



ETH zürich

IARU Real Estate Working Group

Presentation to Presidents Meeting

Rational IARU Real ESTATE Working group

Lets learn from each other by

- **Share knowledge** – *open and transparently*
- Find **good practice** examples
- Do **benchmarking** – *without pointing out best and worst*
- Search for **proven conceptual frameworks**
- Launch promising **common projects**

in the field of real estate management and strategic development at IARU universities

-> **Currently, 9 from 11 universities participate in the group**

Organization

- Lead working group: University of Cambridge (from 2019)
- Steering group: NUS, Oxford, ETH Zurich (Lead 2017-2018)
- Project-leaders: Different universities according to their priorities



Idea of a rotating leadership and responsibilities within the group (Steering & Lead)

2018 Workshop Highlights

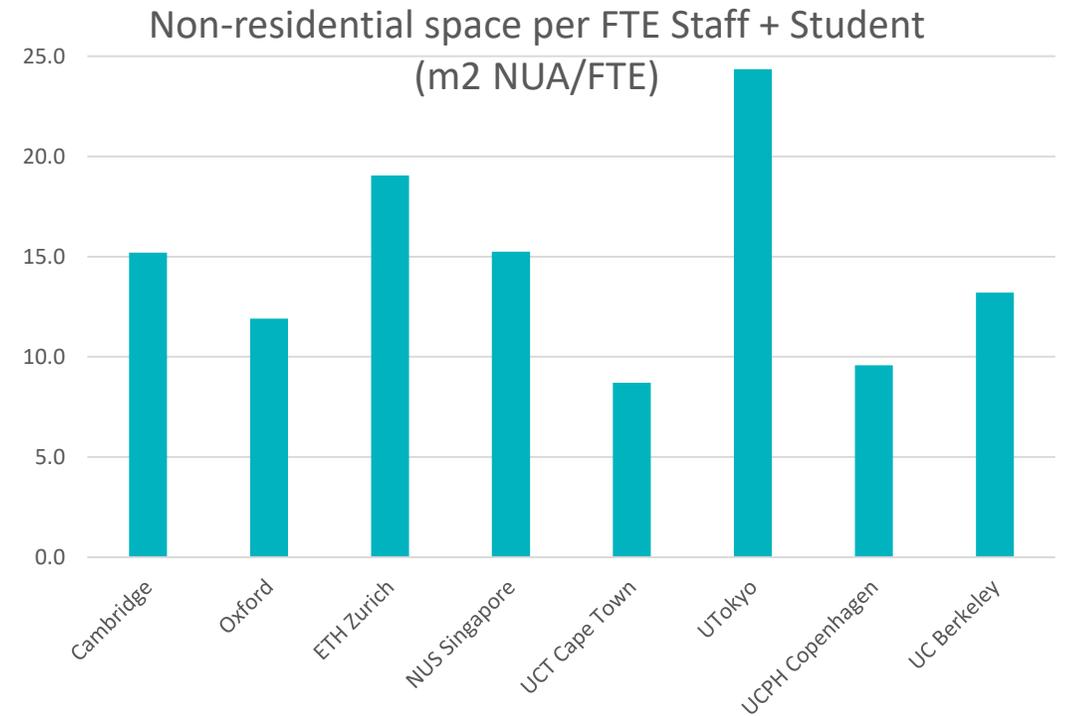
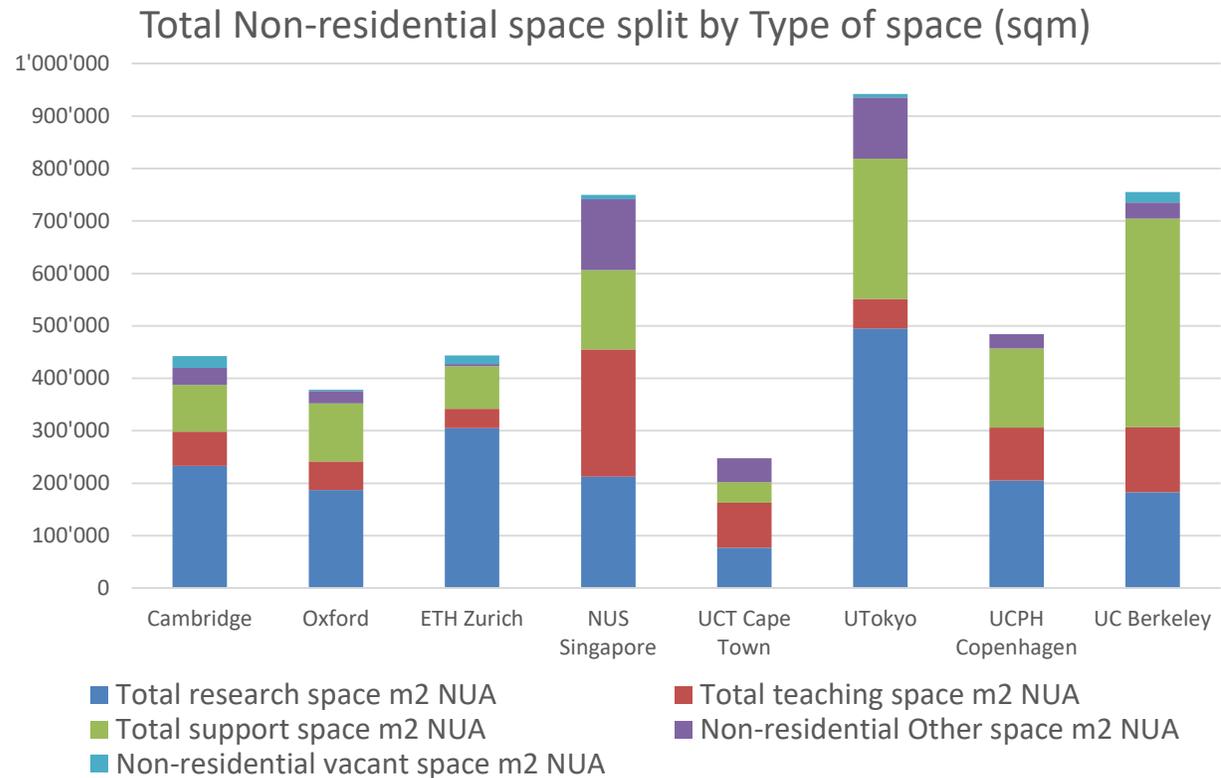
Benchmarking Exercise – significant amount of data collected....

UNIVERSITY			Cambridge	Oxford	ETH Zurich	NUS Singapore	UCT Cape Town	UTokyo	UCPH Copenhagen	UC Berkeley
Non-Residential Space Data	LEVEL 1	Total NIA	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T, R, S, V, O split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 3	T, R, S - offices, not offices	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 4	By type of space	Yes	Yes	Yes	Yes	Yes	No	Yes	No
Staff Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Headcount
	LEVEL 2	T+R, S, O split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Headcount
	LEVEL 3	T, R, S offices/ not offices	Yes	Not T/R	Not T/R	Yes	Not T/R	No	Yes	No
Student Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T & R split	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Finance Data	LEVEL 1	Total Income	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	T & R income split	Yes	Yes	No	Yes	No	No	Yes	Yes
SUBJECT GROUP										
Non-Residential Space Data	LEVEL 1	Total NIA	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 2	Teaching, Research	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 3	T, R - Offices, Not Offices	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
	LEVEL 4	By type of space	No	Yes	Yes	Yes	Yes	No	Yes	No
Staff Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	No	No	No
	LEVEL 2	Total T+R	Yes	Yes	Yes	Yes	Yes	No	No	No
	LEVEL 3	Teaching, Research	Yes	No	No	Yes	No	No	No	No
Student Data	LEVEL 1	Total FTE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	LEVEL 2	Teaching, Research	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

No response from Australian National University and Peking University

2018 Workshop Highlights / Results

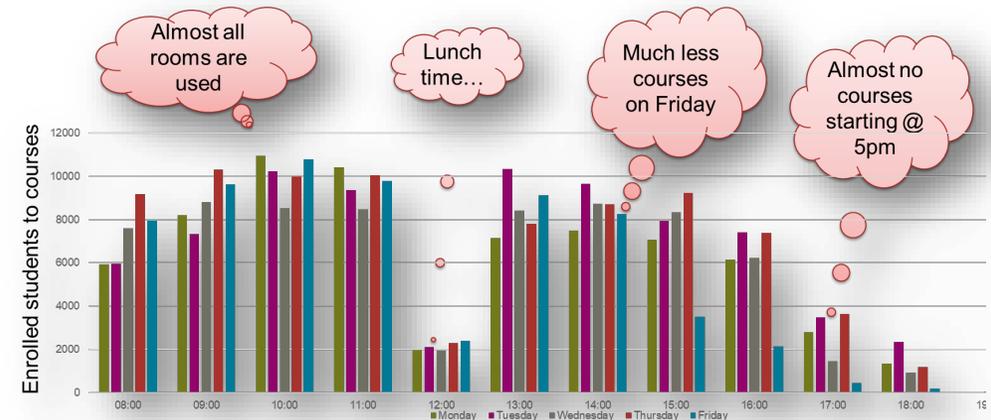
...and analysis undertaken



2018 Workshop Highlights

Shared Facilities / sharing

- ETH Zurich and NUS presented the results of the shared facilities survey, including also **3 case studies** from their universities.
- Space utilization improvements are required at all universities, but the fields of activities and tools applied to **measure utilization** varies among universities.
- Governance for utilization improvements varies among universities.
- **Sharing best practice is very beneficial!**



2018 Workshop Highlights

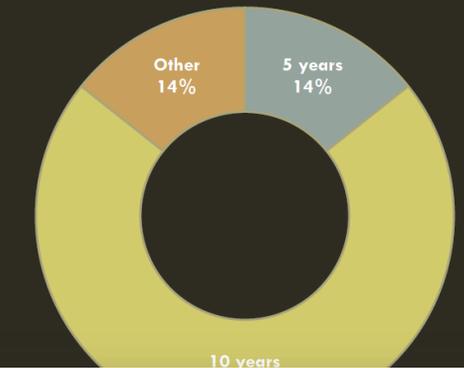
Capital Planning & Investment Strategies

- Berkeley and Cambridge presented the outcome of the **survey on capital planning** within the IARU group.
- They shared **case studies on capital planning** projects and investment strategies, including tools how to prioritize projects on their campus.
- **PPP-projects and similar financing models are of high interest.**

WHAT IS YOUR CAPITAL PLANNING TIMEFRAME?

Nearly all respondents indicated a 10-year planning timeframe.

Note: The other response indicated two sets of planning at their institution: one for 1-3 years, another for 10-years.



Capital Financing

Overcoming our financial challenges

Strategy 4:
Mixed-use Buildings



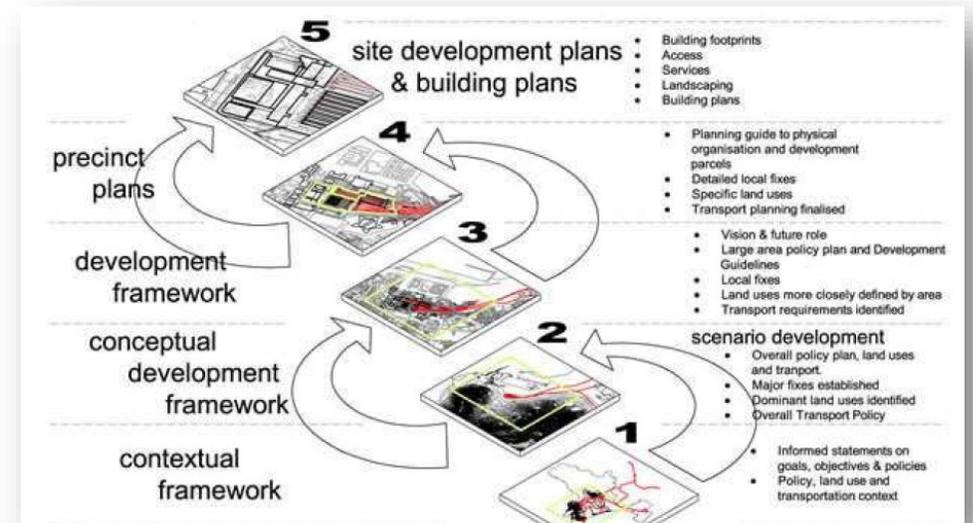
Proposed project for UC Berkeley Goldman School of Public Policy



2018 Workshop Highlights

Copenhagen and Cape Town presented Tools in Real Estate Management;

- A compendium of **11 different tools applied in real estate** at universities and showed examples from their campus.
- During discussion it became obvious that **some universities are more advanced** in application of some of the tools while others have their focus in other tools – depending on their campus strategy or governance.
- It was agreed that this offers a perfect setting to learn from each other



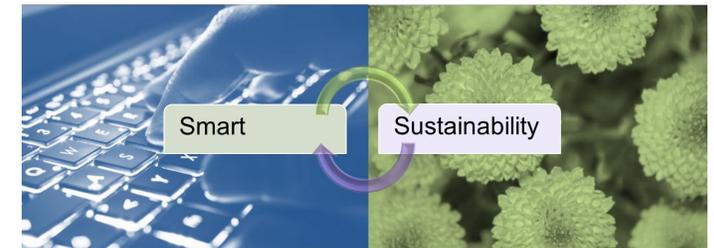
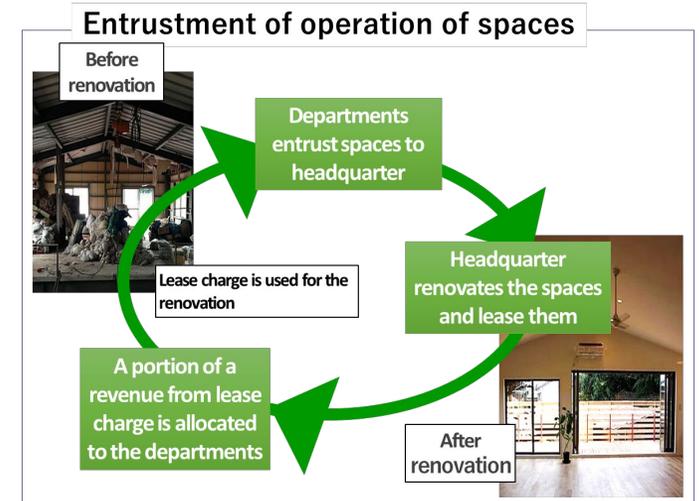
2018 Workshop Highlights

Tokyo presented **current practices** in their real estate management,

- building evaluation report, transparency in space use
- Particular interest for some universities of the group is how Tokyo measures “Satisfaction of users” as a KPI.

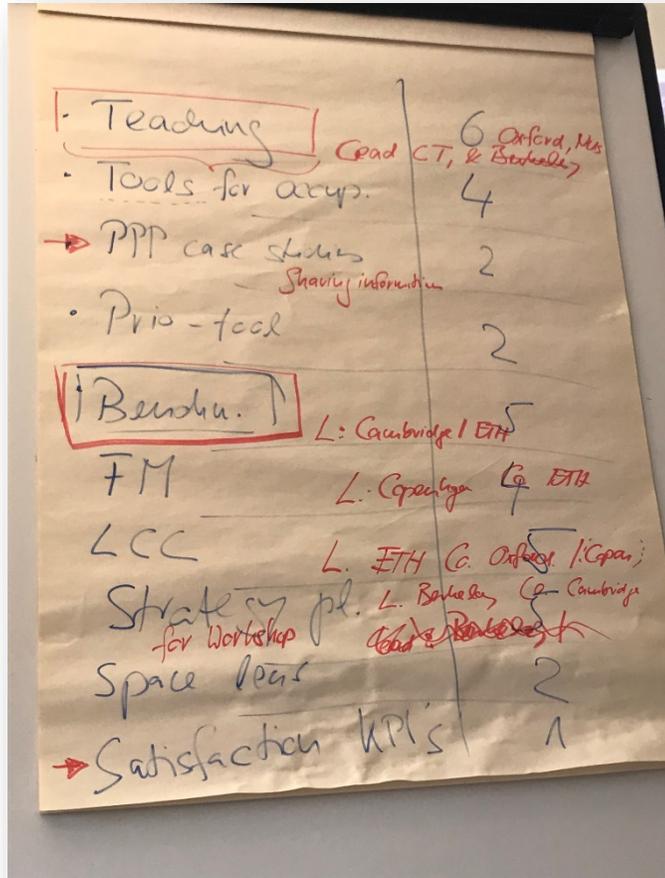
NUS presented their strategy towards a **smart and sustainable campus**

- NUS showed impressively how different data streams, e.g. real time data on occupancy, on environmental performance, energy demand or mobility etc. are combined, analyzed and used to optimize the campus facilities and campus services to students and researches.



Complements Each Other

2018/19 Workstreams



Project-Topic	Leading-University	Co-Leads	Remarks
Set-up of a collaboration platform	ETH-Zurich		We suggest to use the "polybox" Completed by End of October 2018 • → Access for all group members is granted
Collection of space norms	Oxford		
Glossary on structure, governance and ownership	ETH-Zurich		
Benchmark report completed	Cambridge	ETH-Zurich	
Teaching facilities and Space utilization tools	Cape-Town	Oxford & Berkeley	
Life-cycle costing	ETH-Zurich	Oxford	Involvement of the IARU sust. group is intended
Strategy planning with or without the academic plan	Berkeley	Cambridge	
Facilities Management	Copenhagen	ETH-Zurich	