



Executive Board Decision Memorandum

EB number

DMS number

Date

1. Subject

Elaboration of Strategic Accommodation Plan (SAP) – Future-proof accommodation

2. Author

F. van 't Hullenaar, M. Geerards, M. Kampinga

3. Agreed with (including initials)

BO/MO/DO/UR/SB

4. Initials and any comments from the director

F. van 't Hullenaar:

5. Initials and any comments from the Executive Board (EB) portfolio holder

Prof. A. Pijpers

6. Context of the meeting

Confidential

7. Draft decision or draft agreement

1. Ratify EB's choice for Portfolio Plan Z.
2. Ratify normative budget of 115 million euros for Experimental Research for the Faculty of Science, make decision on the redevelopment of the Kruyt building.
3. Ratify normative budget of 120 million euros for the Integrated Accommodation Plan for Veterinary Medicine (DGK).
4. Relocation of functions and parts of the International Campus Utrecht (ICU) and disposal of the ICU premises in the long term.
5. Grant approval to take action on the following accommodation issues arising from Portfolio Plan Z:
 - Make a decision on the Redevelopment of the Van Unnik building for own use and on carrying out a follow-up commission for the building programme (Social Sciences, University Administration (UBD), Education, possibly other parties).
 - Ratify 35% reduction of support functions and carry out an accommodation survey for this purpose.
 - Implement accommodation proposal as set out in Plan Z for the Humanities (GW), Law Economics & Governance (REBO), and the Philosophy, Politics & Economics (PPE) Faculties in the city centre, with the corresponding education, research and study facilities, including the possible outsourcing of a department to Utrecht Science Park (USP) within the corresponding normative budget.



- Implement accommodation proposal for University College Utrecht (UCU).

8. What are the costs? (no costs/amount in euros, from which budget and for which period).

The costs equate to the financial frameworks for the accommodation costs amounting to 15% of turnover, which were adopted in June 2017. The accommodation costs will be charged to the operating budget of Real Estate & Campus (V&C) and the University Facilities Service Centre (FSC). The investment costs required to implement Portfolio Plan Z amount to 827 million euros for the years 2017–2027, which will be charged to the V&C investment budget.

9. Follow-up action

Inform the university community and stakeholders.
Implement Plan Z, in consultation with the faculties.
Periodically inform the EB and Supervisory Board (SB) of progress.

10. How will the decision be communicated?

Communication & Marketing (DCM) has drawn up a detailed communication plan for communicating the decision, the consequences and follow-up actions.

11. What are the consequences for staff?

Disposing of part of the portfolio could – in the long term – lead to a reduction in the FSC based on natural attrition and temporarily to an (income-oriented) increase in programme, project and building-related staff at V&C.



Executive Summary of the Executive Board Decision Memorandum (max. 1 page)

1. Introduction

Utrecht University is a broad-based, international research university with strong ties to the city and the region. Our roots reach deep into the past – Utrecht University was founded in 1636. Our quality is visible in the high positions we have consistently occupied for many years in international rankings, such as the Shanghai Ranking and the Times Higher Education Ranking. Education and research are strongly tied together at Utrecht University. Partly due to our investments in innovative education concepts, our students have a high study success rate. Utrecht University is the alma mater of many academics who deliver important contributions to society. Academics, from the distant past to the present, make the university what it is now and together they are ensuring a better future for all of us.

1.1 Strategic Themes

We collaborate internationally from a variety of perspectives in our research on key social issues. We focus on four themes at the intersection of all disciplines: Life Sciences, Pathways to Sustainability, Dynamics of Youth and Institutions for Open Societies.

1.2 Collaboration within hubs

Within the strategic research themes, the university also collaborates with societal partners, such as businesses, NGOs, public authorities, consumers and citizens. Fourteen collaboration hubs are engaged in tackling key social issues.

Hubs are the ultimate representation of a new way of thinking: one that is not based on the application or 'valorisation' of previously acquired academic knowledge but on joining forces with others to ponder research questions and strategies.

1.3 Supporting excellent research and education

Utrecht University seeks to be a vibrant university with room for individual development and dynamic connections. The strength of our international campus lies in close-knit communities and interdisciplinary collaborations that leverage the full breadth of the university.

The optimal use of functional and future-proof physical spaces is instrumental in supporting the ambitions of Utrecht University (UU). Ideally, the accommodation should match our excellent research and education and provide space for strategic knowledge valorisation collaborations.

By not only pursuing excellence in research and education but across its entire business operations, UU demonstrates in words and deeds that it continues to reflect and improve with the aim of achieving maximum impact on social issues.

1.4 Strategic accommodation

Following a thorough analysis, we have concluded that in terms of age, functionality, quality and quantity, the current university real estate portfolio can be better aligned to our strategic themes. In order to achieve our strategic objectives within the defined financial frameworks, the university plans to bring its accommodation further into line with its objectives and ambitions in the years ahead.

By taking a comprehensive look at our accommodation, taking the changing education and research landscape and life-cycle costs into consideration, prioritising our investments, and making choices aimed at sustainable operations, we can realise a future-proof real estate portfolio.



This memorandum incorporating a number of detailed portfolio plans is a logical result of the comprehensive and precise Real Estate Road Map initiated in 2017, which is in line with the findings of the audit performed by the Netherlands Court of Audit and the second opinion commissioned by the Executive Board.

2. Strategic developments in Education, Research and Organisation

Unlike other business processes, which usually have cycles of 4 to 10 years, real estate has cycles of 15 to 60 years. It is important to closely monitor trends and developments in research and education and to take these into account when making real estate investment decisions. To that end, an environmental trend analysis is essential. A trend analysis has been performed and the strategic developments are set out below. These trends were used as the basis for developing our target accommodation portfolio.

2.1 Education

- Broad and interdisciplinary study programmes: every student takes courses outside their own study programme. This can be facilitated by providing flexible teaching spaces concentrated at a limited number of locations.
- Digitalisation requires well-equipped teaching spaces and a modern digital learning environment.
- Lifelong Learning is attracting a new target group to the university with different needs.
- We will start experimenting with flexible teaching and learning.
- Internationalisation and alliances, such as TU Eindhoven/Wageningen University & Research (WUR) and Charm-EU, require investments in distance-learning facilities.
- Developments in scheduling mean that we can and must improve the utilisation of teaching spaces.

2.2 Research

- Interdisciplinary collaboration on strategic themes and focus areas requires facilities to bring researchers together in new compositions.
- The growing importance of social impact requires us to further expand collaboration with the business community and civic organisations and make this collaboration more visible. For example, by issuing plots on the USP campus under a ground lease and potentially sharing buildings.
- The rising costs of research infrastructure dictate accommodation that facilitates infrastructure sharing.

2.3 Organisation

- UU's sustainability ambitions prescribe buildings with a neutral CO₂ footprint (UU CO₂ neutral in 2030), the reuse of materials and a transition to sustainable energy generation.
- Diversity, accessibility and inclusion are important themes that should be visibly reflected in our accommodation.
- Healthy buildings help keep students, researchers and staff fit and healthy, boost work productivity and reduce sickness absence.

3. Strategic Real Estate Management

In order to effectively support the primary process, strategic real estate management must be performed for a portfolio as sizeable as that of UU. This means the processes involved in portfolio management, asset management and account/property management (see figure 1). Because the buildings mainly located at USP were approaching the end of their service life, in 2016 a more intensive strategic real estate management approach was undertaken than needed until then. In its Strategic Real Estate Management Guide, the Netherlands Court of Audit provides a clear overview of the steps involved in the portfolio management process, which are set out in this memorandum.

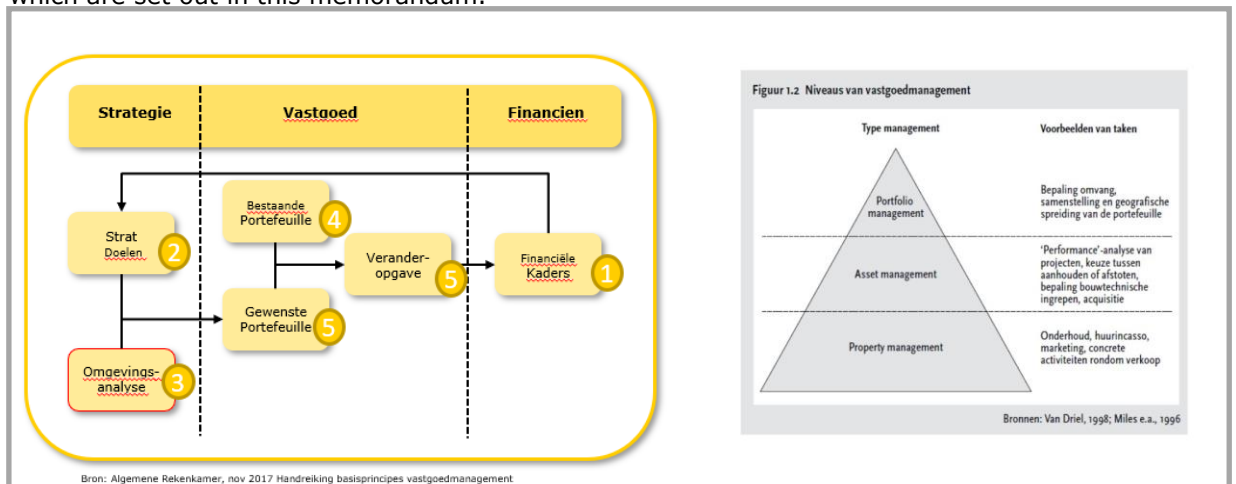


Figure 1. Strategic real estate management – the portfolio management processes

UU began to set out the financial frameworks for accommodation (1) and an outline real estate policy memorandum (2) in 2016. The Strategic Accommodation Plan was adopted in July 2017 (2). It describes the quality ambitions and financial frameworks for the university's accommodation and real estate. It also contains a number of accommodation requirements with a cost reduction target of 20% on the investment volume. The plan was adopted by the BO, EB and SB and submitted to the University Council for an opinion.

An environmental trend analysis (3) and an analysis of the current portfolio (4) were consecutively performed. A real estate strategy (2) is an essential tool for formulating an objective and future-proof portfolio plan (5) in respect of the accommodation ambitions of the various organisational units. A real estate strategy serves as an assessment framework for all present and future accommodation projects (5).

Three possible real estate strategies were explored and assessed against the frameworks.

1. Focusing on initial quality

The focus lies on **maintaining** the current real estate portfolio; the technical condition of the buildings will be maintained based on **the initial quality**, with the aim of minimising investments. This will result in a low functional value.

2. Focusing on projects

The focus lies on **fully supporting** developments in the **primary process** and the individual issues of the various users. This will result in a high functional value.

3. Focusing on value

The focus lies on the **efficient and effective** use of the buildings, which entails responding proactively to the changing needs of the primary process. This will create a functional, strategic and financial value.



Vastgoed Strategie Sturen op Waarde

Verschillende varianten uitgewerkt, Variant (3*): Doel = woonlasten binnen financiële kaders

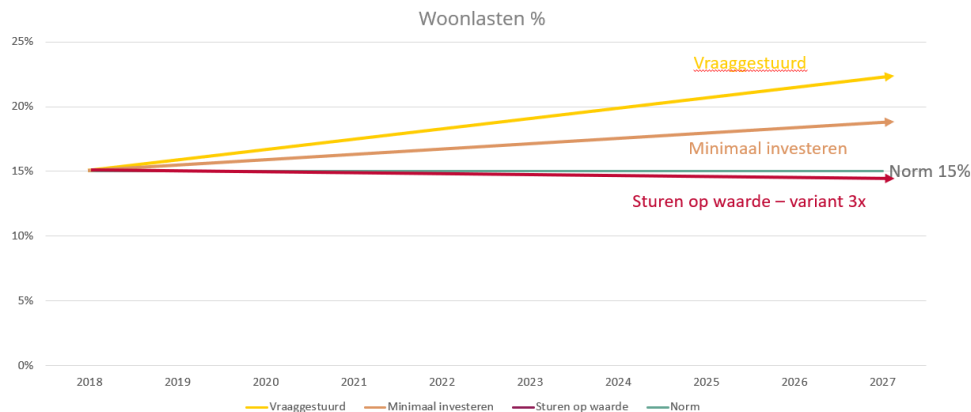


Figure 2. Schematic representation of real estate strategies

The EB has chosen the 'Focusing on Value' real estate strategy (for more background information, see the appendix to the 15 January 2019 memorandum).

The essence of this strategy is as follows:

- Focusing on future-proof quality and service life costs (TCO), maintaining a careful balance between Education & Research euros and Accommodation euros.
- Adopting a portfolio approach for an integrated UU.
- Responding proactively to developments in the primary process by holding frequent Portfolio Boards.
- Objective and assessment framework for investment decisions (Investment Term Sheet)

In order to define a future-proof target portfolio (desired portfolio) a portfolio analysis of the current portfolio must be performed. A portfolio analysis was performed in 2018.

The overall view is that the total portfolio, in terms of both the quality and financial aspects, inadequately meets the real estate objectives, (see Section 5).

In summary:

The accommodation costs already exceed the defined framework (15.5% in 2017) and will initially rise in the period ahead even after intervention (increase in depreciation on previous investment choices). If the current modus operandi continues, this will result in considerably more than one billion euros in investments plus accommodation costs considerably higher than 20% for the complete implementation of the accommodation requirements, instead of the envisaged 15% framework. The quality of the current portfolio fails to meet the standards set and varies significantly.

In order to fulfil our financial and strategic objectives, we will apply the strategy selected to the current portfolio and define the change project. To that end, the strategic perspective should explicitly be viewed in conjunction with the real estate perspective. This memorandum describes various portfolio plan variants for achieving the objectives in a balanced manner.



4. Preconditions and challenges

The preconditions set out below apply to defining a target portfolio and the corresponding change project (portfolio plan).

After consultations between the EB and the deans, the following financial frameworks were adopted in June 2017:

- **Operating costs** <15% of turnover.
- **Investment framework** max. 720 million euros for 2017-2026 (indexed to 750 million euros in 2019).
- **Solvency**: debt-to-equity ratio of no more than 40%.

Following consultations with the EB in 2018, the financial frameworks and the preconditions stated in the June 2017 SAP were reconfirmed as follows:

- There is accommodation for everyone.
- The accommodation and campus are designed to connect people and to encourage interdisciplinary collaboration.
- The buildings are and will always be safe and compliant with laws and regulations.
- The buildings and area development are sustainable, flexible and future-proof.
- Focus will be placed on Total Cost of Ownership (TCO) and maximum benefits for the whole UU.

4.1 Challenges involved in formulating the portfolio plan

In order to remain within the **UU's financial frameworks**:

- the operating costs must be reduced by around 6-7% if turnover remains unchanged (a structural decrease of around 8 million euros per year);
- the investments (wish list) must be reduced by around 30% in the years ahead (around 230 million euros in investments);
- a reduction of around 70,000m² must be achieved (=35%);
- an income-oriented real estate programme organisation is required to control the costs of projects.

In order to remain within the **functional and legislative frameworks**:

- maintenance must be carried out, including renovations, on buildings in the strategic stock;
- efforts must be undertaken to achieve future-proof, sustainable buildings that provide user comfort;
- space must be available to connect people and to encourage interdisciplinary collaboration;
- attention must be paid to work environments that contribute to employee satisfaction.

In order to remain within the **strategic Education & Research frameworks**:

- investments must be made in well-equipped research infrastructure and patient care facilities;
- care must be taken to ensure that high-quality education can always be provided in an effective manner;
- there must be sufficient space and money for knowledge valorisation opportunities;
- the Ambitions Document on the USP local environment must be pursued.

The mutual frameworks are incompatible in the current situation, which means that choices will have to be made.



5. Portfolio analysis of the current portfolio

In order to obtain a picture of the quality of the current real estate portfolio, various comprehensive analyses were performed as follows (see Appendix 1):

- characteristics of the portfolio in types of space, size and number of users;
- assessment of all buildings against the real estate objectives;
- characteristics of the accommodation per faculty or theme (teaching, labs and offices);
- characteristics of the regions: Northwest, Centre Zone, East, City Centre and ICU;
- financial characteristics of the real estate portfolio.

This chapter outlines the general, spatial and financial characteristics of the real estate portfolio.

5.1 General characteristics of UU's real estate portfolio

The overall portfolio has the following characteristics:

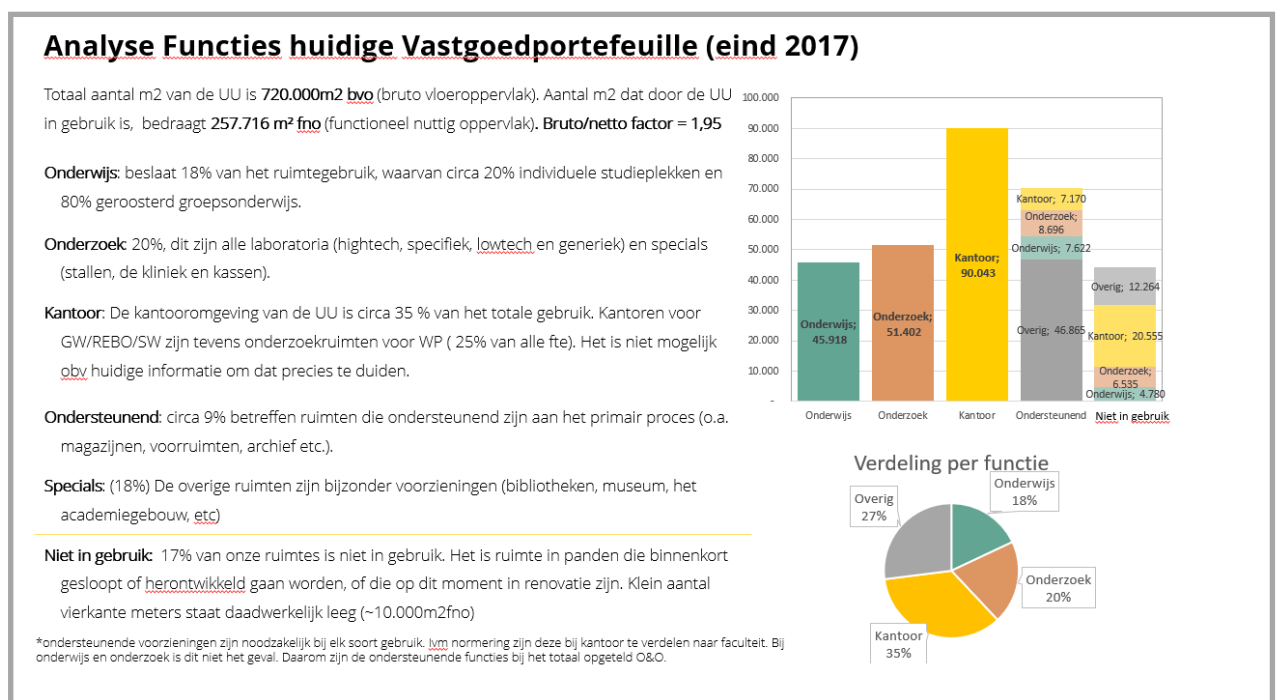


Figure 3: Current real estate analysis

An analysis of each type of space was performed to assess to what extent the size of the space is appropriate for the university's activities. With the assistance of the Academic Affairs Office, use was made of key figures, benchmark data, space standards, trends and developments.

5.2 Functional review of the current portfolio in relation to trends

Teaching environment

Compared to other educational institutions and in relation to student numbers and the teaching concept, the teaching environment at UU is not overly spacious. A further survey, carried out together with the Academic Affairs Office, the Scheduling Project and the faculties, confirmed that the teaching spaces are being underutilised. A slight reduction can therefore reasonably be assumed. To that end, it is essential to continue to further optimise the scheduling processes and to ensure that all time slots are used.



Blended learning could potentially have a major impact, mainly because the demand for teaching spaces will shift from large lecture halls to smaller tutorial rooms. As a guiding principle, the EB has indicated that the impact of blending learning or digitisation may not increase the total supply of teaching accommodation.

Study spaces fall under the teaching environment and as a guiding principle, the EB has indicated that the current number of study spaces (around 5,000 to 6,000 units) should be maintained during the transition).

Research environment

The research environment includes all the laboratories and other research spaces. This category is difficult to benchmark in view of the often specific and unique facilities and equipment. The findings from the current relocation surveys for Experimental Research for the Faculty of Science and the Accommodation Plan for Veterinary Medicine have revealed an efficiency gain. Based on this, and the completion of a new lab concept in the Hubrecht lab, the findings showed that efficiency could be improved in the research spaces: the assessment is that the current size provides some scope to optimise use, and therefore a slight reduction in square metreage is possible.

Office environment

It was concluded that the UU office environment is quite large in relation to the number of FTEs and their activities (office work, meetings, teaching tasks and research tasks). The current use of the office environment was assessed against the 2009 UU standard and the principles of work-related activities in combination with the NEN1824 standard (office space per employee). In all cases, a considerable reduction of the environment is physically possible and realistic. However, this will require some effort in terms of cultural mindset.

Support functions

A portion of these square metres can be directly allocated to the above categories, such as preparation rooms, storage rooms and rooms used for facilities such as catering and receptions.

Another portion is used for special university functions such as:

- the Academieggebouw (University Hall);
- the Museum, its annexes and storage spaces;
- student facilities.

In addition, there are also library functions.

This category cannot be benchmarked. The guiding principle is that the support or representative functions should be proportional to the primary side of the portfolio and should be proportionally reduced.

Unused spaces

The university currently has a number of unused spaces. Most of these spaces are in buildings that are at the end of their service life and whose users will be relocated elsewhere (21,000m²). These buildings will either be demolished soon or redeveloped. In addition, a number of buildings are vacant because they are being renovated (17,000m²). A small, dispersed area (9,000m² in total) currently comprises vacant buffer space. There always is a need for manoeuvring space in a real estate portfolio, and the most financially advantageous amount of space to include is a minimum size of around 5%.



5.3 Analysis of the campuses and regions

The real estate is located at three campuses, which are divided into five regions. The overview below shows the characteristics and the largest projects per region.

Regio	Totaal fno gebruik	Sterk	Zwakke	Grootste opgave
USP Noord West	81.000m ²	+ Functioneel + Kwaliteit + Duurzaam + Flexibiliteit	- Energieverbruik - Veiligheid	• Instandhouding • Aantal gebouwen komen leeg • Nieuwbouw kavel 32
USP Oost	59.900m ²	+ Uniek + Functionaliteit kliniek	- Duur - Monofunctioneel - Niet flexibel - Verouderd	• Herhuisvestingsopgave i.v.m. en eind levensduur twee grote gebouwen, inefficiëntie overige gebouwen
USP Centrum	62.800m ²	+ Mogelijke bouwvolumes en ontwikkelruimte	- Verouderd - Gebrek visie / programmering - Omvang leegstand	• Kwaliteit bestaande gebouwen slecht • Leegloop van het hart: voor de aankomende jaren bijna geen programmering
Binnenstad	41.600m ²	+ Uitstraling + Monumentaal + Kleinschaligheid	- Niet flexibel - Schaal - Ligging buiten clusters - Enkel geschikt voor onderwijs en kantoor	• Veel projecten ivm kwaliteit gebouwen, • Inflexibel • Focus op twee clusters
ICU	12.400m ²	+ Uitstraling + Woonfunctie	- Schaal - Verouderd - Geen uitbreiding mogelijk - Niet flexibel (monument)	• Verouderd vastgoed • Omvang terrein versus gebouw • Weinig/geen uitbreidingsruimte
Totaal	257.700m²			

Figure 4: Analysis of the real estate regions

***Re ICU strengths:** Monumental; small-scale; unique campus due to the combination of residential accommodation and education; important aspect of ICU identity; reflects positively on UU; bridging function between USP and city centre campus.

In summary

An analysis of the size, location and quality of the real estate portfolio in relation to the current and future operating costs leads to the conclusion that the portfolio does not fit into the defined quality and financial frameworks.

The gross/net ratio is high, there is an excess of square metres, many square metres produce a large CO₂ footprint, and the energy costs are high as a result. The costs for the continued maintenance of all these inefficient square metres are too high, which means that the operating costs are too high. Moreover, the function of the space and the associated operating costs are not always in balance. Lastly, the teaching spaces are underutilised and there is a surplus in office and other spaces. After the reduction of the primary portfolio, special functions will take up a disproportionately large amount of space if they are not proportionately reduced (currently the same amount of space as the Education component of the portfolio).

A major transformation is required in order to bring the real estate portfolio into line with the Focusing on Value Strategy. The portfolio will need to be reduced by 35% in order to fit the accommodation into the financial frameworks. At the same time, a substantial investment will need to be made in the quality of the accommodation. A transformation on this scale requires a long-term plan aimed at effectively transforming the accommodation into a size and quality that matches the strategy of Utrecht University.

Three scenarios have been developed into portfolio plans, setting out the directions that will allow UU to achieve an affordable, safe, healthy and sustainable real estate portfolio in the period up to 2027.



6. Strategic review of the accommodation portfolio

In addition to a financial and real estate perspective, the strategic perspective also plays a key role. All faculties recognise the importance of the jointly defined financial frameworks that keep the funds that are spent on accommodation and the funds available for Education & Research in balance. However, specific strategic considerations should be taken into account for the accommodation for each faculty and service department.

Faculty of Science

The Faculty of Science is largely accommodated in buildings that are at the end of their service life (Big5), and which impede the growth desired by UU and the government, particularly in the area of experimental research. Experimental research on the strategic themes of Life Sciences and Sustainability will help UU capture and maintain a position among the top-ranking European universities. Interdisciplinary collaboration within and among the institutes and a short distance to the functions in the Northwest Cluster, the David de Wied building, the UMC-U and the Botanic Gardens are beneficial to the faculty. Due to the specific physical requirements of the labs, the location is a key factor in the context of vibration-sensitive areas and the technical specifications of the buildings.

Future

Organic growth without any unnecessary relocations is extremely important, and it is essential that this is facilitated in the vicinity of the current accommodation. Moreover, flexibility is required in view of possible adjustments to the research infrastructure based on sector plans, indirect funding and contract-based research funding projects or otherwise. Connecting with society is an important theme. This should be facilitated by the accommodation. One aspect is to ensure that sufficient space is maintained for a large number of unsalaried staff as well as PhD candidates with a scholarship. Another aspect is physical space for collaborations with third-parties.

The faculty supports the future study of the Kruyt building but is concerned about the long-term disturbance and possible negative impact on the occupants of the Kruyt building. The substantial savings arising from renovation rather than a new building may compromise neither the quality of education and research, nor the staff of a department with a heavy workload.

The faculty supports the study aimed at improving the UU's financial management by reducing or making choices in peripheral education and research-related activities, in other words the special functions described.

Faculty of Geosciences

The entire Faculty of Geosciences is now accommodated in the Northwest Cluster. After the rationalisation of laboratory and office use (reduced spatial footprint), three buildings were delivered: Vening Meinesz A (office building), Vening Meinesz B (chemical lab, where TNO, Deltares and CBBC are located besides GEO) and the Earth Simulation Lab, which will be taken into use in phases in 2019.

The Faculty of Geosciences has implemented a new office concept, the efficiency and quality of which is currently being evaluated. The Faculties of Science, Geosciences and Social Sciences (BGS) are working together in the area of education: in collaboration with the Faculty of Science, the Koningsberger building was constructed, the Minnaert building was renovated and the Bolognalaan premises were taken into use.

Future

It is in the faculty's interest to accommodate future growth. This means further optimising space utilisation based on the office concept developed with the aim of implementing the



office accommodation standard of 0.9 FTE/workspace. Moreover, it is important to the faculty to retain sufficient space for the large number of researchers (>10%) who do need space but have not yet been appointed (PhDs with a scholarship, research fellows, etc.) and are involved in national or international collaborative programmes.

Faculty of Social and Behavioural Sciences

The Faculty of Social and Behavioural Sciences occupies premises in the centre zone of De Uithof and will have to leave the current buildings within the next decade, because they will have reached the end of their service life.

Future

The faculty considers three factors vitally important for future accommodation, in the following order of priority:

- 1. the whole faculty should be accommodated in one building or in two buildings located in each other's immediate vicinity (in view of the community aspect but also the increasing interdisciplinary collaboration within the faculty);*
- 2. ideally, part of the education facilities should be accommodated in the same building(s) to promote a sense of community among lecturers and students and the small scale (particularly important for large degree programmes) so that students – unlike the present situation – feel more 'at home' and that they 'belong' somewhere (currently, students of larger degree programmes in particular are 'displaced' in anonymous Uithof buildings);*
- 3. the research facilities (labs) should also be accommodated in the same building or buildings, given that lab and office work in the Social Sciences mesh together seamlessly.*

Faculty of Veterinary Medicine

Specific accommodation for research, education and patient care characterises the Faculty of Veterinary Medicine (DGK) located in the East Cluster at De Uithof. Together with V&C, the faculty is working on an Integrated Accommodation Plan triggered by the current accommodation in the Big5 Androclus and Nieuw Gildestein buildings.

Future

The faculty aspires to achieve a stronger position in society, aims to operate as a network organisation, educate students from a broader perspective and boost the quality and appeal of its research activities. The DGK Integrated Accommodation Plan describes how a good combination of existing accommodation and new buildings can help the faculty achieve these ambitions, with a focus on cohesion and connections between disciplines, education, research and patient care.

Proximity to the UMC-U and the other Life Sciences faculties is required in order to leverage the strategic added value of the combination of science/medicine/veterinary medicine at one single campus. An important development is the innovation of the translation of experimental research to the human or animal patient with greater effectiveness and fewer laboratory animals. Setting up a Centre for Biomedical Translation (working name) could be important for reducing the use of laboratory animals and for providing a high-quality facility (small-scale) for when these animals are still required.

Faculty of Law, Economics and Governance

The accommodation of the Faculty of Law, Economics and Governance (REBO) is currently spread across various locations in the city centre and at the ICU. The buildings are outdated and require a major overhaul/renovation. Moreover, the accommodation of the Schools of Governance and Economics is too small. A number of buildings have been or are being renovated, such as Janskerkhof and ASP200, and parts of the accommodation have been



improved in the meantime. The faculty has worked hard on faculty unity and multidisciplinary collaboration in education, research, impact and support in the last few years. The current accommodation situation fails to support these aspects.

Future

The faculty has a unique combination of in-house disciplines. In order to leverage this, it is important that the schools (and UGlobe) are located in each other's vicinity. Moreover, it is important for the sense of community in all degree programmes that the teaching spaces (or research spaces) are located in the vicinity of office spaces). This is even a requirement for both the Bachelor's programmes in Public Administration & Management Science and for PPE, given the label 'small scale'. Furthermore, it is vital for the faculty to remain in the city centre, including for competition reasons (including stable student intake). Lastly, the faculty offers a considerable number of Lifelong Learning courses. Appropriate and representative facilities are essential for ensuring a good position in the market, but not at the expense of the facilities for the regular programmes.

The REBO Faculty used the opportunity to respond. Its response is included in Appendix 2.

Faculty of Humanities

The Faculty of Humanities (GW) has premises in the city centre. On the whole, the accommodation fails to meet the standards defined in the quality frameworks (outdated and inefficient). The Faculty of Humanities section comprises 75% of the City Centre University Library (UBB) collection, and as such is no different from the labs of the Faculty of Science or DGK.

Future

Based on the principle that real estate and accommodation should fully support the strategic objectives (within the financial frameworks), three factors are crucially important for the faculty's future accommodation. They are inextricably linked to each other and therefore cannot actually be prioritised. Briefly summarised: all units/departments of the faculty are located in each other's immediate vicinity, in the immediate vicinity of the library (which houses the Humanities Collections) and in the city centre.

Keeping the faculty together physically – which equally applies to other faculties – is essential for the functioning of the faculty, for collaboration in education and research, for community building and for fostering ties with students, for student services, for efficient support services, for manageability, etc. Fragmentation will make it more difficult to achieve the central strategic objectives.

The immediate proximity of the library is crucial because the University Library (UB) forms part of the faculty's education and research facilities. This applies to philosophy, languages, literature, history and art history in particular. The Humanities section makes up 75% of the UBB's collection and is consulted on a daily basis. Visitor figures for the UBB are far higher than those of the UB at Utrecht Science Park (one million compared to 800,000 annually) even though there are fewer study spaces in the city centre (600 compared to 800). And although the use of physical books is showing a downward trend in the Humanities as well, borrowing from the Humanities open collection still accounts for 55% of the total number of books borrowed from UU (source: University Library Key Figures 2017). The library is not a 'special function' for Humanities, comparable to the University Museum, but rather to a laboratory for Life Sciences for example, a facility that should be situated in the vicinity of education and research. For that matter, this also applies to the theatre in the Kromme Nieuwegracht/Muntstraat building, which functions as a multimedia lab.

Accommodation in the city centre is of vital importance given the close ties and the various departments' collaboration with the arts, the museums and the cultural sector (Museum Catharijneconvent, Early Music Festival, Dutch Film Festival, Theater Kikker, etc.) in the city



centre. Maintaining accommodation in the city centre is a prerequisite for enabling the faculty to continue knowledge valorisation and achieve social impact, and to contribute to and maintain links with the arts, culture and museums in the city.

The Faculty of Humanities used the opportunity to respond. Its response is included in Appendix 2.

University College Utrecht

University College Utrecht (UCU) is located on the monumental International Campus Utrecht (ICU), together with the Utrecht School of Economics and the Philosophy, Politics and Economics (PPE) programme. There are 100 residential units (700 beds) on the campus and 100 self-contained residential units for students (both UCU and Master's students, for example). The UCU's accommodation meets the requirements attached to the label of small-scale and intensive education. The green campus is one of the UCU's unique selling points and is highly valued by both students, who live, study and spend leisure time there, and by staff. The accommodation is in need of renovation and the plans for the various buildings will improve the functioning of the UCU.

Future

The accommodation is a key factor for the success and continued existence of the residential University College. Professor Alexandra den Heijer (Delft University of Technology) has conducted in-depth research into university campuses, including in the Netherlands. Her research shows that it is precisely digitalisation that requires more square metreage, because space must be available to allow people to connect and share experiences.

www.managingtheuniversitycampus.nl/

The UCU Board considers the relocation of the College a threat to its very existence and emphatically advises against it. According to the Board, the campus is the ideal innovation incubator for various forms of flexible education and can evolve into an online education hub. Thanks to its central location between USP and the university's city centre locations, the campus can easily be used by other parts of the university.

University Administration

The University Administration is housed in the *Bestuursgebouw* (Administration building) at USP. It is an outdated office building. The nature of the work requires staff to work together closely because they jointly develop products (budgets, HR policy, ITS, communication, etc.). The current office concept is not conducive to the desired integral collaboration.

Future

Due to the nature of the work, accommodation under one roof is a key factor for enabling the University Administration to operate efficiently.

Special functions

The University Administration is responsible for a number of special functions within the university, the size of which accounts for around 18% of the total portfolio. The library function accounts for almost half of that percentage. This is discussed in further detail in the next section.

Firstly, the *Academiegebouw* (University Hall), which has a ceremonial function and is used by the entire university community. Secondly, the university has a university museum, which accommodates activities that contribute to knowledge valorisation and the public engagement task of the university (Museum, Studium Generale, Wetenschapsknooppunt). Thirdly, the university has a number facilities that support a rich and diverse student life, including Pnyx (in which the boards of 35 student associations have an office), Parnassos for student choirs and orchestras and extracurricular cultural activities, and the Olympos sports centre, which



provides accommodation for student sports associations and individual students and staff engaged in sports.

Future

In the University Administration's view, the special functions provide significant added value and if they were to disappear, it would considerably impede the university from being what it wants to be.

University Library

The University Library (UB) has premises at two locations: the city centre and USP. The UB USP (completed in 2004) is the main location and houses the specific library facilities, services and depots. Universities have made mutual agreements on administering the collections with the aim of optimising efficiency across the whole country.

The UB USP has around 850 study spaces. The City Centre UB (renovation completed in 2012) mainly accommodates study spaces (around 750) and 11 km of book collections for REBO and the Humanities. The study spaces in the library buildings are the most popular study spaces for students.

Services in the heart of the university community that are close to students, researchers and lecturers and therefore at two campuses, are and will always be important for student satisfaction. The accommodation in two famous buildings significantly boosts UU's international brand profile.

Future

The library function remains an infrastructural facility that forms part of the university's primary processes: it is the lab function for research and education. Both the digital and traditional services remain essential for students, researchers and lecturers.

The use of open collections, particularly in the UB USP, is declining sharply, but will never disappear completely. The proximity of the physical collections, especially for the Humanities, remains categorically important (and it should be noted that the digitisation of large parts of the collection is unrealistic).

The research materials for the other disciplines can largely be placed in the current depots so that the space where the open cabinets are located can be re-purposed. Re-purposing the space for education and research support and services would be the most logical option, in view of the popularity of the buildings among students and the success of accommodating CAT, SkillsLab etc. in the UB USP.

The library functions will adapt in line with the development of the university, and it makes sense for this to apply equally to the use of space, except for the depots.

Please find below a number of general observations on the above:

- *The relocation of library collections requires investments in staff, equipment (cabinets, etc.) and time – years, in fact!*
- *The current depots in the UB USP are currently at 90% capacity. Accommodation for the museum collection can be looked at, but is not possible in the short term, also in view of preservation requirements.*

The Faculty of Humanities used the opportunity to respond. Its response is included in Appendix 3.



7. Portfolio plan scenarios

A portfolio plan consists of a target portfolio (desired portfolio based on demand and strategy, within financial and quality frameworks) and a change project within the same financial frameworks.

7.1 Target portfolio

A target portfolio is characterised by:

Size (m²) x Function x Quality x Location x Accommodation Costs

The analysis of the current portfolio based on size, function, quality and costs in relation to the frameworks and objectives has shown that a portfolio of around 225,000 m² of functionally useful floor space is affordable for the longer term (in terms of operating costs). Key figures calibrated against the actual UU figures for the last few years were used for this purpose. This means a considerable transformation of the current portfolio.

Based on this comprehensive analysis and the results of the survey on the development of demand for the required volumes and types of space, the proposed approach is to specify the target portfolio in further detail according to function and type.

Assessment framework

- Greater reduction in offices than in Education & Research.
- Potentially dispose of or replace buildings with a high TCO or high gross/net value.
- Potentially dispose of or replace buildings with high CO₂ emissions.
- Proportionately reduce special/other functions in line with the portfolio.
- Do not dispose of functions/activities, potentially dispose of buildings only.
- Avoid investments that increase TCO by selling/replacing them.
- Where possible, collect sales proceeds from disposal on account of an investment budget shortfall.

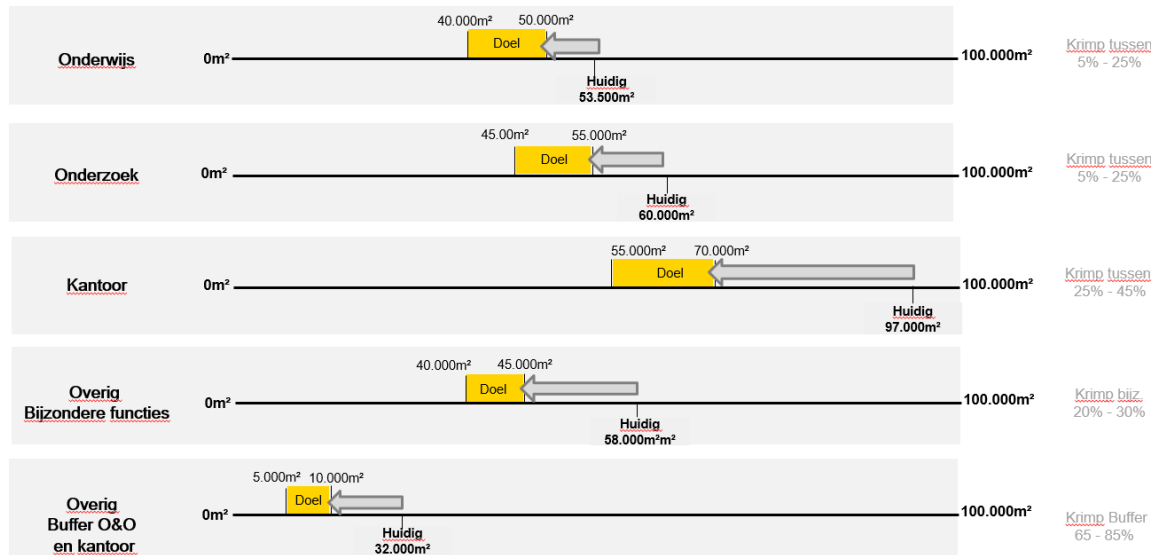


Figure 5: Target portfolio compared to current portfolio, including unused spaces

A further substantiation of the size of the target portfolio and a sensitivity analysis is included in Appendix 5.

Preconditions

In order to achieve this, the following prerequisites apply:

- optimising the scheduling processes, improving use of all time slots and research on spreading the peak load or finding solutions outside own portfolio with a temporary workforce, reduce no-shows and using real-time scheduling showing real-time occupancy and utilisation;
- using laboratories and other research facilities efficiently by facilitating the sharing of facilities;
- applying work-related activity based on a factor of 0.9 workspace per FTE and 10% meeting time per FTE combined with NEN1824 workspace standard;
- performing a critical analysis of other and special facilities supporting UU's primary process and strategy;
- minimising buffer space by optimising project planning and organising disposal on a timely basis and demolition, where necessary;

Location and quality dependencies must be taken into account when specifying the target portfolio and these ultimately lead to differences in accommodation costs. To illustrate this point: currently, the average accommodation costs in the city centre amount to 350 euros/m² and to 264 euros/m² in the USP (25% lower). This is attributable to factors such the historical value and dimensioning of most of the city centre buildings, and despite expensive research infrastructure in the USP. Various scenarios that take all components of a target portfolio into consideration have been formulated in the following section.

7.2 Explanation of portfolio plan scenarios

A portfolio plan has been formulated that fits within the frameworks and is linked to the Focusing on Value strategy: Plan X. It was subsequently examined how the plan could be adjusted so that it would be more in line with the university's strategic perspective, but still in



accordance with the Focusing on Value real estate strategy and the corresponding financial and quality frameworks. This resulted in Plans Y and X.

The financial frameworks cover the period until year-end 2027. Given that property investments have a long-term effect (15 to 60 years) on an organisation's financial position, the financial review forecasts the effects until year-end 2032 (smallest complete real estate cycle). At the same time, this shows that no investments will be postponed until just after the investment window in order to to suggest a short-term alignment with the investment volume.

Plan X		Plan Y		Plan Z	
Scenario Portefeuilleplan beschrijving					
Forse reductie van monumentale vastgoed, waaronder afstoot ICU en aantal binnenstadspanden vanwege hoge exploitatiekosten, lage kwaliteit (dus aankomende hoge investeringen) en hoge B/N factor		Zoals plan X, maar met de volgende wijzigingen: Behouden van twee binnenstadsfaculteiten, geconcentreerd in twee clusters, Trans/Janskerhof en Universiteitskwartier/Drift Behoud UB Uithof en sterke krimp UB Binnenstad. Herhuisvesten van 2 departementen GW in de UBB. Kleine collectie boeken behouden.		Zoals plan X, maar met de volgende wijzigingen: Behouden van twee binnenstadsfaculteiten (exclusief een nader te bepalen groep), geconcentreerd in de Binnenstad	
Kent een verdere concentratie van de functies in het USP door een verschuiving uit de Binnenstad en ICU		Behoud UB Uithof en sterke krimp UB Binnenstad. Herhuisvesten van 2 departementen GW in de UBB. Kleine collectie boeken behouden.		Een nader te bepalen groep verhuist naar USP campus en integreert in huisvestings en onderwijs contingent aldaar voor efficiëntie voordelen.	
Functies op het International College terrein herhuisvesten op USP campus		Alternatief zoeken voor een aantal studieplekken in de UBB ergens in de binnenstad Clusters		In de UBB plaatsen van 1 departement GW, grotere collectie boeken (lab) behouden en de studieplekken in binnenstad intact laten	
Aantal Departementen van GW en REBO herhuisvesten op USP in nieuwbouw volumes met lagere exploitatiekosten. Of 1 gehele faculteit in de Binnenstad en 1 gehele faculteit in de USP campus.		UCU wordt gehuisvest op het USP		UCU wordt gehuisvest op het UCU of (met behoud van investering en exploitatie) elders in Utrecht, bv Beurskwartier, Kanalenland of Overvecht.	
Afstoten van de UB Uithof en de functies daarvan herplaatsen in bestaande panden (UBB, kantoorpanden voor studieplekken old)					
Taakstellende budgetten voor DGK en Beta Experimenteel onderzoek herhuisvesting					
Financien		Plan X		Plan Y	
Investeringen tot '27 Investeringen tot '32 Woonlasten '32 Omvang portefeuille '32		MC 749 MC 1.016 14,2% 223.000 m ²		MC 876 MC 1.085 15,2% 236.000 m ²	
Voordelen Plan X		Voordelen Plan Y		Voordelen Plan Z	
- meer financiële ruimte in exploitatielasten om veranderingen of tegenvallers te accommoderen in de komende 10 jaar. Calamiteiten, indexering en functionele wijzigingen zijn nog niet meegenomen in deze plannen.		- tegemoet komen aan belang van GW en REBO		Alle voordelen zoals ook genoemd binnen Plan X plus: - aantal te verplaatsen personen is dusdanig dat druk op de mobiliteit kan worden opgevangen door realiseren van evenredig aantal studenthuisvestingsplaatsen op de campus	
- grotere concentratie van de UU faculteiten in het USP leidt tot mogelijkheden tot interdisciplinaire samenwerking		- twee goede/omvangrijke clusters in Binnenstad (minder verspreid)		- betere benadering financiële kaders t.o.v. plan Y. Hogere investeringen maar deze dragen beter structureel bij aan het verlagen van de exploitatielasten.	
- meer mogelijkheden om voorzieningen te delen, zoals kantoor- en onderwijsomgeving en het verlagen van facilitaire kosten		- community vorming en integraliteit REBO faculteit		- vergroten schaalvoordelen op USP (efficiency onderwijs en overige voorzieningen) daarmee verlagen exploitatielasten	
- benutten omvang Kruyt gebouw en de strategische locatie in USP Centrum. Ism beoogde gebiedsontwikkeling mogelijkheid tot verdere dynamiek en community vorming		- belangen van de gemeente beter bediend, zij wensen een grote aanwezigheid UU in de binnenstad. Aantrekkelijkheid UU mogelijk hoger door de aanwezigheid		Past beter bij de strategische doelen van de universiteit en de wensen/benodigdheden van de faculteiten en diensten	
Nadelen Plan X		Nadelen Plan Y		Nadelen Plan Z	
- beheersbaarheid van projecten aandachtspunt eerste 5 jaar. Vraagt om strakke sturing. Kleine groei van en verdere kwaliteitsverbetering V&C organisatie en excellente samenwerking faculteiten en het Woonbedrijf.		- aanzienlijk hogere investeringen die niet nominaal leiden tot exploitatieverlaging		- hogere investeringen (deze kunnen eventueel opgevangen worden door hogere baten uit verkoop van vastgoed)	
- afname zichtbaarheid en aanwezigheid UU in Binnenstad		- haalbaarheid functiewijziging UB Binnenstad		- mogelijk splitsen van faculteit REBO/GW over USP en Binnenstad. REBO en GW vinden dit zeer ongewenst	
- opsplitsing binnestadsfaculteiten of vertrek 1 hele faculteit uit Binnenstad		- risico of we voldoende gepast vastgoed kunnen verwerven in binnenstad en daarmee risico voor behalen kaders (kwalitatief en financieel)			
- cultureel is dit een grote interventie in een organisatie als deze en weerstand is te verwachten		- het onttrekken of verplaatsen van studieplekken uit de UBB geeft aanleiding tot veel weerstand van de studentpopulatie			
- Het verplaatsen van een grote groep medewerkers en studenten zal het mobiliteitsprobleem op het USP nóg verder vergroten					

Figure 6: Overview of three scenarios for a portfolio plan (see Appendix 8 for enlarged version)

Appendix 5 includes the three portfolio plan scenarios formulated in detail in the form of an investment overview per building, per year, per scenario.

General

All three scenarios have a number of aspects in common:

- The key investment figures include future-proof construction, i.e. sustainable, healthy buildings that promote user comfort, built according to the circular construction principles.
- Sufficient investment scope is included for the statutory energy transition and green area development. See Section 7.3.
- All three scenarios reduce the CO₂ footprint of the university buildings by as much as **65%** (from 73.5 kg ton to 25.6/26.1 kg ton CO₂ emissions), combined with the implementation of the energy strategy.
- In all three scenarios, the quality of the teaching spaces in the city centre has increased and the number of study spaces at least remains unchanged. In scenarios X and Y, it is



possible to increase the number of study spaces at locations where cutting losses occur in buildings where space is reduced.

- Based on the new process, in which frequent Portfolio Boards are held with all stakeholders, progress on the implementation of the SAP will be periodically shared and can also be adjusted in the intervening period (within the portfolio plan). The portfolio plan itself will be evaluated once every two years. By implementing asset management, the design guidelines will be continuously assessed by the real estate operating company and adjusted if necessary (quality assurance). A provision has also been included for any interim functional changes (due to a change in indirect funding or contract-based research funding).
- All scenarios have space in the functional changes budget for potential measures relating to diversity, accessibility and inclusivity in the budget for functional changes.
- At present, none of the scenarios take account of the relocation of the sports fields to the centre of the campus as described in the USP Ambitions Document. This could be added after 2027, provided that there is a positive business case for the relocation and it remains within the financial frameworks (the territory in the North Cluster is a prime real estate location alongside the A28 motorway and generates a comparatively high amount of ground rent income).
- None of the scenarios take account of a potential efficiency improvement in accommodation with partners at the USP, i.e. UMCU-U and HU University of Applied Sciences Utrecht. This could be further examined at a later stage. Although no material contribution is expected, there may potentially be a mutually suitable solution for smaller accommodation issues that could reduce the accommodation costs.
- Plans X and Z are expected to amplify the mobility issue related to the USP. In those cases, supporting policy will be developed, for example by creating extra student accommodation in proportion to the extra students receiving education at the USP to reduce rush hour traffic movements. This is far easier for Plan Z.
- Lastly, each scenario includes a buffer space of around 5% of the portfolio for the purpose of resolving shifts and unexpected accommodation issues.

7.3 Next steps; Portfolio Management and Asset Management

It is important, after selecting the initial portfolio plan, to ensure effective portfolio management. This implies holding regular Portfolio Boards, in which any new information is integrally assessed again. This may result in adjusting decision-making (provided that it is within the financial frameworks and the portfolio plan), if necessary. The choice for the portfolio plan will be evaluated every two years. In addition to portfolio management, it is also important to undertake asset management. This quality assurance procedure is important for assessing the maximum user comfort of the accommodation solutions designed.

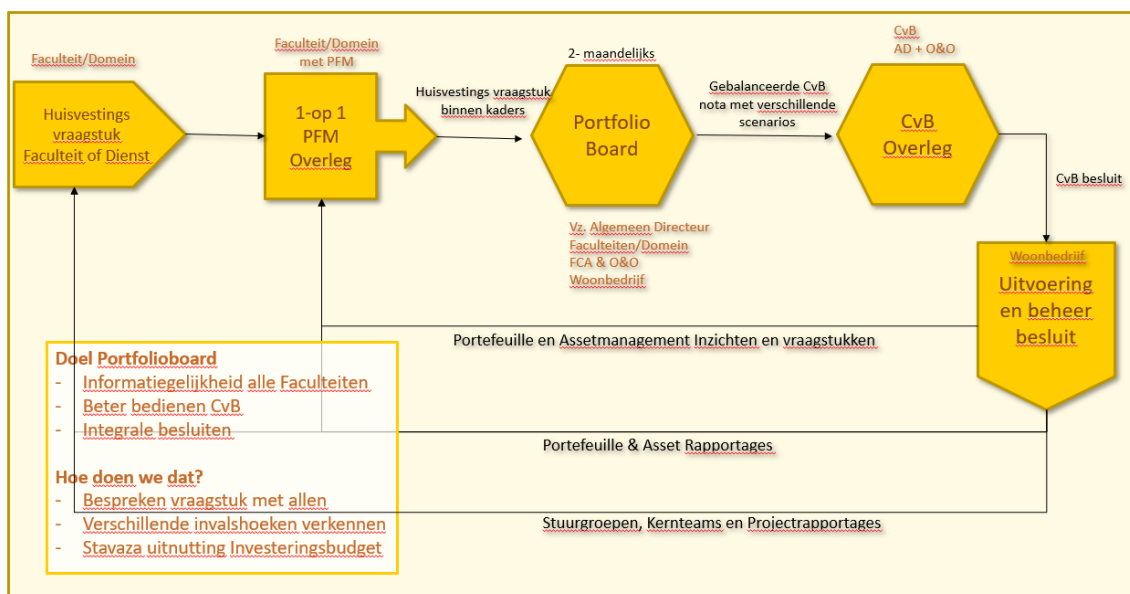


Figure 9. Portfolio Board process



8. Communication

Communication objective

The defined preconditions have resulted in adopting a rational approach to UU's real estate portfolio. The three portfolio plans and the underlying choices have a significant impact on all sections of the UU community. The key objective of communication is to provide the opportunity for stakeholder input by engaging in an ongoing dialogue on the university's accommodation. In addition, it is important to foster an understanding of the urgency of Focusing on Value, to raise awareness that choices must be made and that it is possible to offer input until January 2020 (within the defined frameworks).

The intended result of effective communication is that the UU community:

- has knowledge of the new accommodation plan;
- feels the urgency;
- understands the definite choices;
- knows what the process is that follows;
- understands where they still can provide their own input;
- understands that not all wishes can be granted.

The aim is to ensure that staff understand the necessity, strategy and urgency of the choices and are aware that they are based on a comprehensive analysis, and that various scenarios have been presented based on that expertise.

Key message

Utrecht University is investing in the campus of the future. Changes in education and research make new demands on our accommodation challenge. Utrecht University also aims to enhance sustainability. Utrecht University will therefore invest 827 million euros in refurbishment and new accommodation. This huge challenge means that choices will need to be made with far-reaching implications. The real estate portfolio will be smaller and more contemporary, with the accommodation having a 65% smaller ecological footprint and significantly lower operating costs. The result will be more money and better support for our core tasks: education and research.

Changes in education and research make new demands of the university's accommodation. There are ever more possibilities for digital education, and interdisciplinary collaboration in research is becoming more important. We need accommodation that facilitates these developments and encourages community building. With targeted investments in real estate, the university's accommodation will be brought into line with the future-oriented strategy, so that our staff and students can continue to perform optimally.

Utrecht University aims to contribute to finding a solution to earth's major climate challenges. By modernising, partly disposing of and using our space and facilities more efficiently, we will reduce the ecological footprint of our buildings by 65%. This is a tremendous opportunity, which the university must utilise.

Some of our buildings are outdated, costly and barely sustainable. Without radical measures in the area of maintenance and operating efficiency, real estate will take up more and more of our budget. With less real estate square metreage and by using our accommodation more intelligently and efficiently, we will save millions of euros per year. Those funds will be dedicated to education and research.

The communication plan is included in Appendix 10.



9. EB and SB Decision

Decision on the UU real estate portfolio plan		Date
1.	The SB granted the EB approval to develop a portfolio plan (Plan X, Plan Y or Plan Z) that sets the direction for the real estate portfolio and the accommodation of UU. The SB instructed the EB to carry out its activities and set up its organisation in line with the portfolio plan and within the financial frameworks defined.	July 2019
Decision on urgent accommodation issues (hardlocks)		Date
2.	The SB granted the EB approval to adopt a budget of 115 million euros for the Faculty of Science experimental research programme. The initial decision entails relocating the entire programme to three wings of the redeveloped Kruyt building subject to disturbance surveys. This supersedes two new-build volumes for LSL and MSL. A separate memorandum containing the results of the disturbance survey currently being conducted will be submitted for approval in November 2019.	July 2019 Term sheet Kruyt redevelopment attached Follow-up memorandum follows in November 2019
3.	The SB granted the EB approval to adopt a normative budget of 120 million euros for the Integrated Accommodation Plan for Veterinary Medicine, to be spent on one new-build transaction volume and on the intensification of the Jakob and Schimmel buildings and De Tolakker (non-exhaustive) for the accommodation of the whole faculty including CBT. The SB instructed the EB to specify the accommodation for DGK in further detail within these financial frameworks.	July 2019 Investment memorandum and term sheet of 18 June 2018 are attached.
4.	The EB will decide whether or not to dispose of the ICU premises.	Sept. 2019
(Proposed) decisions and accommodation surveys (softlocks)		Date
5.	The SB approved the EB's decision to redevelop the Van Unnik building for UU's primary process, and issued a subsequent instruction for the programming of the Van Unnik building and the centre zone of the USP (the programme involves the relocation of Social Sciences, Education, UBD and possibly other parties, depending on the scenario). The investment budget will be based on the portfolio plan scenario selected (X, Y, Z). The results of the elaboration of this accommodation issue, including the required education volume, will be submitted for approval in January 2020.	July 2019 Jan. 2020
6.	The SB approved the EB's decision to reduce the costs and square metreage for special support functions in proportion to the total portfolio by 35% and to initiate an accommodation survey for this purpose. This accommodation requirement includes the university library functions (which are currently spread across two locations), Parnassos (theatre), Pnyx (student boards), Olympos (sport), and the University Museum depots. The investment budget will be based on the portfolio plan scenario selected. Depending on the portfolio plan selected, the results of the elaboration of this accommodation issue are expected to be available by January 2022 (X) or January 2020 (Y/Z).	July 2019 Jan. 2020 Jan. 2020

Page 22



Appendices – attached

- Appendix 1: Portfolio Analysis, see document.
- Appendix 2: Responses to the memorandum on the City Centre Faculties.
- Appendix 3: Responses to the memorandum on the University Library
- **Appendices (digitally available)**
- Appendix 4: EB Memorandum on Focusing on Value.
- Appendix 5: (CONFIDENTIAL) Investment overview plus timeline per building per scenario.
- Appendix 6: Term sheet redevelopment of Kruyt building.
- Appendix 7: Overview of implementation of major projects 2009-2019.
- Appendix 8: Overview of three scenarios (figure 6 enlarged).
- Appendix 9: Overview of SB decisions/projects >10 million euros.
- Appendix 10: Communication Plan



Appendix 2

REBO Board considerations based on the draft Memorandum on the Elaboration of the SAP Portfolio Plans v_08

Dear Executive Board, Dear Colleagues,

We would like to take the opportunity to share our considerations once again regarding the draft Memorandum on the Elaboration of the SAP Portfolio Plans. As stated earlier, we understand the restrictive frameworks. We want to and therefore will express our loyalty and solidarity by contributing to finding appropriate solutions, but do have comments and questions.

As a general comment, we wish to point out that we feel uneasy about the pragmatic tone of the document (20190602 EB Memorandum on the Elaboration of the SAP Portfolio Plans v_08) and the lack of foundation behind the resulting reshuffling of people and buildings. We also consider the structure of the memorandum rather unbalanced. The essence, the portfolio scenarios (Section 7), covers two pages and the explanation of the various scenarios is very succinct. The decisions are also based on hardlocks and softlocks, but it remains unclear what the implications of the hardlocks are for the softlocks in the period after the first five years. As an aside, we wish to point out that information on Plans Y and Z in the memorandum states that accommodation costs are rising (p. 14). However, this is not reflected in the graph shown and we are therefore unable to reconcile this with the tables on slide 30 in the 16 May 2019 PPT (version 010).¹

More specifically with regard to the REBO Faculty, we would ask that attention primarily be paid to two aspects that carry equal weight for us: the physical proximity of all faculty departments and accommodation in the city centre.

As you are aware, we have worked hard on greater faculty unity at different levels in recent years. The current dispersed accommodation situation does not help, to put it mildly, but we are steadily making progress. However, two of the three scenarios in the SAP memorandum propose an even further spatial dispersal of the REBO Faculty. If we are to take the statement seriously that the strength of the university lies in 'close-knit communities and interdisciplinary collaborations' (p. 2), the creation of such close-knit communities should also be a principal goal for the accommodation. The option to split faculties is simply unrealistic. It will hamper intrafaculty collaboration in all areas. A further dispersal across the city – with one department in the USP, for instance – is highly undesirable, if not non-negotiable, for us.

Firstly, we wish to make a general comment about accommodation in the city centre. Although it is acknowledged (figure 4) that the historical character of the buildings is a strong point of the city centre, the overall tone focuses primarily on the disadvantages, i.e. inflexible, inefficient, and 'only suitable for education and offices'. However, when it comes to historical buildings, clearly, it is not just a matter of square metres, but also, and above all, the visibility and image of the university and the relationship between the city and the university.

¹ These comments applied to the interim version and have been incorporated into the final version (FH).



We are deeply attached to the accommodation in the city centre, which has traditionally been home to the faculty, mainly the School of Law. The city centre has not only become part of our identity, but it also is important for our competitive position. For that matter, our sister faculties are also housed in historic city centres. However, what makes us stand out from the crowd is our unique combination of disciplines. This arms us with a good proposition for putting social issues on the agenda together with our societal partners, through education and research, but also through our impact activities, which we organise together with our local partners. Consequently, we are a highly visible and valued party and partner in the city. We would like to keep it that way.

We have failed to identify these basic principles in the scenarios (except for Plan Y). Plan X and Plan Z both envisage a division of our faculty and the relocation of departments to the USP. Plan Z even explicitly states that the School of Economics will move to the USP 'and will be integrated into the accommodation and education contingent there for efficiency reasons'. Why this would affect the School of Economics in particular is utterly unclear. This 'larger concentration of UU faculties creates opportunities for interdisciplinary collaboration' (advantage of Plan X) is conversely equally true: a smaller concentration of UU faculties in the city centre creates fewer opportunities for interdisciplinary collaboration. This in fact implies collaboration between Law, Governance and Economics, but also between REBO and GW.

In conclusion, it is not clear to us why office space should potentially be reduced to 45% (without differentiating the nature of the buildings). There is a lack of vision here for the city centre and how the space there can be used optimally. Furthermore, the fact that office space also serves as research space for many researchers in the Arts & Humanities and in the Social & Behavioural Sciences seems to have been disregarded. A considerable reduction in square metreage for office space in fact implies a considerable reduction in research space for researchers.

We wish to reiterate that we understand the restrictive frameworks. However, within the small margins, we sincerely hope that our considerations will be taken into account.

Kind regards,
Janneke Plantenga, Dean
Martine Verbeek, Director

Response from the Dean and Director of the Faculty of Humanities (GW) to the Memorandum on the Elaboration of Strategic Accommodation Plan (dated 13 June 2019).

We wish to take the opportunity to provide an initial response to the Memorandum on the Elaboration of Strategic Accommodation Plan. We appreciate that you have offered us this opportunity. While we acknowledge the restrictions of the new frameworks, we also believe it would be in the interests of the proper course of proceedings to clearly identify the problems we see. Our response consists of three parts. To start with, we have noted that our position on p. 11 of the memorandum (in the italic section under Future) is incomplete, or in any case is not sufficiently clear. We have therefore firstly provided, under (1) below, an alternative version of this text that could be included in the memorandum. We then explain, under (2), based on that view, how we look at the scenarios presented in the memorandum. In conclusion, we have added under (3) a number of more general observations on the overall memorandum.



(1) GW vision for the future (improved alternative version of the italic text on p. 11).

Based on the principle that real estate and accommodation should fully support the strategic objectives (within the financial frameworks), three factors are crucially important for the faculty's future accommodation. They are inextricably linked to each other and therefore cannot actually be prioritised. Briefly summarised: all units/departments of the faculty are located in each other's immediate vicinity, in the immediate vicinity of the library (which houses the Humanities Collections) and in the city centre.

Keeping the faculty together physically – which equally applies to other faculties – is essential for the functioning of the faculty, for collaboration in education and research, for community building and for fostering ties with students, for student services, for efficient support services, for manageability, etc. Fragmentation will make it more difficult to achieve the central strategic objectives.

The immediate proximity of the library is crucial because the University Library (UB) forms part of the faculty's education and research facilities. This applies to philosophy, languages, literature, history and art history in particular. The Humanities section makes up 75% of the UBB's collection and is consulted on a daily basis. Visitor figures for the UBB are far higher than those of the UB at Utrecht Science Park (one million compared to 800,000 annually) even though there are fewer study spaces in the city centre (600 compared to 800). And although the use of physical books is showing a downward trend also in the Humanities, borrowing from the Humanities open collection still accounts for 55% of the total number of books borrowed from UU (source: University Library Key Figures 2017). The library is not a 'special function' for Humanities, comparable to the University Museum, but rather to a laboratory for Life Sciences for example, a facility that should be situated in the vicinity of education and research. For that matter, this also applies to the theatre in the Kromme Nieuwegracht/Muntstraat building, which functions as a multimedia lab.

Accommodation in the city centre is of vital importance given the close ties and the various departments' collaboration with the arts, the museums and the cultural sector (Museum Catharijneconvent, Early Music Festival, Dutch Film Festival, Theater Kikker, etc.) in the city centre. Maintaining accommodation in the city centre is a prerequisite for enabling the faculty to continue knowledge valorisation and achieve social impact, and to contribute to and maintain links with the arts, culture and museums in the city.

(2) Based on this vision, Plan X outlined in § 7.2 of the memorandum would be acceptable only if the GW departments (together with the library) remain in the city centre. In our view, Plan Y is unworkable on account of the major consequences for the size of the GW library in the city centre. Plan Z (with a reduced but still substantial GW library on location) might be workable if a reduced but still sufficiently substantial part of the library collection in the city centre remains available.

(3) The memorandum fails to clearly explain why, in a plan aimed at adjusting the university-wide investment ambitions, the portfolio plan scenarios only relate to the city centre faculties (and ICU), given that significant investments visible to everyone have been made in the USP in the last few years. This is all the more cogent for GW because no substantial investments have been made in the accommodation of this faculty in the past period and precisely the ambitions defined earlier (Parnassus) were unable to be implemented. In our view, one scenario with curtailments that further compromise GW's interests therefore is administratively and politically problematic, particularly if it is not clearly stated that



'sacrifices' will also be made in other regions of the university. Moreover, it is a matter that will evoke considerable resistance in a faculty which, in terms of workload and budgetary constraints, is already living on the edge.

Keimpe Algra and Frank Jan van Dijk



Appendix 3:

View of the University Library on the development of the UU library function and buildings within the accommodation strategy

1. Functional principles of the UU library function

- The library function is an infrastructural facility that forms part of the university's primary processes, i.e. research and education.
- As an excellent university, UU needs excellent library services, physically situated in the heart of the university community, i.e. at two campuses.
- The library functions will adapt in line with the development of the university and it makes sense for this to apply equally to the use of space for offices and work spaces. However, the depots with a research collection covering a total of 90 km grow autonomously. It is UU's responsibility to look after the research collection amassed over a period of 435 years with due care and on the basis of national agreements.
- The library offers space for concentrated study and education that relies on the local library collection in the form of own supervised reading rooms. This applies at least to the special and historic collections, and to the GW collections.
- The tasks relating to acquisition, processing, conservation, management and services for the library collections can only be performed in the immediate vicinity of those collections.

2. Functionalities of the current UB USP (the actual library functions are shown in bold)

- **Storage function** for the UU's research collections in 50 climatized depots.
- **Reading rooms** for consulting special collections under supervision.
- **Study spaces** for consulting the physical collections.
- **Teaching space** for using special collections (*Bucheliuszaal*)
- **Workshop function** for the administration of the physical collections.
- Study spaces, not directly connected to the use of the library collections (study spaces).
- **Meeting and event rooms** (*Boothzaal* and *Drakenborch*),
- **Office space** for library staff and UU partners, Educate-it, SkillsLab, CAT, LLL and Career Services.
- **Living Lab** for Education & Research, UU partners Youth, RDM Support, ... completion 2019)
- Space for Educate-it, SkillsLab and CAT services.
- Catering facilities and shops.

3. Functionalities of the current UB in the City Centre (the actual library functions are shown in bold)

- **Library services** linked to the physical collections.
- **Workshop space** for processing the physical collections.
- **Study spaces** for consulting the physical collections.
- Study spaces, not directly connected to the use of the library collections (study spaces).
- **Office space** for library staff.
- Teaching room (*Tielezaal*)



- Reception and access function for Drift teaching rooms.
- Catering facilities (annex study space).

4. The value of the UU library buildings

- The library is unique and the **most popular** multidisciplinary study and meeting place at the campus.
- **Student satisfaction** at UU strongly depends on the study facilities at the UB locations.
- The library is the place where Education & Research is literally visible and is an indispensable element of UU's **branding**.
- The library buildings are of high quality and contribute to UU's **international reputation**. The UB USP ranks among the top 25 most beautiful libraries in the world.
- The UB USP is a **representative venue** for welcoming guests and potential occupants (businesses) at the USP, all the more so if it borders a 'green zone'.

5. The library function in the scenarios

General

- The relocation of library collections requires investments in staff, equipment (cabinets, etc.) and time – years, in fact!
- The current depots in the UB USP are currently at 90% capacity. Accommodation for the museum collection can be examined, but is not possible in the short term, also in view of preservation requirements.

5.1 The library function in scenario X

- This scenario is inconceivable for the library function because it eliminates the essential library functions without redeveloping them (there are only plans to redevelop study spaces, not for all other functions).
- The elimination of study spaces in the library will be detrimental to UU student satisfaction.
- Disposal of the UB USP will damage UU's reputation.

5.2 The library function in scenario Y

Advantages

- The research collections will remain available at two campuses and close to GW.
- It is possible to house part of the UBB research collections in the UB USP. However, this requires investments in time and money!

Disadvantages

- Significantly reduced direct access to research collections for the REBO and GW faculties in the city centre.
- A very small number of study spaces will remain available in the UBB, which is detrimental to UU student satisfaction, because students prefer to study in the library.

5.3 The library function in scenario Z

Advantages

- The research collections will remain available at two campuses and close to GW.
- It is possible to house part of the UBB research collections in the UB USP. However, this requires investments in time and money!

Disadvantages



- Loss of direct access to research collections for the REBO and GW faculties in the city centre. Compared to scenario Y, there will be more space for collections.
- A limited number of study spaces will remain available in the UBB, which is detrimental to UU student satisfaction, because students prefer to study in the library. However, more study spaces will be available than in scenario Y.