STRATEGIC PREMISES
PROVISION PLAN
2016-2040
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INTRODUCTION
BACKGROUND

In 2016, the University of Gothenburg finds itself in an intense period of development. Seven out of eight faculties are carrying out operational development projects that show a need for new premises. Several new construction projects have been sketched out to provide space for future research, education and collaboration. Since it was established in 1891, the university has been an integral part of the city of Gothenburg. As the city and the region are planning for development that will involve redrawing the map to some extent, the Vice-Chancellor initiated a project in August 2015 to draw up a strategic premises provision plan for the university.

The plan forms the basis for preparing decisions on long-term premises provision issues and is decided on by the University Board. Its appropriateness must be reviewed at least once every ten years.

GOAL

The strategic premises provision plan takes as its starting point the university’s overall vision and goals, and the focus is on those areas that affect the university’s premises.

AIM

The aim of this plan is that it should steer the university’s long-term premises provision.

STRATEGIC PREMISES PROVISION

For the University of Gothenburg, premises are a strategic resource and a tool for being able to create a complete academic and inspiring working environment. Premises, their location and their design affect the university’s operations, and premises costs account for a considerable proportion of the university’s turnover. The university therefore needs a strategic plan for premises provision.

The plan shall express the university’s long-term wishes, shall be proactive, and shall give the university greater opportunities to have an influence. The plan shall form the basis for decisions on new construction projects, major redevelopments and significant relocations within the university.

The University of Gothenburg’s cooperation with Chalmers and Sahlgrenska University Hospital affect the university’s premises provision. At the same time, what the university’s architecture does to support the university’s operations...
helps to build attractive study and research environments together with Chalmers and Sahlgrenska University Hospital. Together, these operations contribute towards building an attractive university city.

Educational institutions are key operations that make a strong contribution towards creating a sustainable city.

**Premises provision in the short and long terms**

The strategic premises provision plan is a long-term plan, and long-term planning involves uncertainties that require sustainable strategies. What we are currently planning for should also work in the event of future changes. The strategic premises provision plan therefore looks ahead to 2040.

A summary premises provision plan for the shorter term (1-3 years) is drawn up each year, which describes ongoing and planned changes to premises and forms the basis for the university's budget forecasts.

**Development plans**

Since the strategic premises provision plan governs the university’s long-term premises provision in its entirety, more detailed development plans are needed for buildings and university areas that are based on current operational needs, the area’s physical conditions and guidelines from the strategic premises provision plan.

Among other things, these development plans shall show capacity, resources, needs, opportunities and limitations, and shall describe scenarios for intended future development.

Changes within existing buildings or the construction of new buildings within an area shall take the current development plan as a starting point.

Development plans are drawn up and managed by the University Administration in cooperation with the relevant operational unit and with current property owners.

**Premises**

The university may not own premises, and is therefore dependent on effective cooperation with property owners and the city.
THE UNIVERSITY’S OPERATIONS AND NEEDS
THE UNIVERSITY’S OPERATIONS AND NEEDS

The strategic premises provision plan takes a long-term perspective, but with both history and the current situation as its starting points. It is the university’s locations, its conditions and its context in 2016 that form the basis for the future premises provision.

The University of Gothenburg 2016 – in brief

The university has 37,000 students and 6,000 employees. Its annual turnover is around SEK 6,000 million.

The university has around 383,000 m² of premises at its disposal, with a rental cost of approximately SEK 650 million per year. This gives a premises cost of around 11 percent of the balance sheet total, and average rent of just over SEK 1,700 per square metre per year.

Today, research and education are organised and operated by eight faculties consisting of 39 departments and around 30 centres of expertise within the university.

Premises portfolio

The university’s premises rentals are governed by around 130 rental agreements with just over 30 landlords. Akademiska Hus is the largest individual landlord with approximately 57 percent of premises, followed by the municipal property company Higab with 20 percent and Chalmersfastigheter with 7 percent.

Buildings, university area and campus

The University of Gothenburg as a whole can be described as a city campus with buildings gathered in smaller university areas, integrated into the mixed city. However, just like the city in general, certain buildings are gathered in monofunctional areas that are relatively isolated from the city.

It is the university’s operations that govern location.

The campus concept is used by the university, but primarily for packaging and organising property and services rather than for describing how the university’s buildings relate to each other and their surroundings.

One example of a more traditional, monofunctional campus is Medicinareberget, where the operational need for proximity to Sahlgrenska University Hospital is central to the university’s medical and scientific research, education and collaboration.
The university’s locations in 2016 are in central Gothenburg
Future need for premises

Preparation for the future need for premises shall be ensured through strategic planning and a proactive approach to the university’s partners, to the city and to property owners.

The university’s development leads to new forms of cooperation and new ways of working, which in turn can result in a changed need for premises. Needs that arise shall be met with strategic premises provision that always seeks appropriate, resource-efficient premises with general applicability that provides operational choice and flexibility.

Much of the university’s premises portfolio can be categorised as ordinary offices with related functions and connections. These should be planned so that they cope with changes and can be used by many people.

Certain operations have specific needs that require specific premises. Here, too, the university’s strict requirements for general applicability are weighed up against operational specificity.

Highly educated citizens and pioneering research linked to innovation ensure good social development. This also applies in Gothenburg, which has quickly been transformed from a city characterised by heavy industry into a global post-industrial cluster with high-tech products, service industries and cultural industries. The University of Gothenburg and Chalmers play leading roles in this conversion, which also drives these educational institutions forwards. This means that as the University of Gothenburg develops and changes, its operations will need new premises, more locations and new locations in the city.

Climate work and sustainability

The university is working to reduce its impact on the climate. Here, conscious premises provision is a key factor. This could involve cooperation with property owners, energy-saving measures, travel-free meetings, fewer and more sustainable journeys, choice of construction materials, etc.

It also involves being an open and accessible university and making use of the external spaces between buildings to create a good living environment without having a negative impact on nature.
Future location

As at 2016, the university has roughly 400,000 m² of premises at its disposal in central Gothenburg. Most of these premises are 25-30 years old, meaning that they were planned 30-40 years ago. As a result, there is an operational need for renewal and updating.

The university has expanded at a faster rate than the construction of new premises, resulting in some operations having outgrown their premises.

New forms of teaching, new research infrastructure and increased collaboration mean that new premises are a matter of priority.

As at 2016, seven out of eight faculties are carrying out investigations or projects to create new premises. In most cases, this follows the principle of “building on what we already have”, in other words expanding existing buildings within existing university areas.

Those property owners from whom the university rents do have some land reserves, but not always in the locations where the university wants to be. The buildings and structures in the city centre are of national interest, and are therefore subject to listing restrictions in many cases.

The development of the city involves major changes around the Göta Älv river. Much of the former industrial harbour area will be transformed into a compact, varied district. One result of this will be that the city centre shifts northwards, including more of the areas on either side of the river.

The strategic premises provision plan proposes that the university should remain centrally located in the city in 2040, and should be an integral part of the city’s life. At the same time, it is also important that the various parts of the university are close to each other. This ensures greater internal cooperation, but also preserves the university’s identity in relation to the rest of society. The university shall therefore build on what is already established in a sustainable manner, seeking proximity to existing locations and locations with good communications links in the event that brand new locations are needed.

The map on the next page shows possible places and areas for the university’s future location, provided that the university wishes to remain an integral part of Gothenburg. The main focus will therefore be that existing buildings and university areas should be developed and made more concentrated. Should a need arise for large-scale relocation or to combine large parts of the university in one location, a number of the city’s development areas are of interest – particularly those close to major public transport hubs and along the southern banks of the river.
Proposals for possible locations in 2040. The university remains concentrated in central Gothenburg.
STRATEGIES AND GUIDELINES
STRATEGIES AND GUIDELINES

The strategic premises provision plan presents the focus of the University of Gothenburg’s premises provision up until 2040, and shall contribute towards the university fulfilling its current visions and goals.

The following strategies and guidelines apply for the university’s premises provision work, and form the basis for decisions regarding new construction, rebuilding, expansion or other major relocations of the university’s operations.

The aim of the strategic premises provision is to contribute towards creating value for the university in the form of an inspiring working environment, premises that support complete academic environments, and good opportunities for cooperation. Those sections of the university’s overall vision and goals that deal with issues relating to premises and infrastructure form the foundation for the strategic premises provision. The five most important strategies in the premises provision are described below.

In order for these strategies to be able to lead the premises provision work towards set goals, there are guidelines in place. These guidelines govern ongoing premises provision. They also support planning and project management, and form the basis for decision-making within the work involved in making changes to premises.

STRATEGIES

- Operational needs should govern premises provision
- The university shall have the right amount and type of square meterage
- A location in central Gothenburg should always be chosen over other alternatives
- Premises provision shall promote economic, ecological and social sustainability
- Premises provision work shall be inclusive, and shall be founded on dialogue
Operational needs should govern premises provision

The planning and design of the university’s premises are governed by the operational concept and needs. According to the university’s vision, we shall build complete academic environments. In this respect, in addition to providing operations with effective premises for research and education, premises provision is also responsible for facilitating external cooperation.

Operations are changeable in nature, which imposes requirements for general applicability in the university’s premises. General premises provide flexibility and opportunities for the university to develop without the need for extensive rebuilding and changes to premises.

The strategic work with the university’s premises includes working with the relevant property owners to ensure that every building or university area has a current development plan.

A development plan aims to provide preparedness for future changes in the physical environment and to shorten lead times. It creates the ideal conditions for planning, decision-making and implementation, and is a continuous process that provides support for constant dialogue.

Within the development plan, the appropriateness, degree of usage and economic conditions for existing premises are analysed. The plan summarises the current operational need in the short term, but should also consider the university’s premises provision as a whole. It reports on opportunities for streamlining and expansion, and states how the external environment can be shaped.

A development plan shall be based on a relevant external overview that describes international conditions in terms of developing premises for research, education and collaboration.

Every university area constitutes a sustainable, living part of the city. How integrated a building or an area can be within the city structure or the surrounding cityscape depends on the nature of operations and on the conditions in the surrounding environment.

All buildings shall be accessible and shall contain environments that attract use around the clock, all year round.

The development plan is communicated with relevant partners and with the city, and if necessary provides data for detailed planning work.

GUIDELINES

Every building or university area shall have a development plan that is no more than five years old.

This development plan shall report on the opportunities and limitations of the physical environment within the university area in question.

Each proposed change to premises shall be assessed against the current development plan.

The conditions for research-linked education and education-linked research shall be reported on in each change to premises.

The conditions for external cooperation shall be reported on in each change to premises.

Pedagogical concepts, spatial interpretation and the need for technical aids shall be reported on in the design of learning environments.
The university has the right amount and type of square meterage

The university is characterised by variety and diversity, including in terms of the need for premises. The need for space consists mostly of premises that are relatively simple to plan, design and position amid the context of the city.

Certain operations are highly specific, requiring specific premises such as laboratories, workshops or concert halls. These academic environments can sometimes be hard to position in a mixed urban environment. In these cases, the university creates functional, well-designed campus areas, ideally with accommodation for students and visiting research fellows. This ensures the creation of a living, relevant academic environment around the clock, all year round.

As one of the city’s biggest tenants, the university has almost 400,000 m² of premises at its disposal in central Gothenburg. How this square meterage is designed, is allocated, fits together and is used in practice is important in order for the university to be an appropriate, productive and inspiring working environment.

A central location is more attractive and therefore involves a higher initial value, which in turn places tougher requirements on the architecture that shapes these environments. Premises in the city centre cost more and must therefore be more effective. Attractive locations in the city may not therefore be the same in the future. Through their presence, the university’s operations can help to create attractiveness, benefiting both property owners and the city.

The development of digital media and IT have meant that learning is no longer limited in terms of time and space. Today’s pedagogy is also much more problem-oriented and activity-based than before. This places new demands on classrooms that promote dialogue.

The workplace, the office or the study environment therefore becomes a place both for seclusion and for dialogue with other people, classmates, colleagues and partners.

The university’s premises shall be designed to promote good pedagogical practice, and to encourage new ways of working and innovation.

Today, work and studies consist of different activities that are carried out in different ways, different locations and different environments. It is therefore important that the university’s premises have the right location, and that they are designed and furnished to suit the diversity of situations that students, teaching staff, researchers and employees encounter in their everyday lives.
A location in central Gothenburg should always be chosen over other alternatives

The university’s premises shall be centrally located in Gothenburg. As the city grows, the central areas become more concentrated and new centres are created, the university shall actively and continuously seek new location opportunities.

Through the university being located close to major public transport hubs and being integrated with the surrounding cityscape, barriers with surrounding society are reduced and the university becomes more present and visible. Being located close to public transport hubs also means that the university is close to travellers from the entire region. Easy commuting to the university means greater attractiveness, both as a study location and as an employer.

However, the benefits of being intertwined with the urban environment do not apply to all parts of the university. Some parts need to be close to other partners, with a geographic location that allows operations to grow over time.

Attractive academic environments need to be close to each other, but also need an interesting urban setting with good access to student accommodation, and to interesting cultural life in an internationally oriented, open and well-functioning city that offers opportunities for encounters with people with different backgrounds and experiences. These connections form the core of the university that is integrated with the city. Sustainable urban life exists where there is the right mix of housing, workplaces, schools, shops, culture and other activities that give people a reason to be there. The city also offers access to services for much of the day, as well as a sense of security that can be hard to create in more monofunctional areas.

Collaboration is part of the university’s role, and education and research are core values for the development of the city and the region. The university also has an important role to play in the participation of new Swedes in social development. All this places requirements on the university’s physical presence in the urban environment. Outward and inward collaboration require proximity and internal connections. The university needs to be close to different forms of everyday life: Media and politics, cultural environments, schools, care environments and industrial environments. Inward and outward proximity strengthen collaboration and the exchange of knowledge.

GUIDELINES

The university shall make an active contribution towards the development Gothenburg as a city of knowledge.

The university’s buildings and areas shall have their own identity and character.

The university’s buildings shall face the city, shall be accessible and shall offer meeting places between academia and society.

The university’s operations shall be planned close to public transport hubs.

The university shall engage in continuous dialogue with the city and its property owners on earmarking areas of land that are suitable for the university’s operations.

The university shall work to ensure that operations and services, both within and in connection with the university, contribute towards the complete academic environment.
Premises provision promotes economic, ecological and social sustainability

The University of Gothenburg’s definition of sustainability means that economic capital shall not be raised and administered at the expense of natural or social capital.

The economic conditions for the university’s locations mainly depend on two factors: position and architecture.

In the first instance, the university shall choose a central location in order to be an integral but independent part of the Gothenburg of the future. What constitutes ‘central’ changes over time, and the university’s choice of location may also contribute towards the creation of new positions. Good architecture creates a balance between economic, social and ecological sustainability, form and function.

The strategic premises provision strengthens the university’s operations by creating an accessible, well integrated university with central locations that are easy for all citizens to reach – including those who live on the outskirts of Gothenburg.

The University of Gothenburg shall be a sustainable university, and shall contribute towards reduced climate impact. The use of natural resources is an area in which a significant impact can be achieved. The built environment and infrastructure are among the greatest pressures on the climate. It is therefore important that existing resources and investments are used as effectively as possible.

The university’s establishments should be based on existing investments. Where this is not possible, new locations should be sought where the requirements for new investment in infrastructure and transport systems are as low as possible.

Good use should be made of parks and other green spaces or proximity to water, to provide good living environments for students and employees. Some of the university’s operations also need to be located in more secluded campus areas, and here it is often natural to make use of green spaces.

The university shall benefit from the built-up nature of the city. In this way, the university areas can use the potential that exists for coordination and synergy effects, and can provide opportunities for students and employees to reduce their everyday impact on the climate.

Nature gives us ecosystem services, involving food, water, materials, clean water and air, pollinating crops, etc. These services occur in interaction between mankind and nature, and ecosystem services which should be used in a considered manner within the university’s premises portfolio. For example, green structures can be used to reduce traffic noise, lower stress and increase wellbeing. Green vegetation can also protect against UV radiation and can warm or cool buildings, which in the future urban climate featuring heatwaves will require a great deal of energy.

GUIDELINES

Premises provision shall be a natural part of the university’s work for the environment and sustainable development.

Well planned, centrally located premises contribute towards a stronger university in dialogue with society, and thus promote both good social development and integration. This is where the university’s greatest contribution to a sustainable city lies.

Economic benefits shall not be gained by consuming natural or social capital.

Every change to premises shall involve the university challenging itself and create premises that are effective, feature a high degree of general applicability and offer the necessary flexibility.

The university shall strive to increase the degree of usage for all premises.

All new construction and additions shall strengthen and complement the existing building structure.

New buildings that do not support the idea of the integrated university shall be avoided.

Premises provision shall help make the university more open and accessible.

Premises provision shall work actively to give operations access to accommodation for students and visiting research fellows.

The university’s premises shall be located close to as many people as possible.
Premises provision work is inclusive, and is based on dialogue

The university shall offer an inspiring working environment. A socially sustainable environment makes use of people’s experience. Feeling a sense of involvement and influence is one of the most important aspects for wellbeing, health and the experience of an attractive working and study environment.

It is essential for the quality of operations that the university is an inspiring working environment. Involving more people also results in achieving a learning organisation. A learning organisation that cooperates, involves, engages and brings together competences provides the basis for high quality research and education. The university’s values include social involvement and an insight that student influence leads to quality.

Involving people in the premises provision work has a bearing on the university’s vision. Including more people requires new forms of dialogue and new types of spaces.

Research that has an impact and cooperation across subject and faculty borders are other aspects that are supported through involving different sciences and disciplines. Through joint work, ideas about meeting places and arenas that support the new centres of expertise are created.

The most important reasons for involving more people and engaging in dialogue are that this contributes to an exchange of knowledge, builds trust between everyone within academia, and also supports the internal democratic organisation.

An effective dialogue process brings many benefits within the change processes that premises provision often involve. In line with the university’s values, participation and involvement are created that can lead to curiosity and interest.

One goal is to develop broader social commitment, which in turn provides energy to tackle changes in reality and for cross-border solutions.

The University of Gothenburg is a socially oriented and socially engaged university that is developing its work to broaden recruitment and include new groups of citizens among its students.

GUIDELINES

Every change to premises shall be based on in-depth dialogue with the relevant operations.

This dialogue shall be integrated into the change work and the planning process.

Clear conditions shall be specified for the dialogue, feedback shall be given to the participants, and the dialogue shall be documented.
STRATEGIC PREMISES PROVISION PLAN 2016-2040
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