



THE ORGANISATIONAL STRUCTURE OF THE UNIVERSITY REAL ESTATE DEPARTMENT

REAL ESTATE MANAGEMENT AND ORGANISATIONAL STRUCTURE AT
DUTCH UNIVERSITIES

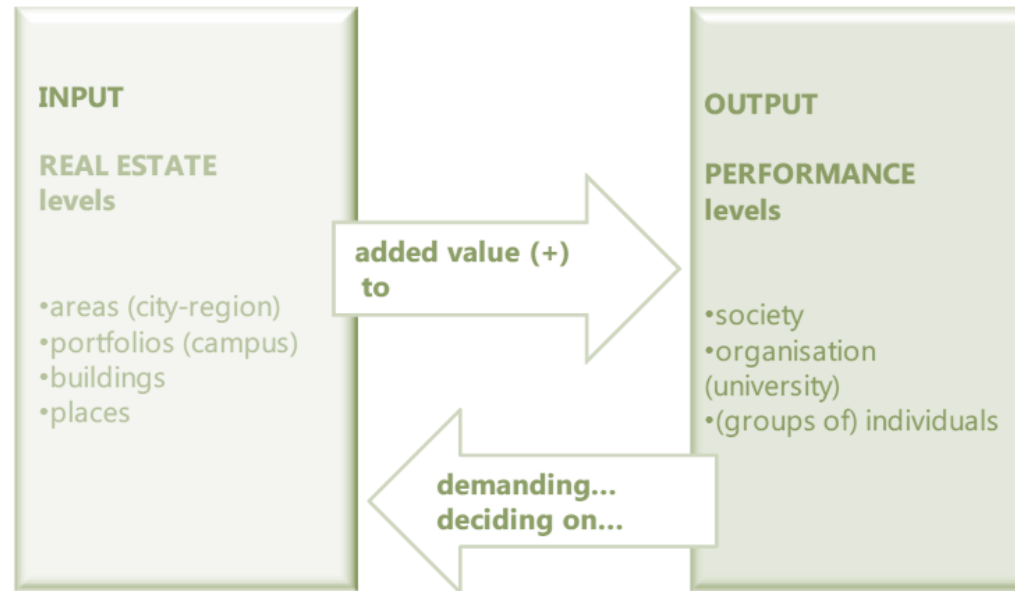
CYNTHIA SCHUURMAN

INTRODUCTION

University real estate organisations are heavily influenced by the **context** in which they operate. Within this dynamic context, real estate organisations choose a particular **organisational structure**. Changes in organisational context can imply a reconsideration of the organisational structure of the real estate department. When reconsidering this, real estate organisations seek to attain the organisational structure that **optimally supports** their real estate management activities



“What if we don’t change at all ...
and something magical just happens?”

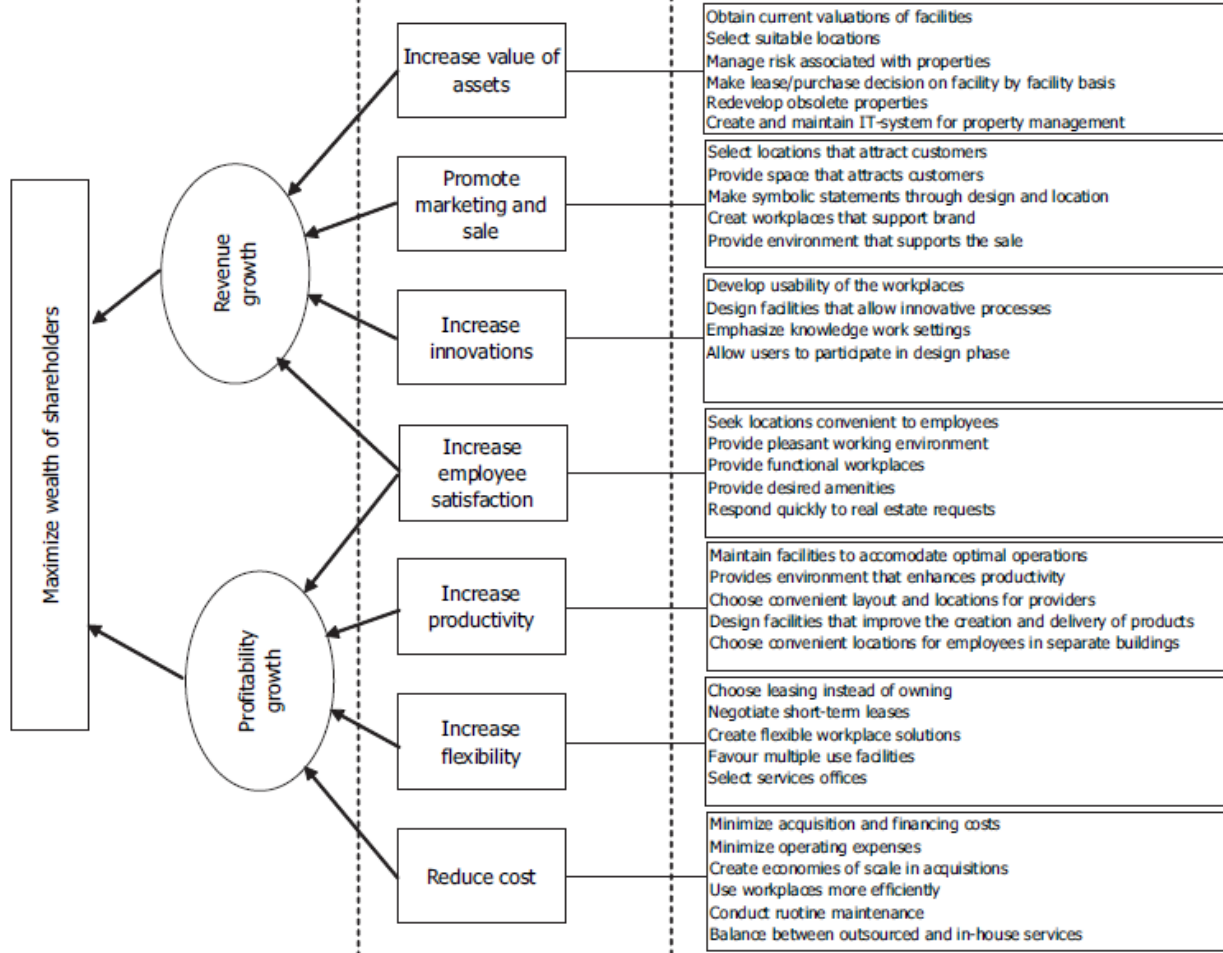


(den Heijer, 2011)

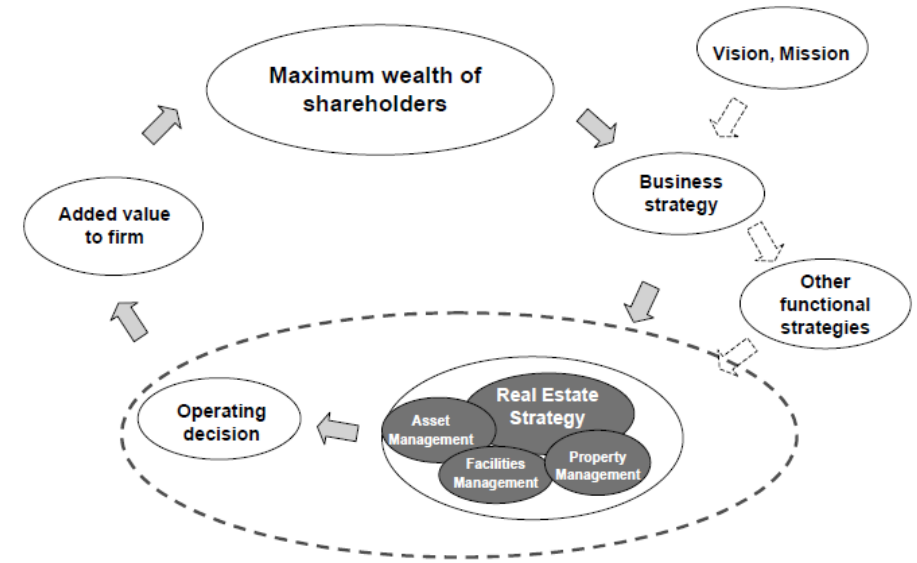
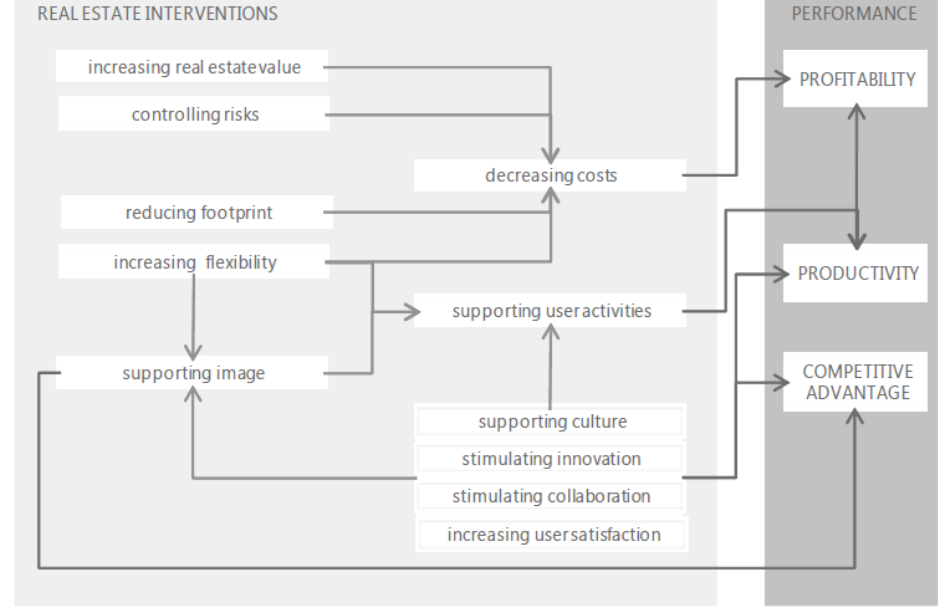
Core business performance level

Real Estate strategy level

Real Estate decision making and operation level



ADDING VALUE



Value adding attributes of CREM

PROBLEM STATEMENT

A gap of knowledge can be identified concerning the organisational structure of the university real estate department. As a consequence, university real estate organisations lack the information and tools to assess whether their organisation optimally supports their real estate management process.

How does the organisational structure of the university real estate department influence the way university real estate is managed?

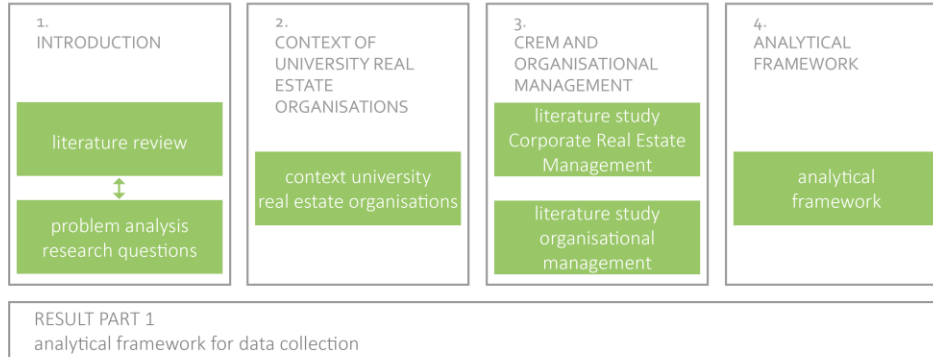
RESEARCH AIM

The research aims to provide a **better understanding** of the relationship between organisational structure and university real estate management.

The research objective is to provide universities with a **toolbox** consisting **information and tools** that support university real estate departments in making better decisions about the structuring of their organisation and the management of their real estate

RESEARCH METHODS

PART 1 | INTRODUCTION, CONTEXT AND APPLIED THEORIES



Literature Study

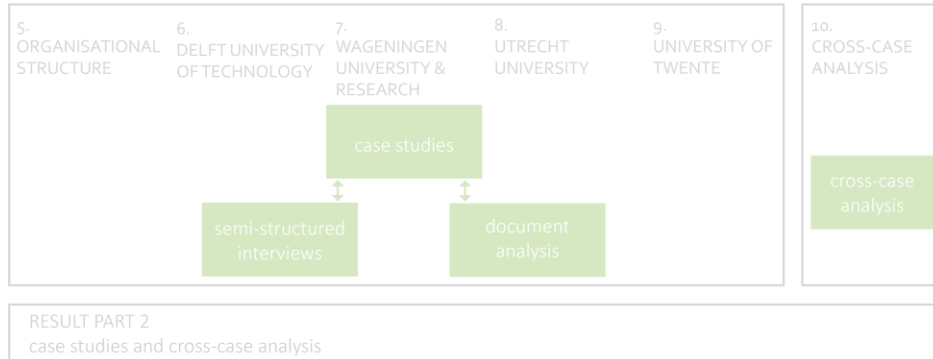
- Corporate Real Estate Management
- Organisational Management
- Context Dutch Universities



Analytical Framework

- Organisational Structure
- University Real Estate Management

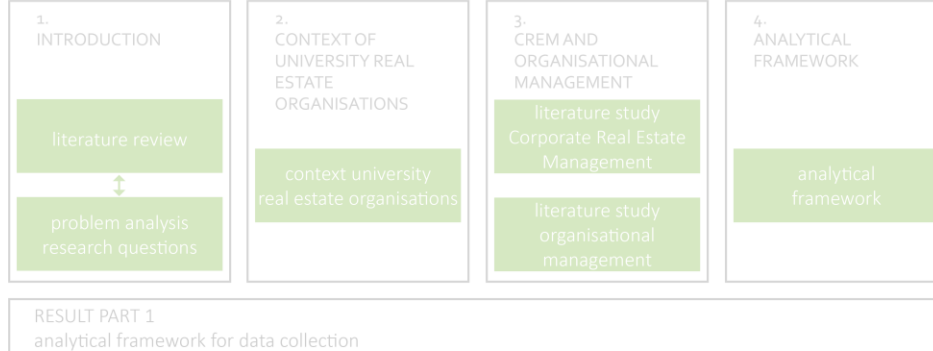
PART 2 | DATA COLLECTION & ANALYSES



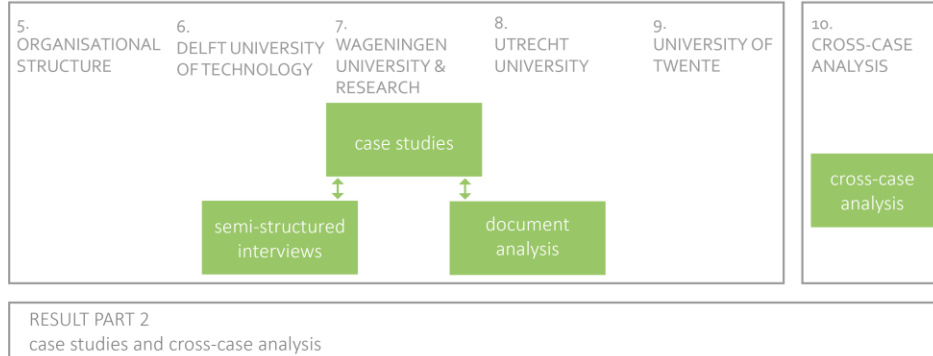
PART 3 | TOOLBOX & CONCLUSIONS



PART 1 | INTRODUCTION, CONTEXT AND APPLIED THEORIES



PART 2 | DATA COLLECTION & ANALYSES



PART 3 | TOOLBOX & CONCLUSIONS



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Analytical Framework

- Organisational Structure
- University Real Estate Management



Case Studies

- Document analysis
- Empirical Research – Semi-structured interviews



Cross-case Analysis

- Organisational Structure
- University Real Estate Management

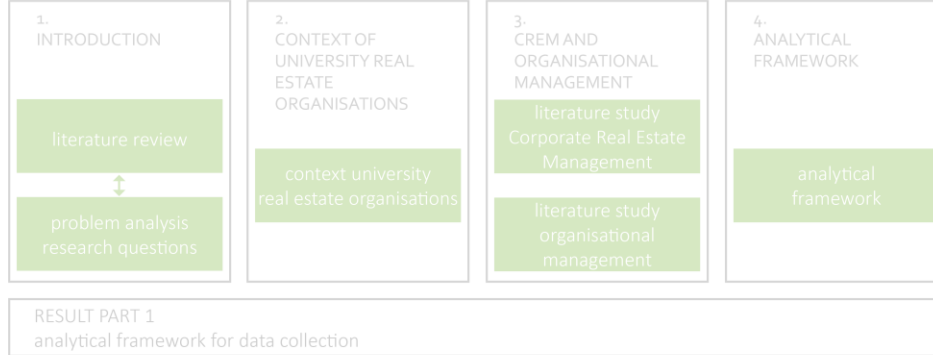
TU Delft

WAGENINGEN
UNIVERSITY & RESEARCH

Universiteit Utrecht

UNIVERSITY OF TWENTE.

PART 1 | INTRODUCTION, CONTEXT AND APPLIED THEORIES



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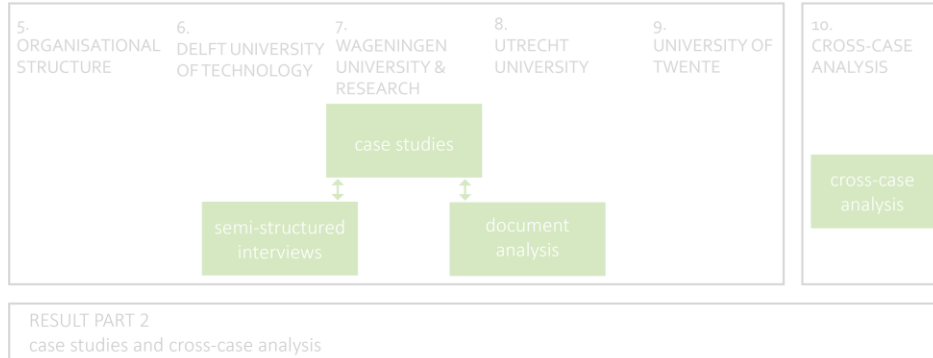
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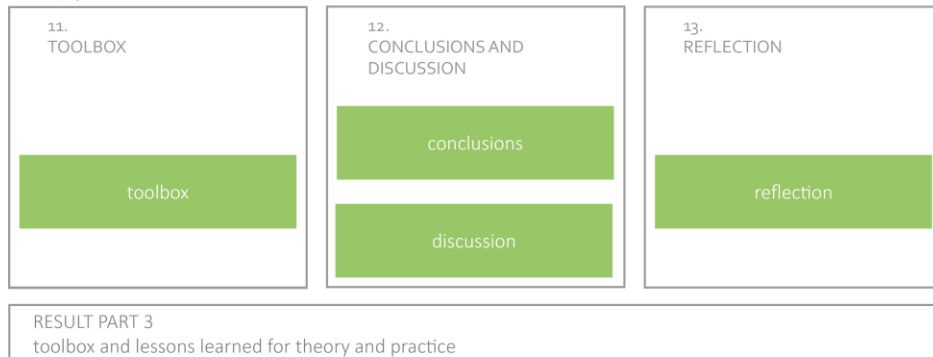
- Document analysis
- Empirical Research – *Semi-structured interviews*
 - Delft University of Technology
 - Wageningen University & Research
 - Utrecht University
 - University of Twente



Cross-case Analysis

- Organisational Structure
- University Real Estate Management

PART 3 | TOOLBOX & CONCLUSIONS



Toolbox

- Organisational Structure
- University Real Estate Management
- Assessment Model

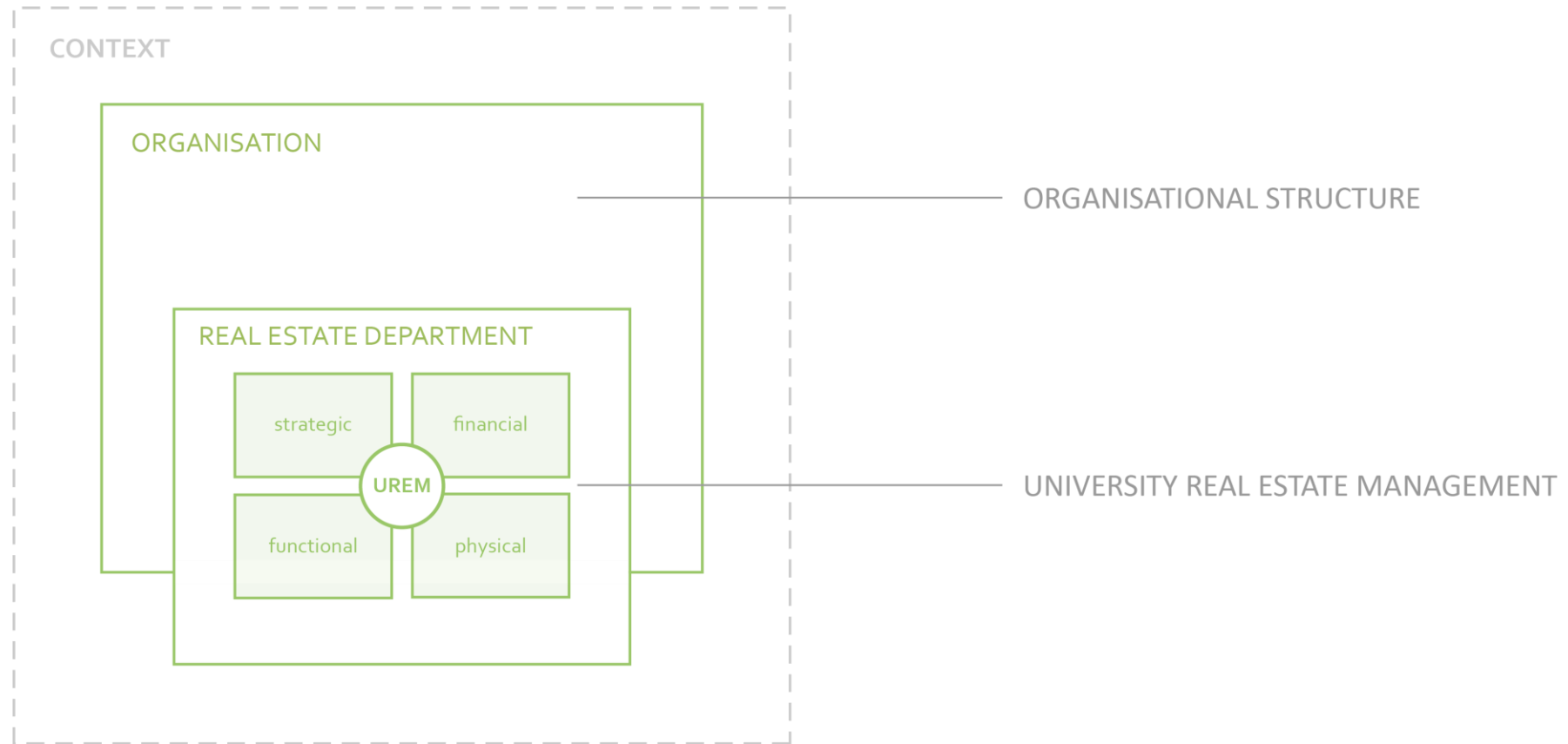


Conclusion

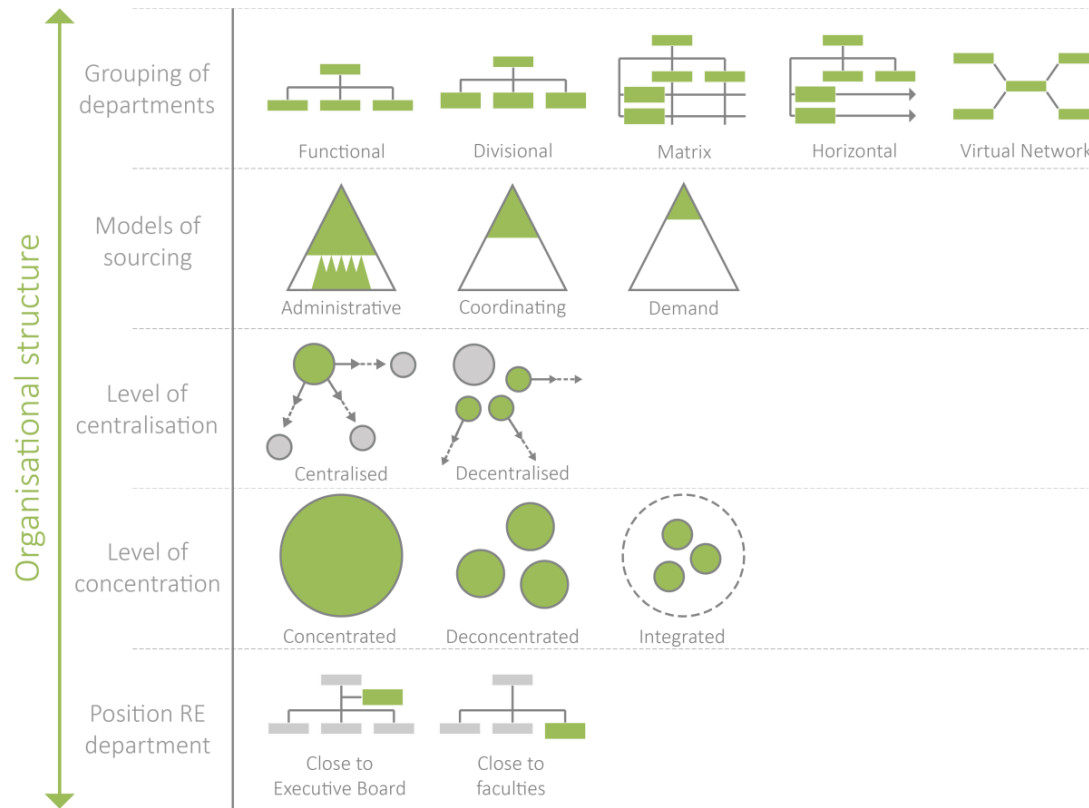
- Conclusion
- Discussion
- Reflection

ANALYTICAL FRAMEWORK





ANALYTICAL FRAMEWORK



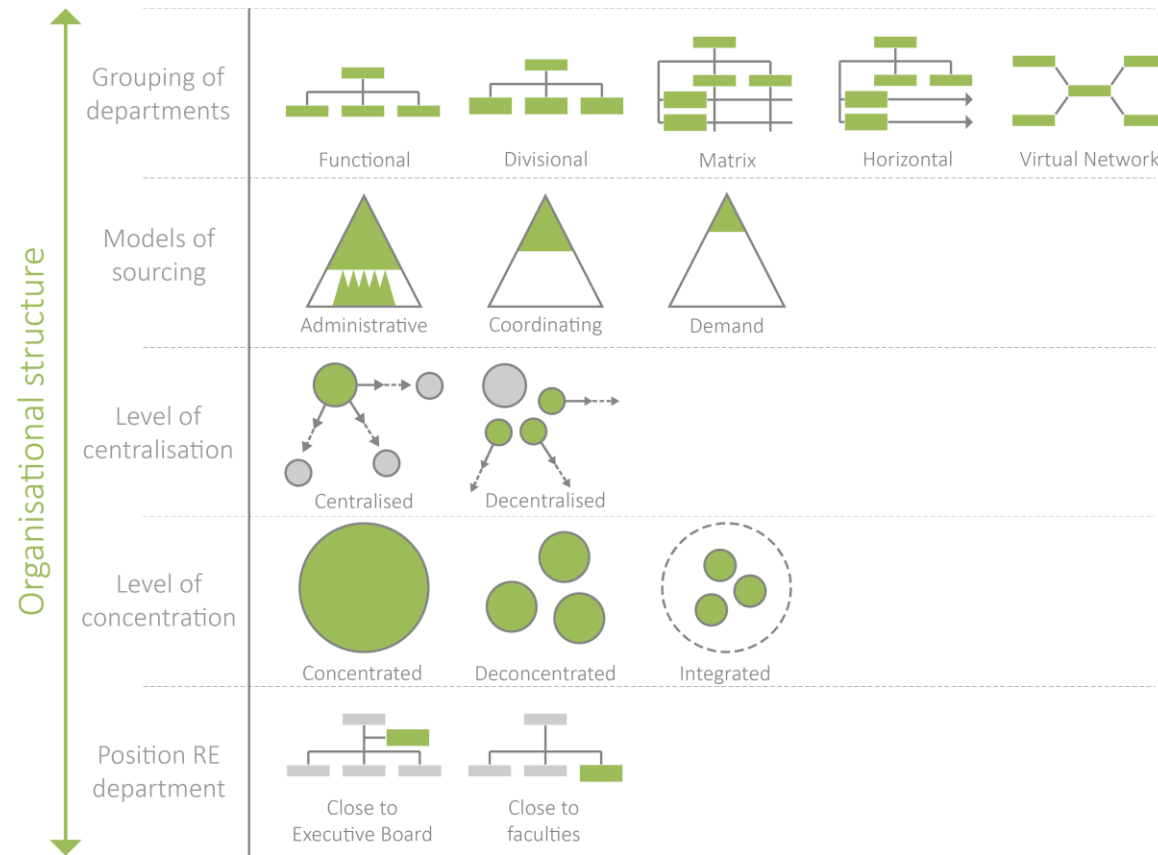
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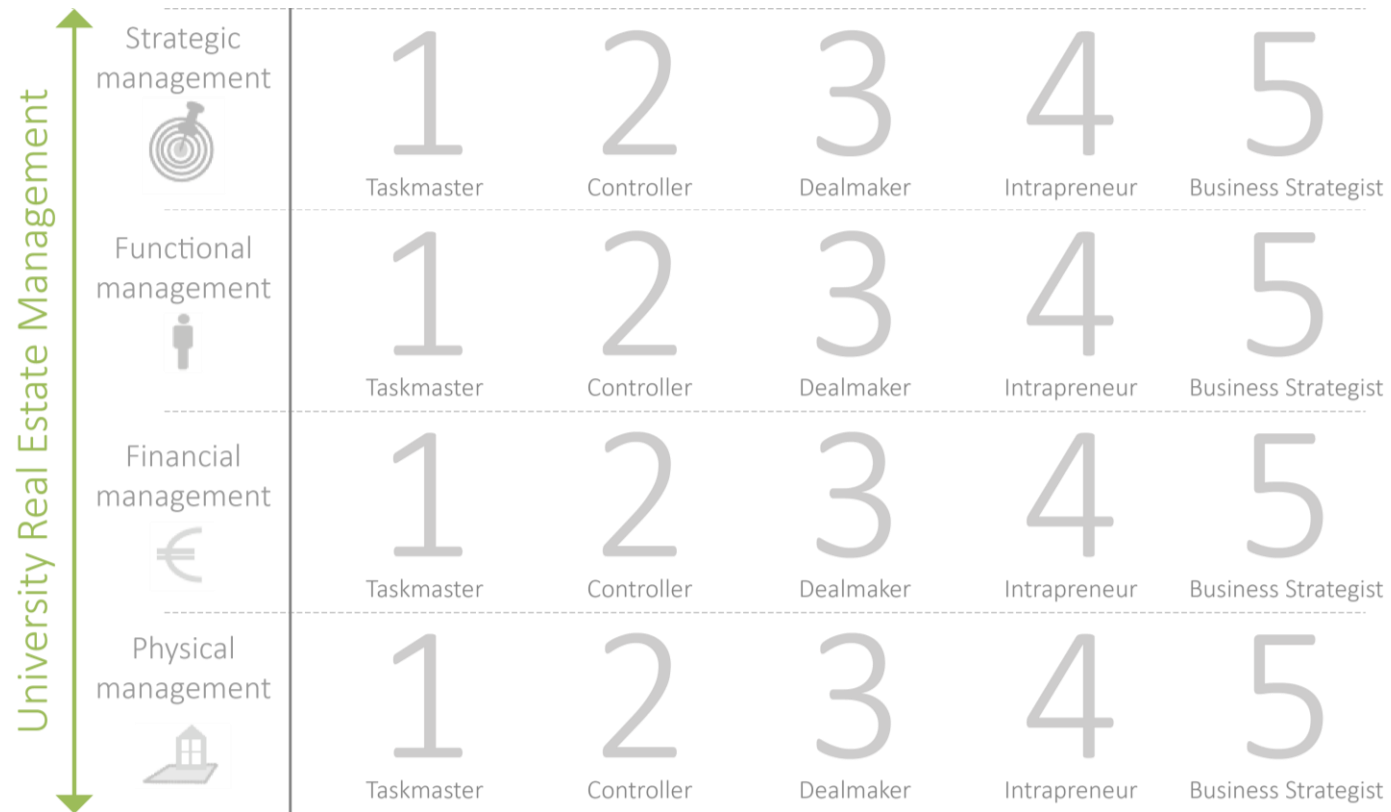
University Real Estate Management

Strategic management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Functional management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Financial management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Physical management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist

ORGANISATIONAL STRUCTURE

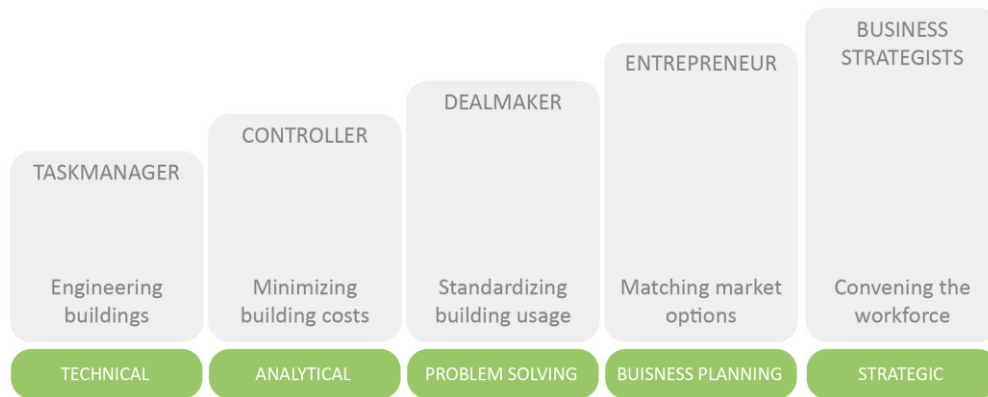


UNIVERSITY REAL ESTATE MANAGEMENT



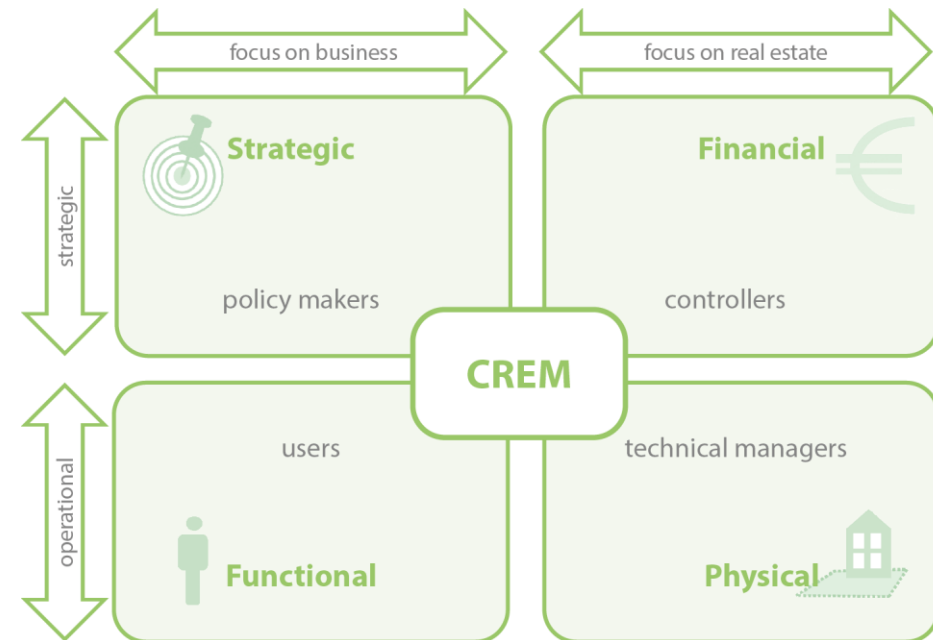
UNIVERSITY REAL ESTATE MANAGEMENT

DEVELOPMENT STAGES



(Joroff et al., 1993, p. 27)

CREM PERSPECTIVES



(den Heijer, 2011, p. 106)

	Strategic	Functional	Financial	Physical
	aligning real estate with institutional goals	aligning real estate with (primary) processes	aligning real estate financial value, risks and costs with production of products and services	maintaining quantity and quality of current and future real estate
Taskmaster	<ul style="list-style-type: none"> * supply in university's demand for real estate * senior management is involved with real estate department 	<ul style="list-style-type: none"> * supply in faculties' demand for real estate * real estate enables students and researchers to produce knowledge 	<ul style="list-style-type: none"> * supply in demand for real estate within budgets * real estate is viewed as neither a cost nor benefit 	<ul style="list-style-type: none"> * supply in demand for real estate * provide general service on real estate as needed * corrective maintenance
Controller	<ul style="list-style-type: none"> * real estate department reports results to the senior management * presence of statements related to strategic goals, but not made explicit in plans 	<ul style="list-style-type: none"> * physical environment optimal for primary process * analyses of primary processes * interaction and dialogue with faculties about their short- and long-term needs 	<ul style="list-style-type: none"> * supply in demand for real estate at the lowest cost possible * awareness of potential costs and benefits of real estate * control and minimize real estate costs * analytical focus 	<ul style="list-style-type: none"> * awareness of technical building costs * reducing square meters * presence of statements related to sustainability goals, but not made explicit in plans
Dealmaker	<ul style="list-style-type: none"> * strategic focus is made explicit in plans * real estate department communicates regularly with senior management * real estate department behaves proactively and comes up with new ideas 	<ul style="list-style-type: none"> * physical environment optimal for faculties * analyses of user satisfaction * real estate department works together with faculties to identify the optimal space needs * standardisation real estate usage 	<ul style="list-style-type: none"> * presence of financial tools and systems * balancing real estate costs against increasing costs of primary process * internal costing of real estate costs * analysing and documenting sources of market value 	<ul style="list-style-type: none"> * basic inventory routines on real estate * focus on sustainability is made explicit in plans * analysis of physical aspects real estate portfolio * presence of maintenance plans * preventive maintenance
Intrapreneur	<ul style="list-style-type: none"> * full implementation or ongoing execution of strategic plans * long-term strategic planning * real estate department works closely together with senior management * matching the real estate department's strategy to its competitors' * real estate department coordinates plans with other support services 	<ul style="list-style-type: none"> * overview of space use * overview of occupancy rates and frequency rates of real estate * real estate department works closely together with faculties and is involved in faculties' strategic planning processes * proposing real estate data and alternatives to faculties 	<ul style="list-style-type: none"> * balancing real estate costs against optimising and increasing productivity * proving importance real estate through measurable results * real estate department acts as profit center * presence of financial controllers within the real estate department * long-term financial planning * scenario and risk planning 	<ul style="list-style-type: none"> * full implementation or ongoing execution of sustainability plans * full implementation or ongoing execution of maintenance plans * proposing innovative and sustainable solutions * overview of real estate's energy performance * long-term maintenance planning
Business strategist	<ul style="list-style-type: none"> * generating future strategic plans for continuous improvement * high frequency of revising and adjusting real estate plans to match the changing demands * anticipating on trends, measuring and monitoring their impacts and contributing to the direction of the university as a whole * real estate department is closely aligned with senior management * real estate adds value to institutional goals and thereby improves the competitive advantage 	<ul style="list-style-type: none"> * generating future plans to improve space use and thereby maximise efficiency * a state of the art learning and working environment * real estate department and faculties begin to regularly integrate space requirements and the real estate strategy into their joint initiatives * real estate adds value to the primary process and thereby improves the productivity * anticipating on trends, measuring and monitoring their impacts 	<ul style="list-style-type: none"> * high frequency of revising and adjusting financial plans to match the strategic plans and changing demands * willingness to invest a larger amount of money in projects which create added value on the long-term (<i>balance between financial value, risks & costs and added value</i>) * real estate adds value to financial goals and thereby improves the profitability * real estate department is closely aligned with CFO * anticipating on trends, measuring and monitoring their impacts 	<ul style="list-style-type: none"> * generating future sustainability plans for continuous improvement * willingness to keep outdated buildings which create added value in other aspects (<i>balance between physical condition and added value</i>) * real estate adds value to sustainability goals and thereby improves the sustainable development * anticipating on trends, measuring and monitoring their impacts

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STRATEGIC

- Strategic focus
- Communication and collaboration with senior management
- Competitive advantage

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FUNCTIONAL

- Users
- Communication and collaboration with faculties
- User demands
- User satisfaction
- Productivity

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FINANCIAL

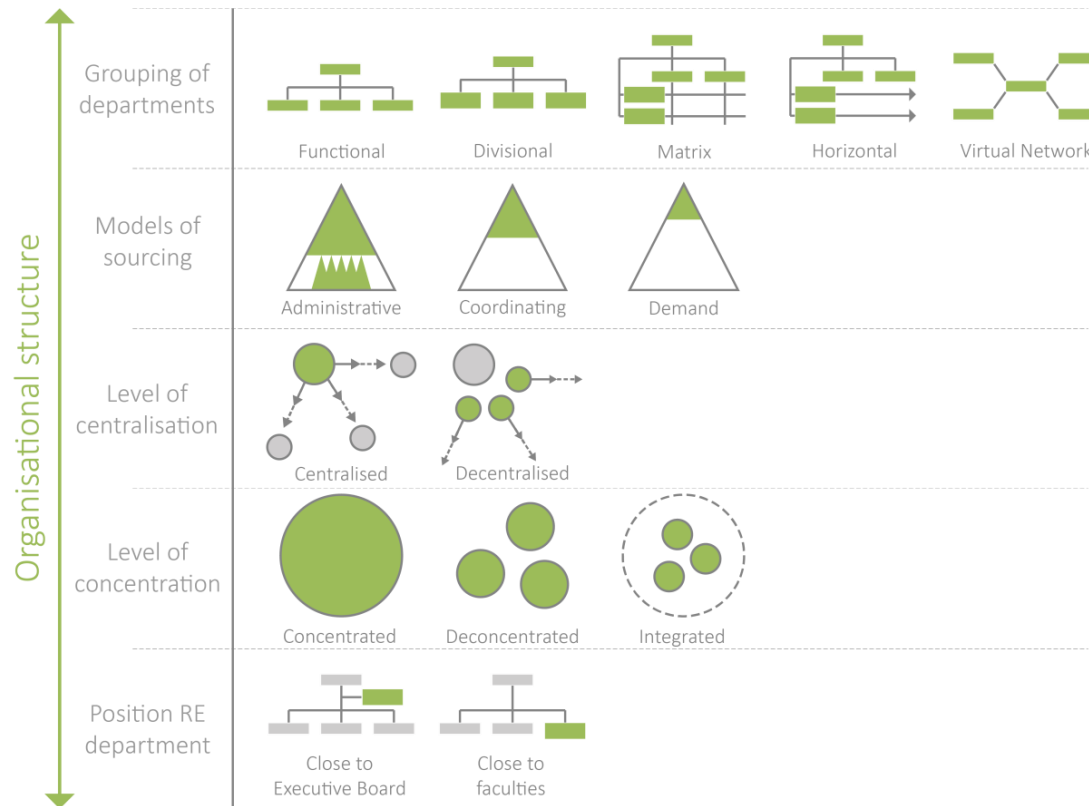
- Financial tools and systems
- Real estate value, costs and benefits, risks
- Financial controllers
- Profitability

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Intrapreneur	<ul style="list-style-type: none"> * full implementation or ongoing execution of strategic plans * long-term strategic planning * real estate department works closely together with senior management * matching the real estate department's strategy to its competitors' * real estate department coordinates plans with other support services 	<ul style="list-style-type: none"> * overview of space use * overview of occupancy rates and frequency rate of real estate * real estate department works closely together with faculties and is involved in faculties' strategic planning processes * proposing real estate data and alternatives to faculties 	<ul style="list-style-type: none"> * willingness to invest a larger amount of money in projects which create added value on the long-term (<i>balance between financial value, risks & costs and added value</i>) * real estate adds value to financial goals and thereby improves the profitability * real estate department is closely aligned with CFO * anticipating on trends, measuring and monitoring their impacts 	<ul style="list-style-type: none"> * full implementation or ongoing execution of sustainability plans * full implementation or ongoing execution of maintenance plans * proposing innovative and sustainable solutions * overview of real estate's energy performance * long-term maintenance planning
Business strategist	<ul style="list-style-type: none"> * generating future strategic plans for continuous improvement * high frequency of revising and adjusting real estate plans to match the changing demands * anticipating on trends, measuring and monitoring their impacts and contributing to the direction of the university as a whole * real estate department is closely aligned with senior management * real estate adds value to institutional goals and thereby improves the competitive advantage 	<ul style="list-style-type: none"> * generating future plans to improve space use thereby maximise efficiency * a state of the art learning and working environment * real estate department and faculties begin to regularly integrate space requirements and the real estate strategy into their joint initiatives * real estate adds value to the primary process and thereby improves the productivity * anticipating on trends, measuring and monitoring their impacts 		<ul style="list-style-type: none"> * generating future sustainability plans for continuous improvement * willingness to keep outdated buildings which create added value in other aspects (<i>balance between physical condition and added value</i>) * real estate adds value to sustainability goals and thereby improves the sustainable development * anticipating on trends, measuring and monitoring their impacts





PHYSICAL

- Physical condition
- Quantity and quality
- Focus on sustainability
- Maintenance
- Sustainable development

ANALYTICAL FRAMEWORK

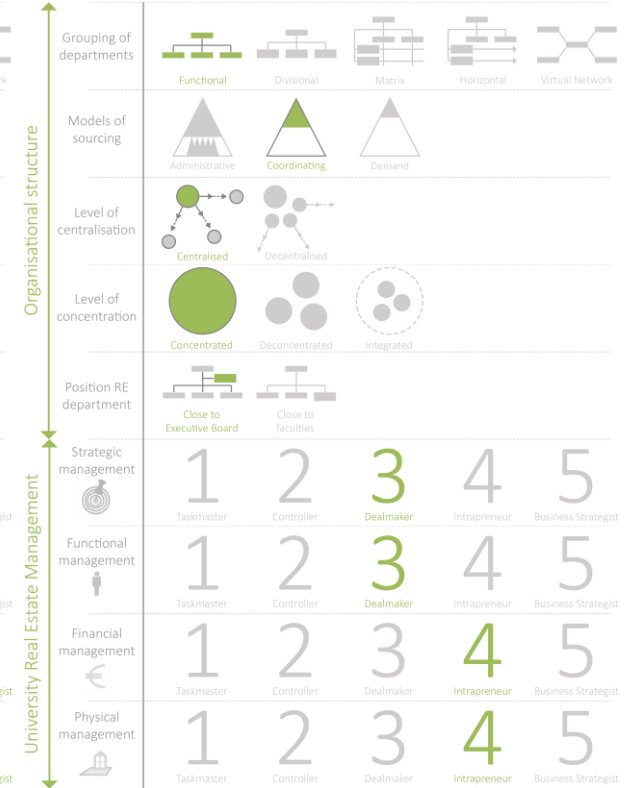
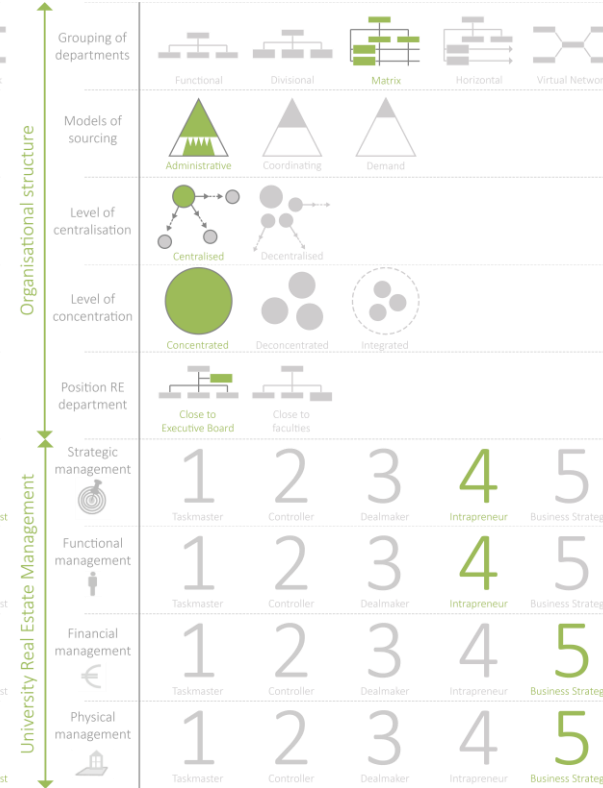
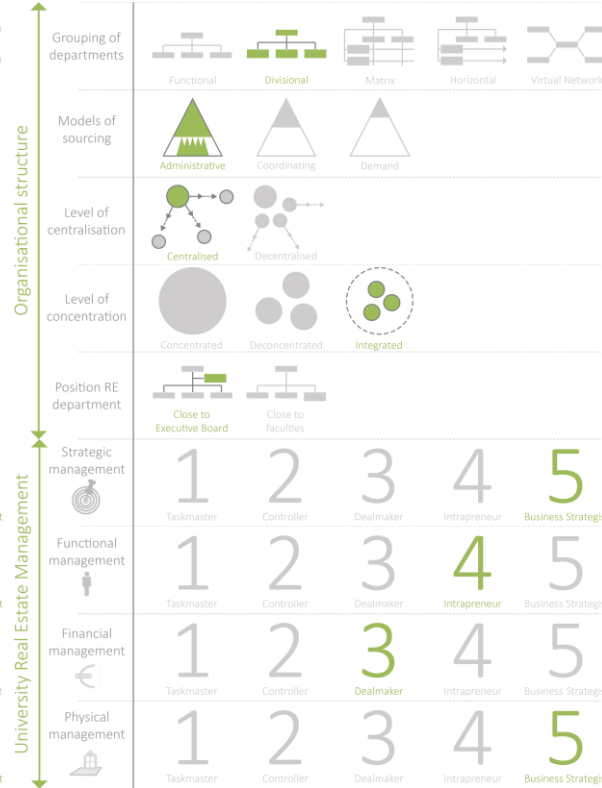
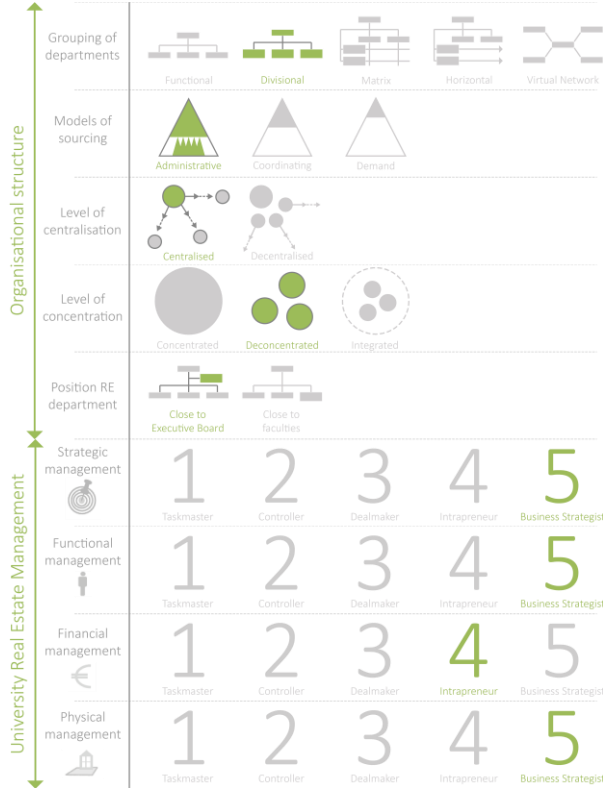


University Real Estate Management













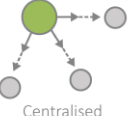
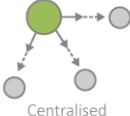
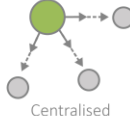
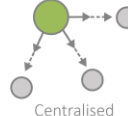








Strategic management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Functional management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Financial management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist
Physical management 	1 Taskmaster	2 Controller	3 Dealmaker	4 Intrapreneur	5 Business Strategist









CASE STUDIES & CROSS-CASE ANALYSIS

CASE STUDIES



CROSS-CASE ANALYSIS

	 TU Delft Delft University of Technology	 WAGENINGEN UNIVERSITY & RESEARCH Wageningen University & Research	 Utrecht University	 UNIVERSITY OF TWENTE. University of Twente
Grouping of departments	 Divisional	 Divisional	 Matrix	 Functional
Models of sourcing	 Administrative	 Administrative	 Administrative	 Coordinating
Level of centralisation	 Centralised	 Centralised	 Centralised	 Centralised
Level of concentration	 Deconcentrated	 Integrated	 Concentrated	 Concentrated
Position RE department	 Close to Executive Board	 Close to Executive Board	 Close to Executive Board	 Close to Executive Board

	 TU Delft Delft University of Technology	 WAGENINGEN UNIVERSITY & RESEARCH Wageningen University & Research	 Utrecht University	 UNIVERSITY OF TWENTE. University of Twente
Strategic management 	5 Business Strategist	5 Business Strategist	4 Intrapreneur	3 Dealmaker
Functional management 	5 Business Strategist	4 Intrapreneur	4 Intrapreneur	3 Dealmaker
Financial management 	4 Intrapreneur	3 Dealmaker	5 Business Strategist	4 Intrapreneur
Physical management 	5 Business Strategist	5 Business Strategist	5 Business Strategist	4 Intrapreneur

MAIN FINDINGS

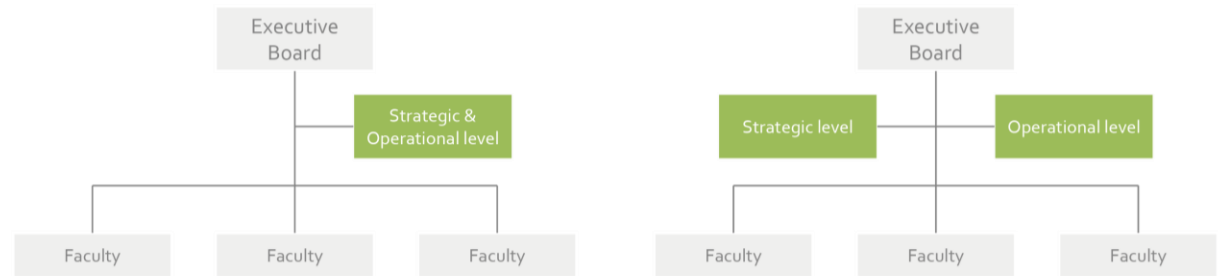
- Grouping of departments **does not influence** the university real estate management process
- Level of sourcing influences the **strategic, financial and physical perspective**
- Level of centralisation influences the **strategic, functional and financial perspective**
- Level of concentration influences the **strategic, functional and financial perspective**
- The position of the real estate department influences the **strategic, functional and financial perspective**

MAIN FINDINGS

University real estate management is also influenced by other structural choices:

- Separating or joining of the strategic and operational level
 - Influences the **strategic, financial** and **physical perspective**

Separating / Joining of the strategic and operational level



(Bank & den Heijer, 2004, p. 5)

TOOLBOX

TOOLBOX

Real estate organisations seek to attain the organisational structure that optimally supports their real estate management activities.

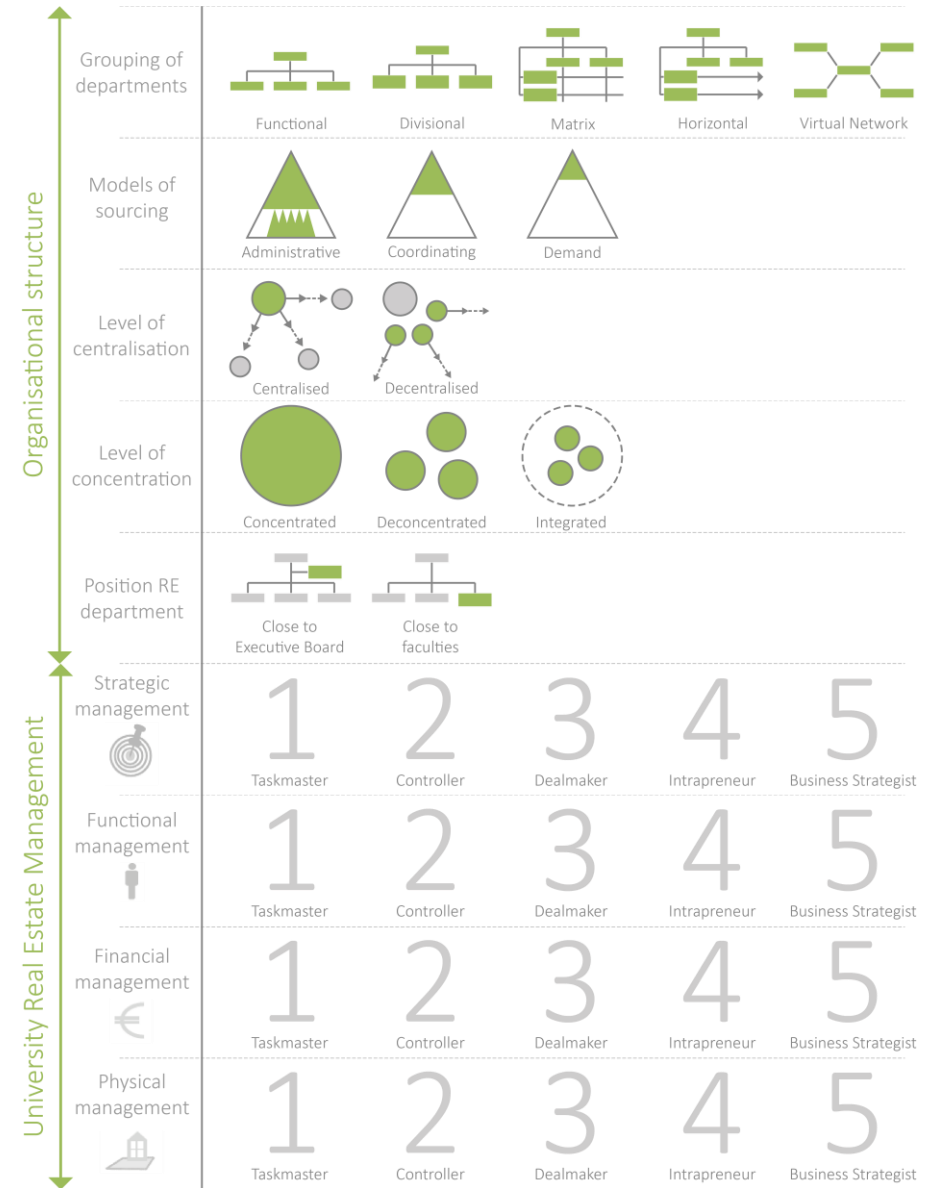
However, there is no “optimal” or “most successful” organisational structure, as there is no one right solution to this.

TOOLBOX

The research objective is to provide university real estate organisations with a toolbox consisting of information and tools to support them in making decisions about the structuring of their organisation and the management of their real estate.

Analytical Framework can be used as a toolbox

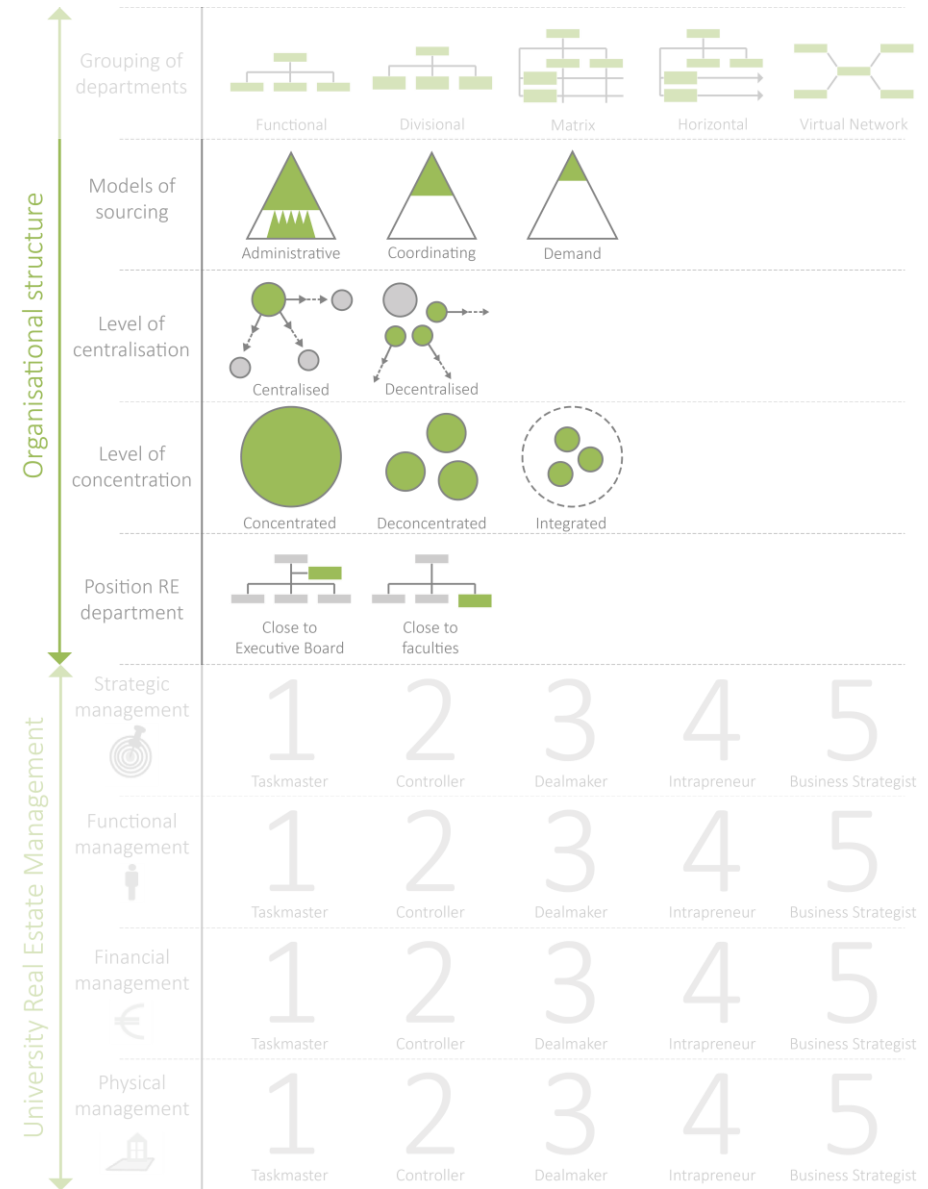
Tool	Purpose
Analytical Framework – Organisational Structure	determining the organisational structure of the university and its real estate organisation
Analytical Framework – UREM	assessing the university real estate management process
Assessment model	determining which organisational structure is preferred based on specific conditions and priorities



TOOLBOX

Analytical Framework – Organisational Structure

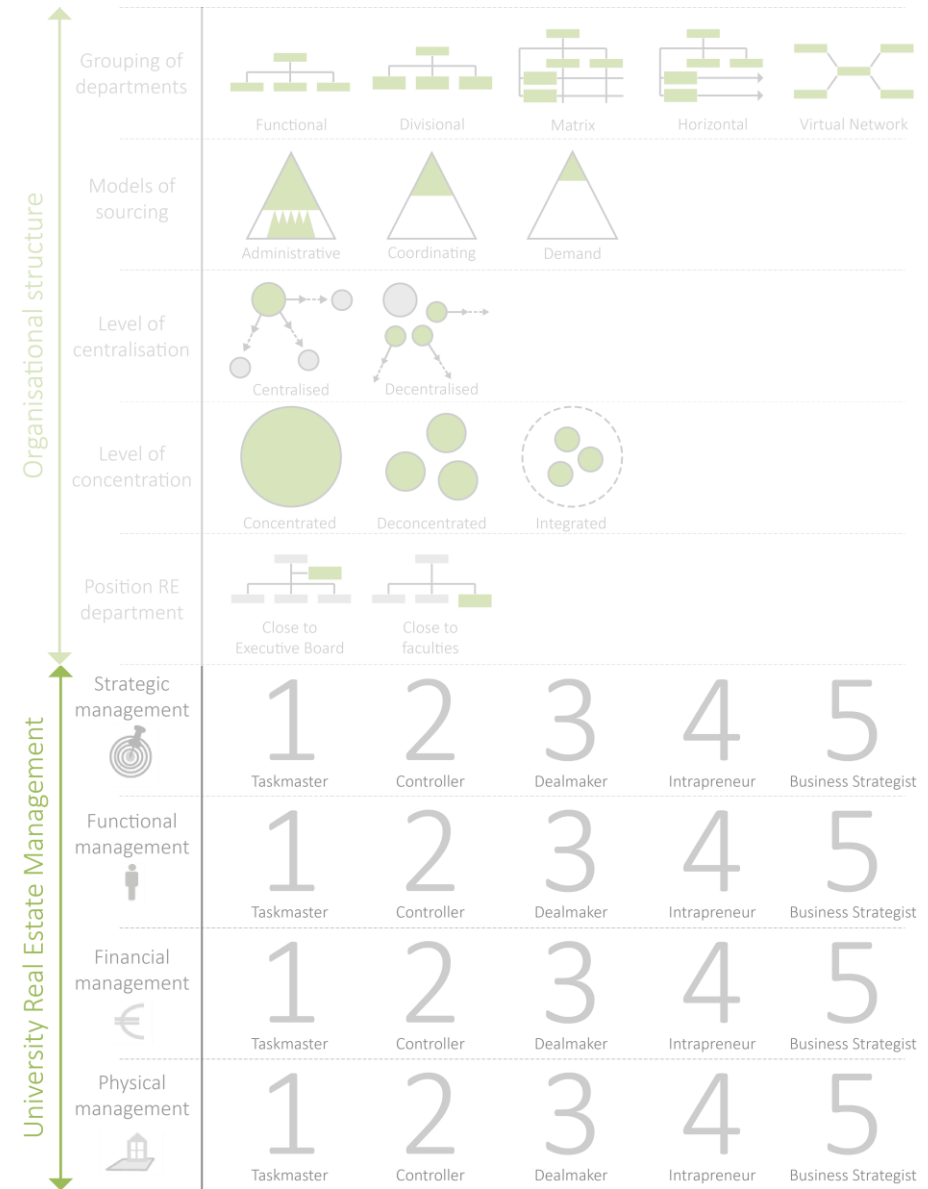
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TOOLBOX

Analytical Framework – University Real Estate Management

Tool	Purpose
Analytical Framework – Organisational Structure	determining the organisational structure of the university and its real estate organisation
Analytical Framework – UREM	assessing the university real estate management process
Assessment model	determining which organisational structure is preferred based on specific conditions and priorities



TOOLBOX

Assessment Model

Tool	Purpose
Analytical Framework – Organisational Structure	determining the organisational structure of the university and its real estate organisation
Analytical Framework – UREM	assessing the university real estate management process
Assessment model	determining which organisational structure is preferred based on specific conditions and priorities

		Added value of RE	University Real Estate Management			
			Strategical	Functional	Financial	Physical
Level of centralisation	Centralised	* alignment between real estate and institutional goals and objectives	+	-	-	
	Decentralised	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
Level of concentration	Concentrated	* economies of scale * strengthening the corporate identity of the university	+	-	+	
	Deconcentrated	* alignment between real estate and primary process	-	+	-	
	Integrated	* economies of scale * provision of uniform services and uninterrupted facilities * provision of improves services to customers and users	+	-/+	+	
Level of sourcing	Administrative	* keeping an overview and control over all activities * alignment between strategic, tactical and operational levels of university real estate management	+		-	+
	Coordinating	* cost reduction through economical savings and cost efficient external service providers	-		+	-
	Demand	* cost reduction through economical savings and cost efficient external service providers	-		+	-
Position real estate department	Close to the Executive Board	* alignment between real estate and institutional goals and objectives	+	-	-	
	Close to the faculties	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
Separating / Joining strategic and operational level	Separated	-	-		-	
	Joined	* alignment between operational tasks and strategic policy * cost efficient * strengthening the corporate identity of the university	+		+	+

TOOLBOX

Assessment Model

- ORGANISATIONAL STRUCTURE
Structural choices:
 - Level of centralisation
 - Level of concentration
 - Level of sourcing
 - Position real estate department
 - Separating / Joining strategic and operational level

		Added value of RE	University Real Estate Management			
			Strategical	Functional	Financial	Physical
Level of centralisation	Centralised	* alignment between real estate and institutional goals and objectives	+	-	-	
	Decentralised	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
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Level of sourcing	Integrated	* economies of scale * provision of uniform services and uninterrupted facilities * provision of improves services to customers and users	+	-/+	+	
	Administrative	* keeping an overview and control over all activities * alignment between strategic, tactical and operational levels of university real estate management	+		-	+
Level of sourcing	Coordinating	* cost reduction through economical savings and cost efficient external service providers	-		+	-
	Demand	* cost reduction through economical savings and cost efficient external service providers	-		+	-
Position real estate department	Close to the Executive Board	* alignment between real estate and institutional goals and objectives	+	-	-	
	Close to the faculties	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
Separating / Joining strategic and operational level	Separated	-	-		-	-
	Joined	* alignment between operational tasks and strategic policy * cost efficient * strengthening the corporate identity of the university	+		+	+

TOOLBOX

Assessment Model

- ORGANISATIONAL STRUCTURE
Structural choices:
 - Level of centralisation
 - Level of concentration
 - Level of sourcing
 - Position real estate department
 - Separating / Joining strategic and operational level
- ADDED VALUE OF REAL ESTATE

		Added value of RE	University Real Estate Management			
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Level of sourcing	Integrated	* economies of scale * provision of uniform services and uninterrupted facilities * provision of improves services to customers and users	+	-/+	+	
	Administrative	* keeping an overview and control over all activities * alignment between strategic, tactical and operational levels of university real estate management	+		-	+
	Coordinating	* cost reduction through economical savings and cost efficient external service providers	-		+	-
Position real estate department	Demand	* cost reduction through economical savings and cost efficient external service providers	-		+	-
	Close to the Executive Board	* alignment between real estate and institutional goals and objectives	+	-	-	
Separating / Joining strategic and operational level	Close to the faculties	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
	Separated	-	-		-	-
	Joined	* alignment between operational tasks and strategic policy * cost efficient * strengthening the corporate identity of the university	+		+	+

TOOLBOX

Assessment Model

- ORGANISATIONAL STRUCTURE
Structural choices:
 - Level of centralisation
 - Level of concentration
 - Level of sourcing
 - Position real estate department
 - Separating / Joining strategic and operational level
- ADDED VALUE OF REAL ESTATE
- UNIVERSITY REAL ESTATE MANAGEMENT

		Added value of RE	University Real Estate Management			
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Level of centralisation	Centralised	* alignment between real estate and institutional goals and objectives	+	-	-	
	Decentralised	* alignment between real estate and primary process * reducing costs by efficient use of space	-	+	+	
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Level of sourcing	Administrative	* keeping an overview and control over all activities * alignment between strategic, tactical and operational levels of university real estate management	+		-	+
	Coordinating	* cost reduction through economical savings and cost efficient external service providers	-		+	-
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Position real estate department	Close to the Executive Board	* alignment between real estate and institutional goals and objectives	+	-	-	
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Separating / Joining strategic and operational level	Separated	-	-		-	-
	Joined	* alignment between operational tasks and strategic policy * cost efficient * strengthening the corporate identity of the university	+		+	+

TOOLBOX

Assessment Model

- (1) determining which added values of RE are pursued
- (2) considering all arguments, both in favour of and against a particular structural choice
- (3) determining which organisational structure is preferred

		Added value of RE	University Real Estate Management			
			Strategical	Functional	Financial	Physical
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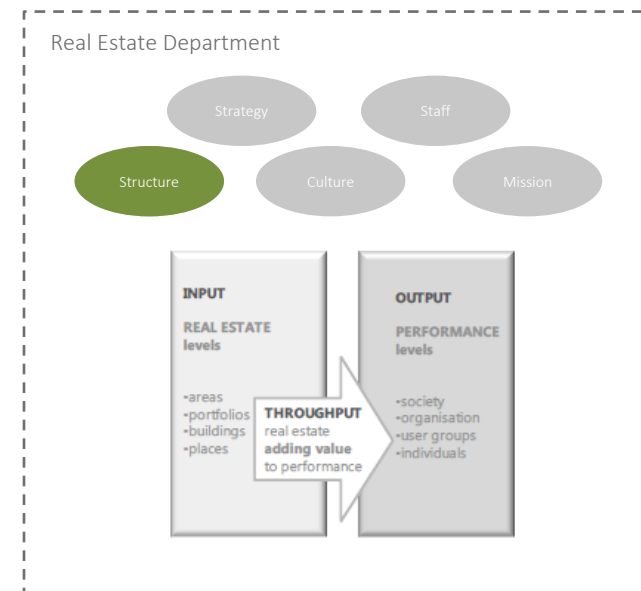
CONCLUSIONS

How does the organisational structure of the university real estate department influence the way university real estate is managed?

CONCLUSIONS

“How does the organisational structure of the university real estate department influence the way university real estate is managed?”

- Different structural configurations influence how the real estate adds value to organisational performance



Organisational Structure

- Grouping of departments
- Level of sourcing
- Level of centralisation
- Level of concentration
- Position real estate department



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DISCUSSION

DISCUSSION

- There is a **mutual relationship** between organisational structure and university real estate management
- The findings do not always give a fair representation of reality
- *“structure that **optimally supports** the management of university real estate”*



QUESTIONS?