

## **Tampere, towards an urban campus?**

**Results and recommendations from the peer review meeting in Tampere  
of the EUniverCities Network, 1-3 November 2016**



**13 February 2017**

## 1. Introduction

Tampere is the second largest urban region (in terms of population and economic importance) in Finland, after the capital Helsinki. The Tampere region is facing challenges due to a resistant recession and the downsizing of some large companies, including Microsoft/Nokia. Tampere's main lifeline are its three universities<sup>1</sup>: they continue to attract talent (and hence business), and play a key role in the region's development and renewal. The three universities are currently in the process of merger.

The development of innovation centres and campuses is a cornerstone of the cities' innovation policy, and despite considerable budgetary difficulties due to the economic situation, the city continues to invest substantially in campus-related development. Key actors from the triple helix agree that innovation campuses and open innovation platforms are important catalysts for new ideas, new innovations and new businesses. Also, there is a shared notion that collaboration between universities, city administration and other partners is essential to develop them successfully, and that campuses need to be opened up in various respects. University campuses are traditionally reserved for academic training and research, but this monofunctional approach increasingly gives way to more integrated campus concepts. The aims of both the city and the universities in Tampere is to open up campuses so that they become an active city environment 24/7 where social, business and leisure functions integrate with education and research. The universities are now looking at possibilities to include companies, housing (for students and other target groups), shops, bars and additional services on the campuses and their immediate vicinity; the city on the other hand would like to have the campuses and their neighbourhoods evolve as more integral parts of the city environment. But many questions remain about the how and what of campus-city integration.

By hosting an EUniverCities Network meeting, the key players in Tampere wanted to share their ideas, ambitions and results regarding integrated, "urban" types of campus development with their European peers; moreover, they invited the visiting experts to review the local situation and policies, and share ideas and good practices. During the meeting, the experts obtained an impression of the various new campus developments in the city, through presentations and field visits; by the end of the meeting, a peer-review workshop was held to collect observations, generate new insights and develop ideas. Beforehand, the local organising team identified three specific questions to be addressed:

- Campus & Mixing: How to have a good balance/mix between academia (students, research, education) and other stakeholders (business, citizens, etc.) at the Tampere campuses?
- Campus & City planning: How to achieve synergy between campus and city; how can city planning and campus management achieve this synergy? Especially regarding public spaces?
- Campus & Student involvement: How to involve students in campus (and surrounding area) development?

This report contains the results of the meeting. Section 2 provides an overview of the situation in Tampere regarding its universities and campuses; it is mainly based on the presentations delivered by a number of speakers during the conference. Section 3 summarizes the outcomes of the peer review session, in which the foreign visiting experts reviewed the Tampere situation and developed ideas for future development of campuses in relation to the city. The experts were representatives of the EUniverCities Network, coming from the cities and universities of Aalborg, Aveiro, Delft,

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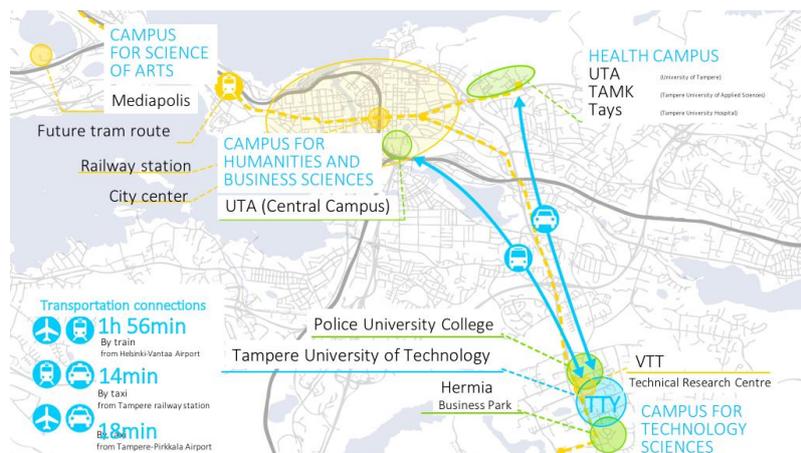
<sup>1</sup> Tampere University of Technology (TUT), University of Tampere (UTA) and Tampere University of Applied Sciences (TAMK)

Ghent, Lausanne, Linköping, Norrköping, Lublin, Magdeburg, Malaga, Parma, Trondheim and Varna, who, back home, work on similar issues and challenges.

## 2. An overview of the situation in Tampere

Tampere has three universities: the Tampere University of Technology (TUT), the University of Tampere (UTA) and the Tampere University of Applied Sciences (TAMK). They are located at four main campuses. The map below (figure 1) sketches the position of the campuses in the Tampere region.

Figure 1 Overview of campuses



The *Campus for Humanities and Business Sciences* is located downtown; this is the central campus of the University of Tampere (UTA). Currently, this campus functions as an island in the inner city, with few functional linkages with its surroundings. In the near future, it is to be more integrated in the urban fabric. Several collaborative planning initiatives (workshops with architects, students, staff, planning staff and citizens) have taken place to elaborate a strategy for this.

In the northeast, the Health Campus is located, with establishments of UTA, TAMK and Tays (University Hospital). This campus has expanded rapidly over the last decade, and is still in development. It is home to medical education on all levels, including a state-of-the-art (?) Medical School, but it is also a concentration of health care facilities of all sort. The philosophy is to develop the best possible integration of research, education and care, and also to offer simultaneous and integrative training in which different educational levels participate (for example emergency room situations, where doctors work with nurses assistants etc.). Because of its health care facilities for citizens, this campus also has an important public function, and in this respect, it is different from the other campuses.

Figure 2 Aerial picture of the medical campus



To the southeast of Tampere, we find the Campus for Technology Sciences, Hernia; this campus is the home base of the TUT, it has a business/science park with many high tech companies, and next door, there is the National Police University College. The area as a whole is the most important high tech hub in the region. The most recent and remarkable development here is the creation of the Kampus Areena, a central building at TUT with shared facilities, companies and open spaces (see text box). The campus is accessible by car and bus; in the future, it will be connected to the centre with a tramline.

Finally, in the northwest, there is Mediapolis, a campus where TAMK's media education and several media companies are co-located. Mediapolis campus is a centre and network for content production and digital industries, currently hosting more than 30 companies and other organisations, 1,100 people work there every day. The largest production company in the campus area is Finnish Broadcasting Company (Yle), there are also two educational institutions providing media programmes, Tampere University of Applied Sciences (TAMK) and Tampere Vocational College (TREDU).

### The new centre of the campus: Kampus Areena

The Kampus Areena is an innovative campus concept that has been developed in the last 2 years. It has become the centre of the campus of the Tampere University of Technology, and functions as a platform where business meets research and education, and where new collaborations can take shape. The lower floors contain shared functions: a library, open work spaces, restaurants, a space for startups, and a maker lab where students can make prototypes. The Kampusklubi (Campus Club) brings together business and researchers/students to jointly conduct research and product development; they aim for 50 member companies. The higher floors are more business-oriented (although (?) always with a link to research and education), and on the top floors, a real estate company (Regus) rents out flexible offices to more than 40 companies.

Figure 3 Cross-section of Kampusareena



Figure 4 Image of the library



### *Campus governance and management*

Like everywhere else, in Tampere campus planning is a complex exercise in which many stakeholders participate. The main players are the universities, the city administration, and the national organisation University Properties of Finland Ltd. (SYK OY).

The city administration considers the universities as its main economic drivers and pillars for development of the knowledge based economy; moreover, Tampere explicitly expressed the ambition to be the “most student friendly city of Finland”. The city administration plays an important role in guiding the urban planning processes related to the campuses, carrying responsibility for public space, public transport, and infrastructure, and has put aside significant budgets to this end. The cities’ overarching vision is to integrate the campuses more into the urban fabric and to increase the connection between research & education with the local economy and society at large. In the development of the health campus, the role of the city is particularly strong, as the municipality carries substantial responsibilities in the medical realm.

Of course, the universities are key players regarding campus development, but in their development plans they rely strongly on the national organisation University Properties of Finland Ltd. (SYK OY). This organisation funds and executes investments in university real estate and equipment. Over the years, SYK OY has developed deep expertise in campus and real estate planning specifically for higher education and research. The company wants to develop learning environments that are in line with the newest insights on how people learn best, with much less emphasis on the traditional academic type of formal learning (passive) towards more non-formal (active, reflective) and informal (in work and leisure) types of learning. That requires different types of spaces and facilities, less large lecture halls, and more flexible, open and informal spaces that facilitate other types of active and interactive learning and informal types of learning.

In their vision, a campus is a part of the city, and should include not only teaching and research, but also other research institutes, housing, health services, catering, lifelong learning activities, sports facilities, businesses, conference spaces, and all sorts of open meeting places. Or, as Mrs Mervi Huhtelin from SYK OY put it, “Campuses are a platform for diverse stakeholders, with networks that support knowledge co-creation”.

In the design process of campuses, SYK OY always makes a solid analysis of a) the wider urban context, such as the local real estate situation, the economic roots and strengths of the city; and b) the specific academic profile and funding streams: In what science and knowledge fields does the university excel, and how does it generate income from external sources, and what are the tendencies in these respects?

An important development in Tampere is the merger process between the three universities: Tampere3. They already co-operated in various respects (for instance in the medical campus that has establishments of all three), but in the future, they will align their research, education and innovation programs more, and share more facilities. The merger process is stimulated by the national government, but the city plays an active role as well, not in the least place because it is the owner of TAMK, the University of Applied Sciences. Moreover, the merger is a catalyst to rethink the embeddedness of the universities in the cities and their social/spatial imprint.

### 3. Results of the peer review

In the final part of the meeting, the foreign visiting experts reviewed the situation in Tampere, and also generated ideas for improvement using the OPERA method.

#### How OPERA works

OPERA is a Finnish-origin co-creation method that can highly improve the efficiency of even the simplest meetings. This method focuses the group's energy on the problem or issue at hand, collects, filters and synthesizes the proposals in a structured way. It combines a systematic way of thinking with a creative process for solving problems, thus enabling the most efficient use of the participants' knowledge and experiences. Through the technique of pair discussions, it involves each and every participant in the process, mobilizes their thoughts and proposals, without letting more extrovert people dominate the discussion. The first step is the identification of the lead question – the issue or challenge to which the group seeks the solution.

The facilitator takes the group through the following stages:

- Step 1 Own suggestions: the participants spent a couple of minutes in silence, thinking individually about the question, and put down their thoughts or proposals on an A4 piece of paper (no discussion is allowed at this stage). Proposals could be based on own experiences, or creative ideas.
- Step 2 Pair suggestions: the participants formed pairs, and they discussed their written thoughts. Following discussion, the pairs came up with their (consensus-based) joint proposals, which they recorded on paper, each on a different paper. These papers were then posted on the workboard for everyone to see.
- Step 3 Explanation: in this phase, each pair briefly explained to the rest of the audience the proposals they had attached to the workboard.
- Step 4 Ranking: following the explanations, each pair was asked to assess the suggestions by selecting the most important ones. They marked their choices on the workboard.
- Step 5 Arranging: the facilitator arranged the suggestions according to topics, linking and merging similar proposals. This is done together with the participants, following their instructions.

The result is a jointly created, consensus-based set of suggestions that can be used as input for further processes.

The Tampere team identified three questions to be discussed in the workgroups:

- Campus & Mixing: How to have a good balance/mix between academia (students, research, education) and other stakeholders (business, citizens, etc.) at the Tampere campuses? Can this be a virtual environment or should it be a joint physical workspace?
- Campus & City planning: How to achieve synergy between campus and city; how can city planning and campus management achieve this synergy? Especially regarding public spaces?
- Campus & Student involvement: How to involve students in campus (and surrounding area) development?

The participants of the meeting were divided into three groups, and each group focused on one of them. Moreover, the groups shared more general observations about Tampere's campus policies.

### 3.1 Observations

The participants made a number of observations that might help the Tampere stakeholders in the further development of Tampere as knowledge society.

First of all, unlike in many other cities, ***campus development is seen in Tampere as a shared challenge and responsibility of the city and the universities***, and there is a commonly shared recognition that campuses must become more open, interactive and inclusive. There is a strong culture of cooperation between city and university; a strong shared ambition and sense that both sides need each other and must work together, both visionary and pragmatically.

This attitude is reflected in the ***deep political involvement and commitment*** on the highest political level (mayor and vice mayor) and also in the willingness to invest substantially, even in a time of budgetary difficulties. The substantial investments that take place in Tampere's knowledge base (Kampus Areena, the medical campus, the downtown campus, tramline), despite a difficult economic situation, show the city and universities commitment and belief in the long-term importance of a high-quality knowledge environment.

More in general, participants were very positive about the ***prevailing culture of collaboration*** between partners in the city (often informal and trust based), and the pragmatism that most key actors display, for instance concerning the (probably not so easy) merger process of the universities.

The overarching idea of the ***"city as an innovation platform"*** was seen as powerful and inspiring. Moving education and research from the classroom into the city streets is potentially good for students, for researchers, and it helps the city actors to become more innovative. The slogan "TUT is innovating here" (at sites where the university works with an urban partner or in a specific place) is telling in this respect.

Specifically at TUT, there was praise for the vision of SYK OY and the university on ***education as an active and interactive process***, and the way this vision was translated into a new campus concept. The Kampus Areena model is seen as exemplary and inspiring: an open and attractive meeting place and a business hub inside the university that is strongly connected to teaching, research and innovation and produces synergy. The concept seems to be successful considering the number of member companies and the number and variety of activities that take place there. Moreover, ***Kampus Areena was perceived as a well-designed and vibrant environment*** for startups and experimentation. Participants appreciated the human-centred approach of its development and design, in which the user/student/teacher is put central, and where the architecture reflects the connection between people and nature.

The campus development, both at TUT and the medical campus, seemed to have been a catalyst for bringing stakeholders together to develop new innovative ideas and concepts (for example in the Kampus Areena, but also in the medical campus where new types of emergency room training was introduced in which several types and levels of education work together).

The participants noted some room for improvement as well. First of all, the city and the universities are international, yet ***most signposts and indications in the city are only in Finnish***, even the bus connections at the airport. Second, the campuses are still strongly car based (as one participant put it, extremely: "they are buildings between cars") and indoor-based; ***the public spaces outside the buildings fall short in terms of attractiveness***, both in Hernia and at the medical campus. Furthermore, it was commonly noted that the TUT campus connection to Tampere is limited; it is

perceived as “a city outside the city”, and this effect becomes paradoxically stronger now that the TUT campus has a stronger centre function (at Kampus Areena).

Finally, although most stakeholders in Tampere seem to agree that the “urban campus” is a good, idea, there is yet no elaborated and integrated vision on what that actually means for Tampere. **A shared and co-created vision about campus-city-university-business-society development could help to set the direction for a long term (10-20 years) process of collaborative development.** This needs deep thinking about the identities of cities and campuses in the 21<sup>st</sup> century. Will the campus of the future be something recognizably separate from the city, will it completely blend with other urban functions (the campus = the city)? Or something in-between? How do the different campuses relate to each other?

### 3.2 Ideas and suggestions

The group discussions were lively and animated, and generated a couple of concrete ideas and suggestions.

A first suggestion was to **open up the campus even more, to new audiences.** Universities still have high entry barriers, and very few people cross them. Consider new ways to open campuses for citizens, in order to make them really part of the city. This can be done by sharing more facilities (libraries, sports facilities), by offering support for all sorts of entrepreneurship (not only for students or academics); by opening co-working spaces, organising events for a larger public, open science days, studium generale, concerts or other cultural events.

The integration of city and university must not be restricted to the campus: Also **other public spaces could be used more as experimentation grounds** for new (technological or other) solutions, or places where the general public can participate in experiments.

In terms of governance, it was suggested to **make a joint working group**, consisting of students, researchers, citizens, young people (other than students), city planners/staff to develop further ideas how city and university can interact more, not just in terms of physical (campus) planning.

An important topic is how to involve students in this “city as a campus” idea. One viable option is **to create a workshop of international and Finnish students (from all universities) and let them peer-review the current setup of the campuses.** This may generate interesting and unexpected outcomes and new ideas. The students could be recruited through the intermediation of student unions or groups; that would increase the weight and representation of student participation.

Some other suggestions were made to engage students more:

- Create a Facebook group, managed by a planning team, with many active students in it;
- Interview, in a creative way, all students on their needs about their dream campus;
- Let students produce services for the city (concerts, museums, events, green areas) to attract new target groups;
- Set up a master thesis competition on the topic of campus development, or a contest with multidisciplinary teams from Tampere<sup>3</sup> to design a campus, or elaborate a campus-related topic (leisure, mobility, studying places);
- Sketch of paint visions of the new campus;
- Organise a “Diner Blanc” (eating together on the street).

## Annex 1 Meeting programme

### WEDNESDAY 2nd NOVEMBER

Location: Tampere University of Technology, Korkeakoulunkatu 7, Kampusklubi club (5th floor)

08.30	Pick up at the hotels, transportation to TUT	
09.00 - 09.25	Welcome	Ms. Anna-Kaisa Ikonen, Mayor of Tampere Mr. Mika Hannula, President of the Tampere University of Technology Mr. Patrick van Geel Coordinator of the EUniverCities Network
09.25 - 09.45	Campus development as a mean for city economic development	Mr. Kari Kankaala, Development Director, City of Tampere
09.45 - 10.05	Tampere3 - The fusion of Universities in Tampere and campus development	Ms. Päivi Myllykangas, Project Manager, Tampere3
10.05 - 10.30	Coffee	
10.30-10.55	Trends and perspectives on campus development in Europe	Mr. Willem van Winden, Lead Expert EUniverCities
10.55-11.10	Q&A	Mr. Willem van Winden, Lead Expert EUniverCities
11.10-12.00	Short introductions to Tampere University Campuses (10 min each)	
	TUT Campus	Ms. Anne-Mari Järvelin, Director, TUT
	Kauppi Campus for Health and Well being	Mr. Matti Eskola, CEO at Finnmedi Ltd.
	Mediapolis Campus for Media and Creative Industries	Mr. Ari Koivumäki, Principal Lecturer, Tampere University of Applied Sciences
	Tampere University City Campus	Ms. Taina Vimpari, Head of Facilities Management, University of Tampere.
	Q&A	
12.00-13.00	Lunch	

13.00-13.30	Campus Development - Modern Concepts	Ms. Mervi Huhtelin, Senior Specialist, Concept development, University Properties of Finland Ltd
13.30-15.00	SITE VISIT: TUTLab TUT Kampusareena	Ms. Mervi Huhtelin, Senior Specialist, Concept development, University Properties of Finland Ltd / Ms. Anne-Mari Järvelin, Director, TUT
15.00-15.15	Coffee	
15.15-15.45	Introduction to Y-Campuses	Ms. Leena Köppä, Business Coach, TUT
15.45 - 16.15	Q&A	
16.15 - 16.45	Conclusions	Mr. Willem van Winden, Lead Expert EUniverCities
16.45 - 17.00	Transportation to the hotels	
17.00 - 18.45	Free time <i>(Magdeburg project get-together by separate invitation from Magdeburg)</i>	
18.55	Pick up at the hotel to the dinner	
19.00 - 21.30	Formal dinner <i>Restaurant Myllärit, Åkerlundinkatu 4</i>	hosted by Deputy Mayor Anna-Kaisa Heinämäki

### THURSDAY 3rd NOVEMBER

Location: The Kauppi Campus Area, FinnMedi, Biokatu 6, Big meeting room FM5 (morning)

8.30	Pick up at the hotels	
09.00 - 09.20	Welcome and short introduction to Kauppi Campus co-creation	Mr. Matti Eskola, CEO at Finnmedi Ltd.
09.20 - 10.30	Introduction to the Kauppi Campus Area Activities, 10 min each	
	Innovative specialized healthcare, case Heart Hospital	Mr. Kari Niemelä, CEO, Tays Heart Hospital
	Biology and technology meet, BioMediTech	Mr. Juho Väisänen, Project manager, BioMediTech Institute
	Education and collaboration, Tampere University of Applied Sciences	Ms. Kirsi Jokipakka, Head of International Services, TAMK

	City of Tampere: future plans on campus	Mr. Jarkko Lumio, Planning manager, City of Tampere
	Q&A	
10.30 - 10.50	Coffee	
10.50-11.50	SITE VISIT Modern learning and research spaces, Arvo building (Lääkärintätkatu 1)	Mr. Matti Lehto, Dean, Tampere University Medical School
11.50-12.50	Sharing experiences on campus development - 2 parallel sessions, 2 case presentation in each	EUC partners: Delft, Ghent, Magdeburg, Trondheim
12.50-13.00	A walk to Pulssi, Biokatu 6, Finn-Medi 1 (1 <sup>st</sup> floor)	
13.00 -14.00	Lunch	
14.00 - 16.00	Peer Review Sessions	Mr. Willem van Winden Lead Expert EUniverCities
16.00-16.15	Results and conclusions	Mr. Willem van Winden Lead Expert EUniverCities
16.15-16.30	Closing words for the network meeting	Ms. Anne-Mari Järvelin, Ms. Tuija Telén
16.30-16.45	Transportation to the hotels	