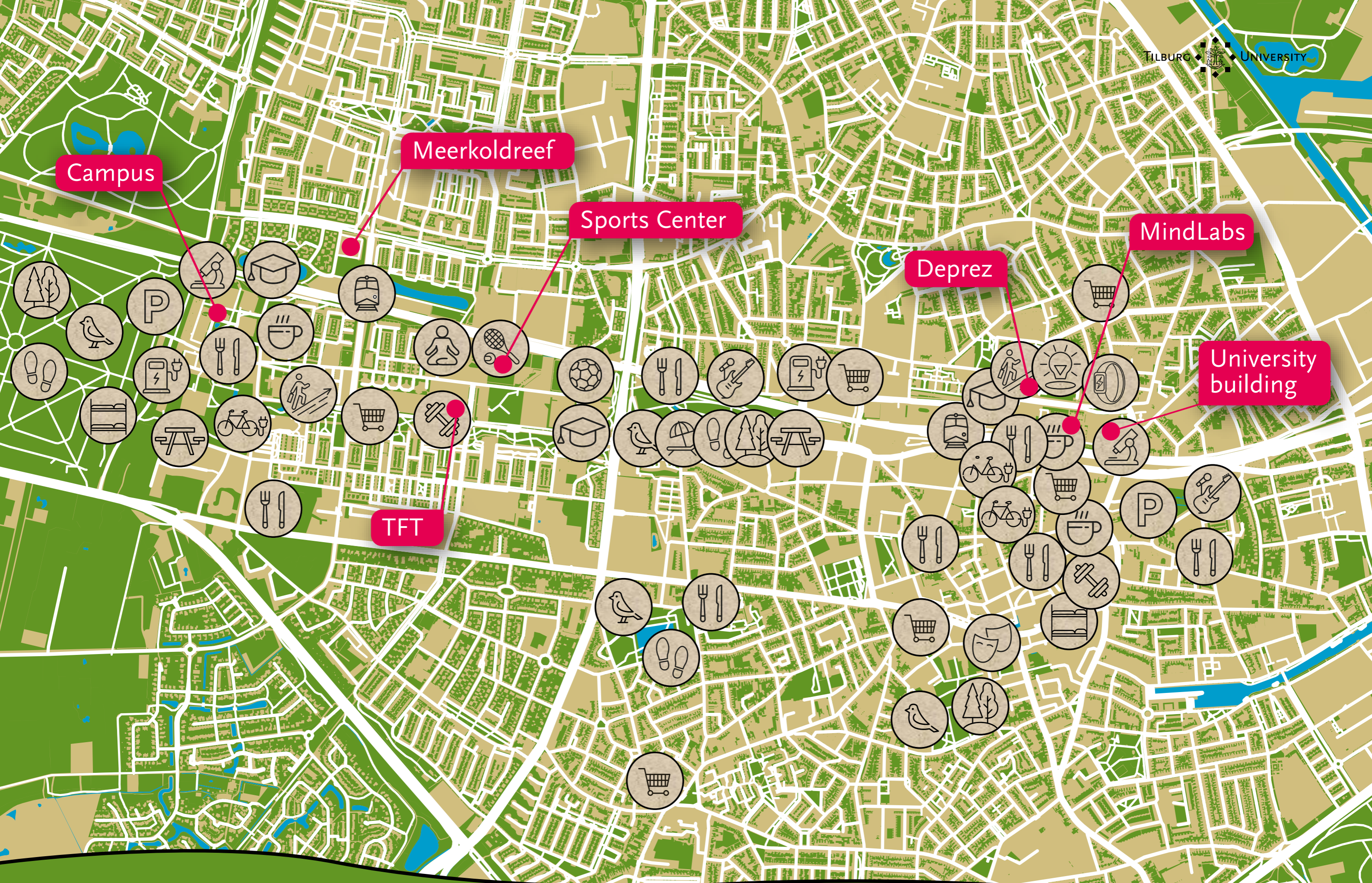
The focus areas along the *Kennis-as* line offer new opportunities to expand the university's liveliness by making use of its existing infrastructure and facilities. Wandering along the tracks, from the *Warandebos* via the Sports Center and the *Spoorpark* to the *Spoorzone*, we can link a large variety of facilities, meeting places and activities. The developments being directed by the city of Tilburg in the *Kenniskwartier* will be of assistance here.

Kennis-as, Kenniskwartier

Extending the *Esplanade* up to the *Ringbaan West* will ensure that the low-traffic *Reitse Campus* (our Sport & Living location) is attractively opened up for cyclists and pedestrians alike. The planned link over or under the ring road makes the *Spoorpark*, and then the *Spoorzone*, easily reached by new forms of sustainable transport. By opening up all the facilities along the *Kennis-as* we will expand our campus program to include parks, catering, and culture, in the middle of the city. In our vision, an inviting and vibrant campus has places that elicit unplanned encounters, offers long opening hours, has evening programs, includes study clubs, sports and leisure facilities, has catering provisions for all tastes,







Campus

Meerkoldreef

Sports Center

Deprez

MindLabs

University building

TFT

Facilities and locations along the Kennis-as

hosts events for students, staff, visitors and alumni, and offers the opportunity to relax in attractive outdoor areas. Our core location in the *Warandebos*, with its attractive outdoor spaces, remains a landmark, offering a variety of facilities.

3.4 Smart concepts

Building construction is a very capital-intensive process. Buildings are difficult objects to adapt, but are nevertheless essential to the university's primary processes and its IT infrastructure. For a university, real estate is a cost item that has no directly tangible revenues. The way a university campus is used does not easily translate into financial returns. However, user satisfaction, occupancy and utilization are useful measures of the performance of buildings and grounds. Housing costs set against turnover also give an indication of performance in relation to comparable real estate portfolios. The fundamental aims of a university institute are academic proceeds, such as scientific output, study results, character building, and societal impact. The 'return on investment' of these ratios is difficult to determine; after all, reduced investment in housing can result in less space, fewer facilities, and a lowered quality of study, work, and research settings.

Responsible business operations remain necessary, however, to continue to offer a high-quality campus in the long term.

A very effective method of sustaining a high-quality housing concept in the long term is to raise space occupancy. It is not possible to entirely prevent the temporary vacancy of teaching and research spaces, laboratories and offices, but non-occupancy levels can be reduced by employing such periods for complementary use. The sharing of workspaces and laboratories is one example. Using teaching spaces in evening hours and at weekends also results in improved occupation rates, and also means that additional, and other types of demand can be met while housing costs remain almost unaltered. This improves yield. We will facilitate this process through Activity-Based Working and improved insight into the actual use of spaces and facilities. We will provide an increased diversity of collaborative workspaces that are appropriate to our own activities and offer the right mix of interaction and tranquility. These will be high-quality, attractive physical and digital workspaces, conference rooms and meeting spaces, which will also actually allow us to save space.

In our view, smart concepts are also sustainable concepts. Sharing facilities results in more valuable housing, with a high degree of digital support, but also means a reduced demand for space. Fewer square meters immediately lowers environmental impact. We will also employ this digital support (Smart Building Tools), together with the data we will derive from our buildings and their use, to switch off unnecessary lighting and climate control, as well as helping service providers to work in more efficient ways. Smart

Building Tools offer opportunities to use occupancy and utilization data to attune supply to demand in very efficient ways. We will not be making use of privacy-sensitive systems like tracking cameras, but of simple sensors. Being able to quickly and easily (and remotely) locate an empty, suitable work or study space will raise our levels of hospitality. Naturally, due attention will be given to privacy issues.

Smart building automation and provisions for hybrid



Smart Building Tools

working and blended education will therefore form an integral part of new building development and the refitting of existing buildings.

Digitalization is not an end in itself, although we must always remember the linkage to our ecosystems. The central objective is an excellent environment in which to study, work, perform research, and meet others. Physical lectures will continue to be held, as will team meetings in conference rooms. The fact that a growing proportion of these lectures and meetings will be digital has already been incorporated into our campus development strategies, and the degree of this incorporation will be discussed with the faculties. The amount of work done at home, and the resulting level of 'hybrid' work, has already grown substantially. Staff surveys have clearly shown that these will take permanent form.

'The greatest challenge is to become sustainable'



'The greatest challenge is to become sustainable'

Marc Horsten, Head Real Estate Management & Services

Marloes Peeters, Senior Policy Advisor / Head of Policy, Innovation & Development

Marc: "The campus is a strategic resource. It's true that every euro devoted to real estate is not paying for teaching staff or IT. But it can achieve other strategic

goals, here on the core campus and towards the city. It's important that all parties, including the faculties, appreciate that investing in bricks and mortar pays off in terms of experience and circularity."

Marloes: "We want to make the organization aware of the playing field we're in, and the opportunities that exist. The university directors expect us to take account of future scenarios and to respond as flexibly as possible to trends in sustainability, digitalization, or student numbers, for instance. Not investing in new bricks and mortar pays off, too; think of improved occupancy, facility sharing, the smarter use of the available space. And we're creating a hybrid environment, for people who want to work elsewhere or at home."

Marc: "A unique aspect is the long 'discovery drive' running from the Warandebos towards the city. The Kennis-as threaded along the tracks, with teaching and sports facilities, student accommodation, the Spoorpark, and at the end of it the Spoorzone, a large-scale urban redevelopment project. We're involved with all of this. For instance, we're also working on the joint idea to have Tilburg evolve into a genuine university city, not just a city that happens to have a university."

Marloes: "The idea is that you're naturally attracted to the campus. That you want to be there, to meet colleagues or fellow students."

Marc: "The greatest challenge is to become sustainable; to reach the point where the university has a negligible environmental impact."





4. Development strategy

It is clear that the focus of our activities lies in Tilburg, and that our links with the city's ecosystems are a central consideration. In achieving our vision we are making use of focus areas along the *Kennis-as*, with our own development strategy for the *Warande*, *Reitse campus* (Sport & Living) and *Spoorzone* locations. These focus areas form our Tilburg campus. We regard Utrecht (TST) and Den Bosch (JADS) as external locations where we are consolidating our presence from a historical context and through cooperation with regional partners.

The demand for space has already allowed the university to expand along the *Kennis-as* in Tilburg. The locations are the logical consequence of decades of collaboration with the city and our joint efforts to transform Tilburg from a city with a university into a university city. The focus areas are positioned as 'stepping stones' along this Tilburg axis. The character of the area is described in '*Verweven stad*': 'The city along the railway track, from *Spoorzone* up to the university, is extrovert and oriented towards the wider region. Work, study, leisure and culture are the core activities here, in an atmosphere of regional, national and international exchange. As an education-oriented and knowledge-based city, Tilburg has a solid foundation for further expanding the urban knowledge economy present in the *Kennis-as* and which is stimulated and strengthened in cooperation between the university, the colleges, the business community and the authorities.'

The *Kennis-as* is the principal site for the further development of the university campus of the future. Each focus area has its own ecosystem and its own unique aspects with respect to teaching, research, encounter, sport or leisure. A presence here needs to be aligned with the surroundings and with existing or planned levels of activity or tranquility, and use must especially be made of the existing facilities; facilities

which will be used sustainably together with ecosystem partners. We will also need additional focus areas to the *Warande*, given our growing community, since simply enlarging the *Warande* would lower quality levels in terms of greenery, space, tranquility, and the living conditions in the immediate surroundings. The physical and digital domains in which we are operating can be depicted as follows:

4.1 Campus Tilburg

4.1a Warande location

The *Warande* location brings together students, staff, alumni and other visitors. This requires an environment that is inviting, that supports this function, whose facilities are in order and are improved where necessary, and which can respond adequately to a growing population.

Although hybrid working offers ever more space and opportunity to collaborate remotely, the need to physically meet, see one another and talk in person is also rising. We want to make the campus a physical working environment that meets this need while also facilitating and stimulating hybrid working.

The office landscape is therefore going to change in the coming years. It will be transformed into a number of community areas that focus on meetings and encounters, where IT is fully integrated so that hybrid collaborative working methods are also enabled in every location and at all times. We will adapt office areas at appropriate moments to raise occupancy levels, by making them more attractive for everyone and by improving user friendliness through the use of Smart Building Tools.

Activity Based Working will form the starting point in the planned renovation of office buildings. Each workspace type will support users in the activities of that day. The right balance will be found between interaction and tranquility, and the diversity of workplace types will follow from this balance. There will be offices, concentration cubicles, open workspaces, community rooms, and large and small meeting areas with hybrid functionality. Workspaces will be shared; this means that everyone will get a workspace, but not necessarily always their own.

Students are asking for adequate numbers of study spaces and project spaces, but also for community rooms that have a more homely feel. This could be a central location on campus specifically for students, but also, for instance, in community areas in the office locations, where teachers and students could meet. Students and staff also have a growing need for spaces where online lectures/meetings can be followed.

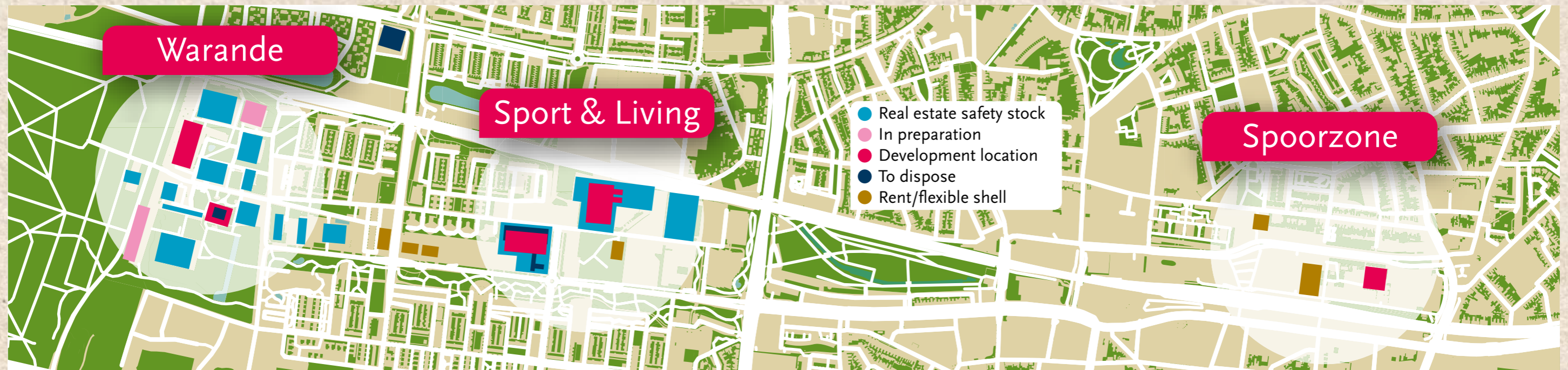
We also want to offer meeting spaces for study and student organizations. These organizations form the heart of our student community, and play an important role in meeting and connecting. Study and student organizations benefit from visible locations, but given their diversity in scale and presence, Activity Based Working will also contribute here towards creating a shared, flexible shell. Alumni and student organizations would also like to see more opportunities to organize events on campus and to facilitate links with the business community. A Campus Café is another long-held wish.

The evening hours and weekends offer more opportunities for cultural and academic exchange, such as music, film and art events – not just in the buildings themselves, but also in the green campus grounds. We are committed to employing our green areas to create a vibrant outdoor campus, one that invites movement and all sorts of events, but also simply a space in which to meet, study or teach. For the northern part of the campus a landscape design is being developed which will link the area to the planned transformation of Tilburg University train station, including a new portal to the campus in the north-eastern corner. Outdoor activities are key considerations, including a new central square between the Library, *Tias* and *CUBE*; this will require a reorganization of existing catering facilities.

Tilburg University has a long and proud tradition of teaching excellence, and this fact can be clearly seen on campus. The university's research activities are less prominently visible, although this is just as excellent as its teaching. This is because research focusing on human activity is generally performed outside the campus, embedded in the society that the researchers are seeking to understand. A smaller part of this research takes place in the laboratories that are scattered across the campus. Collaboration with other disciplines is one of the institute's strategic spearheads for 2027. If multidisciplinary and interdisciplinary research is to be genuinely groundbreaking, it needs a firm foundation in solid disciplinary research. This foundation is created close to the faculty and in informal meetings. Researchers need to be able to exchange ideas or to work in peace. Multidisciplinary research, however, is being increasingly hosted in shared facilities: laboratories with shared workspaces for different







Development strategy by location

research groups, temporary work on an experiment, spaces for co-creation and academic workspaces, and spaces in which research results can be demonstrated. The availability and generation of 'big data' is gaining an increasingly prominent role in research, and will soon become a precondition, so its central facilitation is an obvious step. We will therefore develop a joint Research & Development facility aimed at attracting researchers and encouraging them to innovate. Its location and program will be determined in consultation with the faculties. Hybrid working and digitalization in teaching is making everyone less physically present. From the sustainability perspective this offers opportunities to further improve space use efficiency in our buildings, to share spaces more often and more appropriately to their users, and to monitor occupancy and use in order to guide improvements. The ultimate aim of all this is to make smarter and more efficient use of the university's existing real estate.

The real estate in the *Warande* location faces a substantial challenge with regard to the university's sustainability aims. Most of the buildings date from before (and some well before) 2000. About 50% of the surface area has an 'energy label' (an energy efficiency rating) no higher than B, meaning very poor. Only the *CUBE* (label A++) and the new teaching building, currently under development, to be called *Marga Klompé* (label A++++), are in line with the requirements for a CO₂-neutral campus. At renovation moments, therefore, a strong focus will be given to attaining the necessary energy efficiency performance levels by installing especially effective insulation and by employing low-temperature heating and high-temperature cooling concepts.

On the other side of the tracks, a few years ago Tilburg University acquired the *Meerkoldreef* location. The existing building at the crossing between the *Statenlaan*

and the *Wandelboslaan* is in temporary use as a teaching block, to absorb growing student numbers. In time this development location will offer new opportunities, including additional student housing, as part of the overall redevelopment task for this area envisioned in the *Kenniskwartier*.

4.1b Sport & Living location

At the Sport & Living location we are working from the principle of 'a healthy mind in a healthy body' to create a new community through sport, leisure and health. Together with the city, other educational institutes and private parties this area will become a metropolitan campus environment with abundant greenery, careful attention to sustainability and energy, and space for student accommodation. The existing shared facilities already encourage social bonding in the private sphere, so new students will quickly feel at home. A new Sports

Center will form the hot spot where sport, health and well-being come together and where students and staff will bump into each other informally. The grounds thereby freed up will be used as a development location for a substantial volume of appropriate, affordable student housing with proper levels of quality and facilities. We envisage a new sports building on today's hockey pitches, where there is enough room to achieve the desired functionality and to combine it with a center for student well-being; hockey will then be accommodated elsewhere. Today's Olympia will be devoted to a significant student housing development.

4.1c Spoorzone location

The *Spoorzone* location is developing in accordance with our institutional strategy to expand social entrepreneurship. On a small scale we are doing this by renting the *Deprez* building for a period of at least





Mindlabs

five years. The building will be employed for teaching activities in the Entrepreneurship & Business Innovation bachelor's degree and to expand the *IQONIC Incubator* for student startups. Locating these two components close to one another meets our desire to consolidate and expand our presence in the *Spoorzone* as a complement to *MindLabs*. *MindLabs* is a partnership between three knowledge institutes (including Tilburg University), governmental authorities and a growing number of commercial partners, social organizations and startups. *MindLabs* partners work together to strengthen development of technologies that interact with human behavior, also known as human-centered AI. Together they form the prime network in the field of innovative technology in Midden-Brabant and beyond. We are creating this expansion in the heart of a high-quality, coherent ecosystem for new entrepreneurship and innovation.

The area offers many more opportunities for education, incubation zones in buildings 90 and 84, scale-ups, smart services, the organization of evening activities, study workspaces, and housing for students and starters. Further possible expansion will be considered with all due deliberation. A large-scale university building at a distance from our academic center on the *Warandelaan* will demand different approaches to scheduling and mobility, and perhaps a different way of thinking altogether. We will incorporate our experiences with work and study in *Deprez* and *MindLabs* in these deliberations.

4.1d A virtual campus

A 'virtual campus' refers not just to a university's online provision, in which study components can be followed and completed wholly or partly online, generally under supervision. Today we can also gather in virtual meeting

rooms, consult our documents from anywhere in the world, and collaborate in hybrid ways. The virtual campus at Tilburg University offers opportunities to widen our horizons and to connect quickly and remotely, without losing physical interaction.

Weaving Minds & Characters, the university's statement of strategy towards 2027 (p. 31), has this to say about the virtual campus: 'Online teaching can sometimes strengthen the quality and flexibility of the education we provide, but we cherish the special value of campus teaching. We will employ digitalization with the aim of further improving the quality of our education. The Blended Learning model allows students to gain much of the required knowledge and insight through supervised independent study, singly or in groups, and at times and places of their choosing. Contact moments on campus can then be devoted to deepening the dialogue between students and teaching staff, learning how to apply knowledge, and/or reviewing the most challenging parts of the study material. Our priority is improving the academic quality of our education.'

Facility Services will assist these developments through smart building automation and facilities for hybrid working and blended education.

4.2 External locations

We expect no changes for Utrecht and Den Bosch for the next five years. We regard these locations as strategically well-chosen and appropriate to the functions that have been housed there. Neither location is equipped for rapid growth or contraction in the period covered by this vision. For Utrecht we are considering a collaboration with *Tias* in one of the rented buildings. This could result in a raised demand for teaching space, which could be solved by a small expansion – renting additional space in the existing building.



External location: JADS Den Bosch



External location: TST Utrecht

‘Thinking and building in a circular way, that’s the main task these days’



‘Thinking and building in a circular way, that’s the main task these days’

Bas van der Pol, alderman for Urban Development and Economy, Tilburg

Bas: “Tilburg University is an important factor in the city. The city benefits enormously from it.”

“The continuous influx of young people is extremely valuable. They’re critical thinkers with fresh energy, new ideas and perspectives, and they’re often socially engaged. Students bring a good atmosphere to the city – in the catering trade, at events, and in cultural life; they set up networks, and start their own businesses.”

“The university has a tradition of high quality, sustainability, and timelessness in its buildings, in the whole campus design. These are exemplary core values, I think. ‘A circular campus connected to the city’ – yes, that’s well said. Very up to date. Thinking and building in a circular way, that’s the main task these days.”

“The university’s view of its role in society, as a linking element, is very valuable. I was born close to here, in the Kastelen neighborhood, and as a kid I played on the campus lawns, we skated on the ponds and walked in the woods. It’s important that the university and the surrounding neighborhoods do more for each other. “

“It’s good to see that the university is developing towards the east. You can see the Esplanade extending, people walking there; it’s got a nice atmosphere now. MindLabs, right next to LocHal, gives us a fantastic educational asset in the heart of the Spoorzone. The university has connected itself to the Spoorzone, and that’s a step towards creating a genuine university city. “

“The next generation will soon be able to get to work in the Spoorzone. The connection between your student years and the phase that follows is becoming ever more important, with questions like: where are you going to live, eat out, enjoy events, relax, play sports, and be inspired by culture. As a starter you want to live in a nice city; other cities are beckoning!”

“As a student city you have to make sure that students can live a great life here, so a mix of housing concepts is important. In my view the accent should lie on forms of communal, rather than independent housing. We still really need to take quantitative steps in that direction. We don’t want to be saying ‘sorry, no’ – so we’ll have to speed up, and improve things every academic year.”

5. Direction

Real estate has a long life cycle, and interim changes are always intrusive and costly. This Campus Vision therefore looks further ahead than the university’s institutional strategy. Once the buildings have been erected and the installations connected, making large-scale changes within the next ten to twenty years is inappropriate. A first mid-life renovation may be a responsible step, but only for modifiable components. For this reason, the nature, the scale, and the location of buildings needs to be planned decades in advance. This demands insight into long-term developments in education and research, but also into social and economic developments. Such insight is in a process of continual revision and is subject to change, but a direction must nevertheless be chosen with regard to where and how we accommodate and facilitate expected developments. That is the purpose of this Campus Vision, a document that is revised every five years.

However, we also need to make concrete decisions in the present. Scenarios are all very well, but actual plans are needed if we are to achieve our ambitions. Directing our campus development is guided by three such plans.

Long-Term Housing Plan (LTHP).

A project calendar for the next ten years, principally directed towards continuously matching supply with demand and adapting building functionalities.

Multi-Year Maintenance Plan (MJOP).

A prognosis of the maintenance activities for the next ten years, principally directed towards the preservation of buildings and grounds.

Long-Term Energy Plan (LTEP).

A project calendar for the next ten years, principally directed towards achieving the university’s energy efficiency targets.

These medium-term plans form the concrete expression of the Campus Vision. They are revised annually in order to be able to pro-actively respond to internal and external developments. The plans also influence one another; for instance, delaying an *LTHP* renovation plan has a direct effect on *MJOP* planning; tightening sustainability targets can influence the *LTHP* renovation cycle; and the required tempo of CO₂ emission reductions can affect the size of an energy efficiency demand in a renovation. For this reason, the plans are also put side by side annually in order to align project calendars.



Final word

Today we are facing a challenging period which will significantly alter the face of our campus – a campus that will be confronted by profound social issues, but which will also be the place where these issues can be solved. And where students and academics are given the space they need for excellent teaching and research.

Credits

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Layout and printing:

Studio | powered by Canon

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www.tilburguniversity.edu



