

# Results of a consultation among staff and students of TU Delft on the potential development of Campus Rotterdam

Delft University of Technology

23 April 2025

# Colophon

This survey was carried out by Populytics, a spin-off from TU Delft, commissioned by Delft University of Technology.

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**Date**

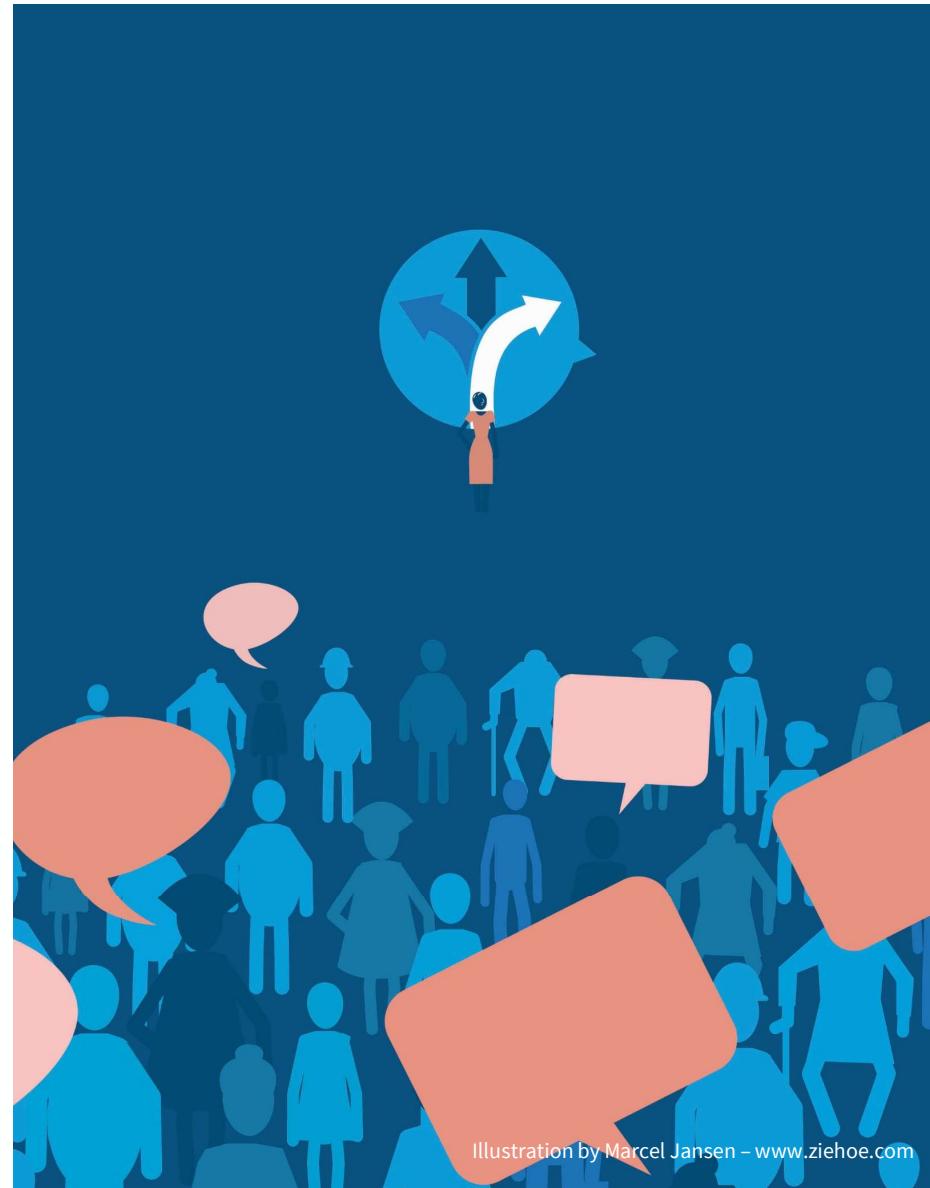
23 April 2025

**Status**

Definitive

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# Summary

# Reason, main question, method, structure and participants

## Summary (1 of 6)

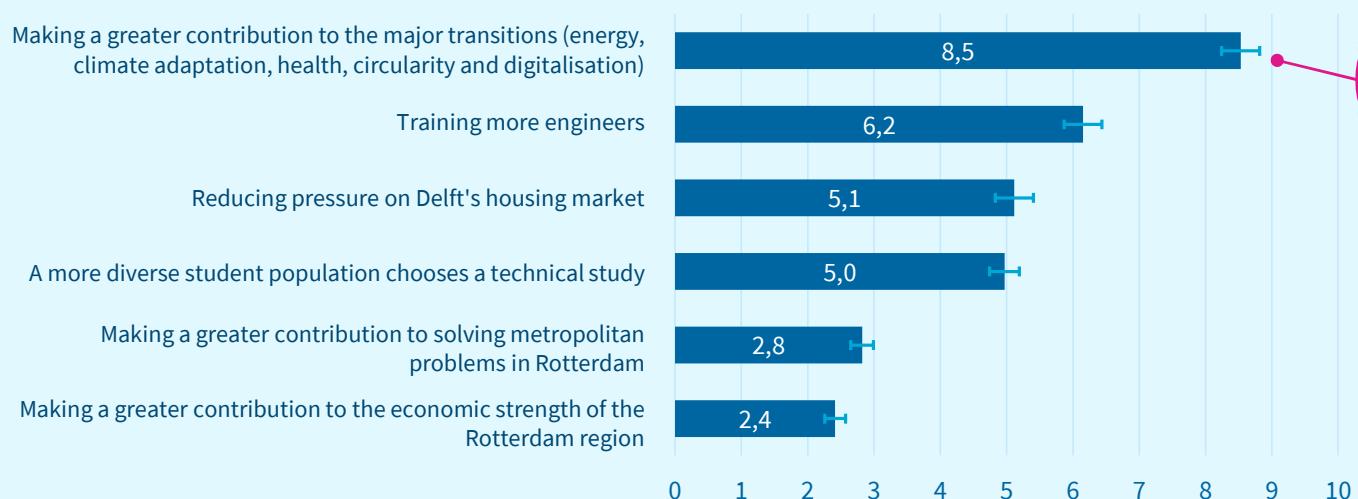
- **Reason:** In 2023, TU Delft – based on its multi-campus strategy – started an orientation towards Rotterdam for the establishment of a campus. Specifically, TU Delft wants to realise an education, research and innovation system in the Rotterdam ecosystem, with social impact. TU Delft would like to consult its staff and students, so that the choices about Campus Rotterdam are well suited to their preferences. The aim of this consultation is to investigate the preferences of staff and students for Campus Rotterdam. Main question: Which goals should be prioritized in the plans for Campus Rotterdam?
- **Method:** Populytics carried out a Participatory Value Evaluation (PVE) on behalf of the Campus Rotterdam Programme Team. The essence of a PVE is that participants sit in the chair of the policymaker or administrator for 15 minutes and experience the policy dilemma. In the choice task, participants were shown 6 goals that TU Delft can prioritise in the plans for Campus Rotterdam. They were able to divide 30 points. The more important they thought a goal was, the more points they could give. Participants then motivated why they give certain goals a lot or few points.
- **Structure of the consultation:** The consultation consisted of two parts:
  1. PVE Selection task: Which goals should be prioritized in the plans for Campus Rotterdam?
  2. Propositions, where participants could motivate why they did or did not agree with the proposition presented.
- **Response:** All students and staff were personally invited to participate in the consultation. Between 13 February and 6 March 2025, 1,592 employees and students of TU Delft completed the consultation.



# Participants believe that the highest priority should be given to Campus Rotterdam contributing to the major transitions

## Summary (2 of 6)

- Making a greater contribution to the major transitions is the highest priority of all the goals for Campus Rotterdam among participants.** There is broad consensus among participants. Participants with different characteristics, such as age, place of residence and the number of years they have been involved with TU Delft, give priority to this goal. Participants see contributing to the major transitions as the most important way in which Campus Rotterdam could make a societal contribution.
- Both goals that are directly related to making a contribution to Rotterdam's goals are given the least priority.** Many participants do not see this as a core task of TU Delft. They believe that TU Delft should try to add societal value, but that the university should focus more on solving problems on a national or global scale than on local problems.



### Confidence interval

- A sample always has a degree of uncertainty. If all TU Delft staff and students were to participate, the results would be in the light blue range with 95% certainty.
- If there is overlap in the range of two options, then we cannot say anything about the priority between them.



# For some goals, participants wonder whether it is a task for TU Delft and whether Campus Rotterdam is the best solution

## Summary (3 of 6)

- **Training more engineers is a goal that is also given high priority by many participants.** There are no major differences between participants with different characteristics. This goal is often prioritized as the second or third highest goal.
- An analysis of subgroups shows that the two largest groups (77% of the total) also prioritize this goal as the second-highest.
- We see in the arguments that participants indicate that society is asking for more engineers. A group of participants emphasizes the role that engineers play in tackling the major transitions. Participants who give less priority say that there is a need for engineers, but especially from mbo and hbo. They also indicate that quality, not quantity is the ultimate goal.
- **Participants are divided on the goal of reducing the pressure on the housing market in Delft.** Participants value this goal as highly on average as gaining a more diverse student population to choose a technical study.
- This goal is given more priority by participants who live in Delft. Participants from Aerospace Engineering and Electrical Engineering, Mathematics & Computer Science also give this goal higher than average priority.
- Many participants see the housing shortage as a problem, but one group wonders whether realizing Campus Rotterdam is the best solution. In their view, the pressure on the housing market in Rotterdam is also high. In addition, several participants indicate that this should not be a priority for a university; according to them, it is a political problem. Another part does indicate that a campus in Rotterdam gives the opportunity to spread the pressure.
- **Participants are divided on the goal of having a more diverse student population choosing a technical study.** Participants value this goal on average as high as reducing the pressure on the housing market in Delft.
- Women prioritize this goal higher than men. This goal is given the second highest priority by them.
- Many participants indicate that it is important to have a diverse student population. This ensures better innovations that also fit in well with society. A group of participants doubts whether a campus in Rotterdam contributes directly to this or why this is not prioritized in Delft.



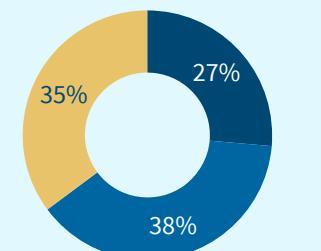
# Substantial groups have different views on the idea that TU Delft is exploring the development of a campus in Rotterdam

## Summary(4 of 6)

- 27% of staff and students think it is a good idea for TU Delft to explore the development of a campus in Rotterdam. 38% think it is a good idea to explore this under certain conditions. 35% do not think it is a good idea for TU Delft to explore the development of a campus in Rotterdam. (See Figure 1)
  - The potential that lies in Rotterdam for education and research is put forward as the main reason for a study into the development of Campus Rotterdam by participants who think it is a good idea.
  - The announced cutbacks are the main reason for participants who do not think it is a good idea to explore the development of a campus in Rotterdam. They believe that an investigation into the development of a campus in Rotterdam does not go hand in hand with the current financial situation.
- Participants mainly set three conditions for the development of plans for Campus Rotterdam:
  1. The expansion must be financially justified. They see the cutbacks as an obstacle and believe that TU Delft should not take any financial risks in this situation.
  2. The expansion should provide educational and research benefits. According to them, the development of Campus Rotterdam should not only have financial benefits. There must also be an improvement in education and research.
  3. The expansion should not mean that the development of the campus in Delft stops. These participants think it is important that the quality of the current training courses does not deteriorate.

Figure 1

Question following the PVE selection task: Suppose TU Delft follows the advice you have just given. Do you think it is a good idea for TU Delft to investigate developing a campus in Rotterdam? (n=1,411)



■ Yes  
■ Yes, under a number of conditions  
■ No



# Participants see opportunities in the field of cooperation but have concerns about preservation of culture, the current financial situation and accessibility

## Summary (5 of 6)

- **Participants mainly mention two advantages of developing Campus Rotterdam:**

1. The opportunity to work together with various Rotterdam parties is mentioned by many participants as an opportunity. Participants envision collaborations with industry, including the Port of Rotterdam, more collaborations with Erasmus University Rotterdam (EUR) and the Erasmus Medical Center (EMC), and collaborations with mbo and hbo institutions in Rotterdam.
2. There is more space outside of Delft. Participants see that there is too little space on the current campus and also that the pressure on the housing market in Delft is high. According to these participants, Campus Rotterdam is an opportunity to solve this problem.

- **Participants mention three concerns about the development of Campus Rotterdam in particular:**

1. Preservation of culture and cohesion are mentioned by participants as a concern. They believe that two separate universities should not be created and think it is important that the culture of TU Delft is preserved and passed on in the event of an expansion outside Delft.
2. The financial feasibility is also mentioned by many participants as a concern. In light of the current cutbacks, expansion should be sensible and feasible according to participants.
3. The accessibility of Campus Rotterdam must be good. Participants indicate that accessibility by public transport of a new Campus in Rotterdam is very important. Participants also mention this as a condition for preservation of culture and cohesion between campuses.



**In the plans for Campus Rotterdam, focus on the major transitions. The plans must be financially responsible and must clearly add quality, for example through collaborations with parties in Rotterdam.**

## Summary(6 of 6)

### Main conclusions

- According to staff and students of TU Delft, it is important to focus on making a greater contribution to the major transitions in the plans for Campus Rotterdam. It is less important for them to focus in the plans on the goals that have to do with solving Rotterdam's problems and strengthening the Rotterdam economy. However, participants do see potential in collaborations with Rotterdam institutions.
- There are substantial groups of proponents, proponents subject to conditions, and opponents of the idea that TU Delft is investigating the development of a campus in Rotterdam. The main arguments of these three groups are:
  - *Proponents*
    - There is a lot of potential in Rotterdam for education and research. Especially in the cooperation with Rotterdam authorities.
  - *Proponents subject to conditions*
    - The expansion must be financially justified. They see the cutbacks as an obstacle and believe that TU Delft should not start initiatives in this situation if they are accompanied by (large) financial investments.
    - The expansion should provide educational and research benefits. According to participants from this group, the development of Campus Rotterdam should be an improvement in education and research.
    - The expansion should not mean that the development of the campus in Delft stops. They think it is important that the quality of the current training courses does not deteriorate.
  - *Opponents*
    - The expansion does not tally with the current financial situation and the announced budget cuts. They believe that an investigation into the development of a campus in Rotterdam does not tally with the current financial situation.
    - This group also includes many people who wonder whether Campus Rotterdam is the best means to achieve a certain goal. To what extent is Campus Rotterdam the best way to achieve a diverse student population, to make a greater contribution to the major transitions and to reduce the pressure on the housing market? Why can't all this be done from the Delft Campus?



# 1. Who participated?

Composition of the participants

# 1,592 staff and students participated in the consultation

## Number of participants N = 1.592

Years connected	Share
Less than 1 year	10%
1 - 3 years	25%
4 - 6 years	25%
7 - 10 years	14%
More than 10 years	26%

## Connection

Bachelor student	16%
Master student	18%
PhD/Postdoc	11%
Assistant/Associate/Full Professor	23%
Management	5%
Support Staff	27%

Gender	Share
Male	61%
Female	39%

Organizational unit	Share
Architecture and the Built Environment	7%
Civil Engineering and Geosciences	11%
Electrical Engineering, Mathematics and Computer Science	14%
Industrial Design Engineering	5%
Aerospace Engineering	9%
Technology, Policy and Management	8%
Applied Sciences	12%
Mechanical Engineering	13%
University Services	19%

## Notes

- Students and staff from all different groups participated in the consultation.
- *Representative outcomes:* The highest prioritized goal is the same among groups of participants with different roles, length of affiliation, gender, or age. In other words, these characteristics do not play a role in the prioritization of the highest goal. The same applies to the two least prioritized goals. Therefore, on the basis of this consultation, we argue that the prioritisation of the most important goal and the least important goals is representative of the population of TU Delft staff and students based on the characteristics of gender, age, the role people have and the time people are connected to TU Delft.



## **2. What should be the priorities for the Campus Rotterdam in the opinion of the participants?**

Results

# Explanation of the first part

←

## Welke doelen moeten er vooral worden geprioriteerd in de plannen voor Campus Rotterdam?

Gebruik de  en  knoppen om punten aan opties te geven. Klik op de i-knop voor meer informatie.

	0/30
Druk op de woningmarkt van Delft verkleinen	  0 
Een meer diverse studentenpopulatie kiest een technische studie	  0 
Grottere bijdrage leveren aan de grote transities (energie, klimaatadaptatie, gezondheid, circulariteit en digitalisering)	  0 
Meer ingenieurs opleiden	  0 
Grottere bijdrage leveren aan oplossen van grootstedelijke problemen in Rotterdam	  0 
Grottere bijdrage leveren aan de economische kracht van de Rotterdamse regio	  0 

**punten**

0/30

Volgende →

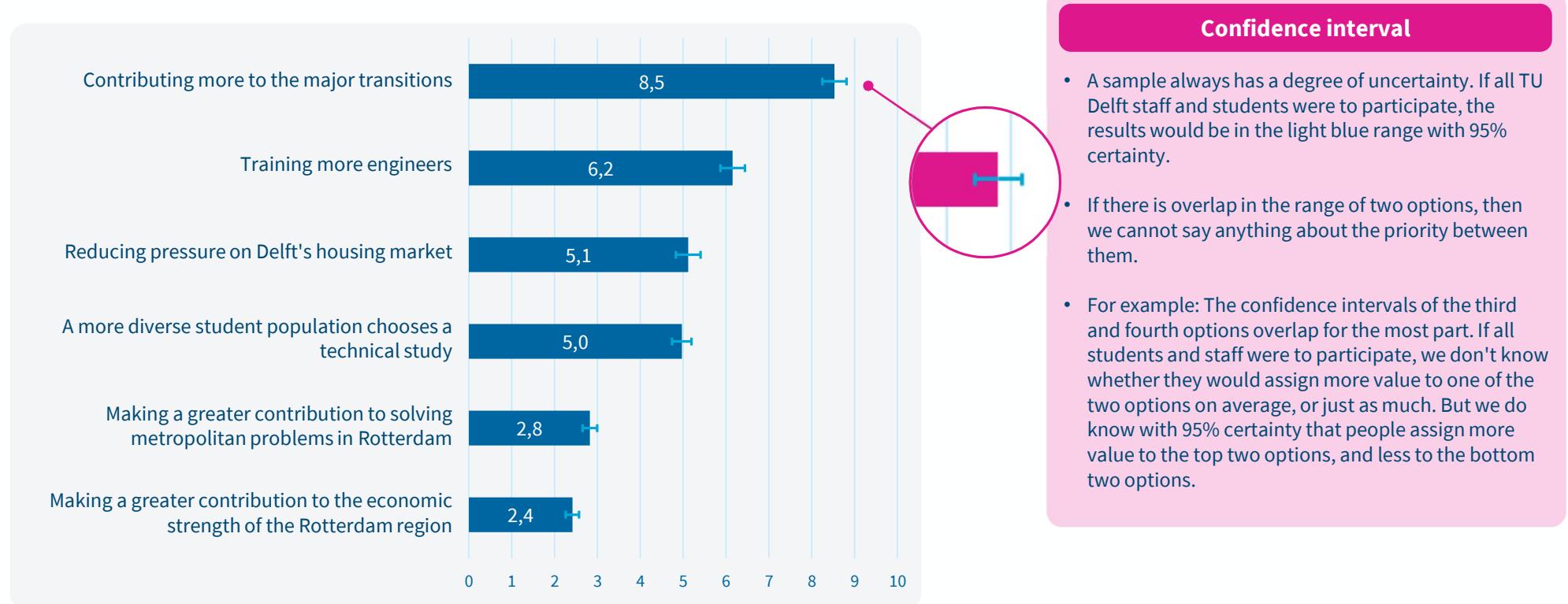
## Notes

- **Purpose:** Gain insight into the goals that staff and students think should be prioritized in the plans for Campus Rotterdam
- **Choice situation:** Participants were asked to divide 30 points over six options. The options are goals that TU Delft can put forward in the plans for Campus Rotterdam. The more important they thought a goal was, the more points they could give.
- **Motivation:** Participants could then motivate their choices.



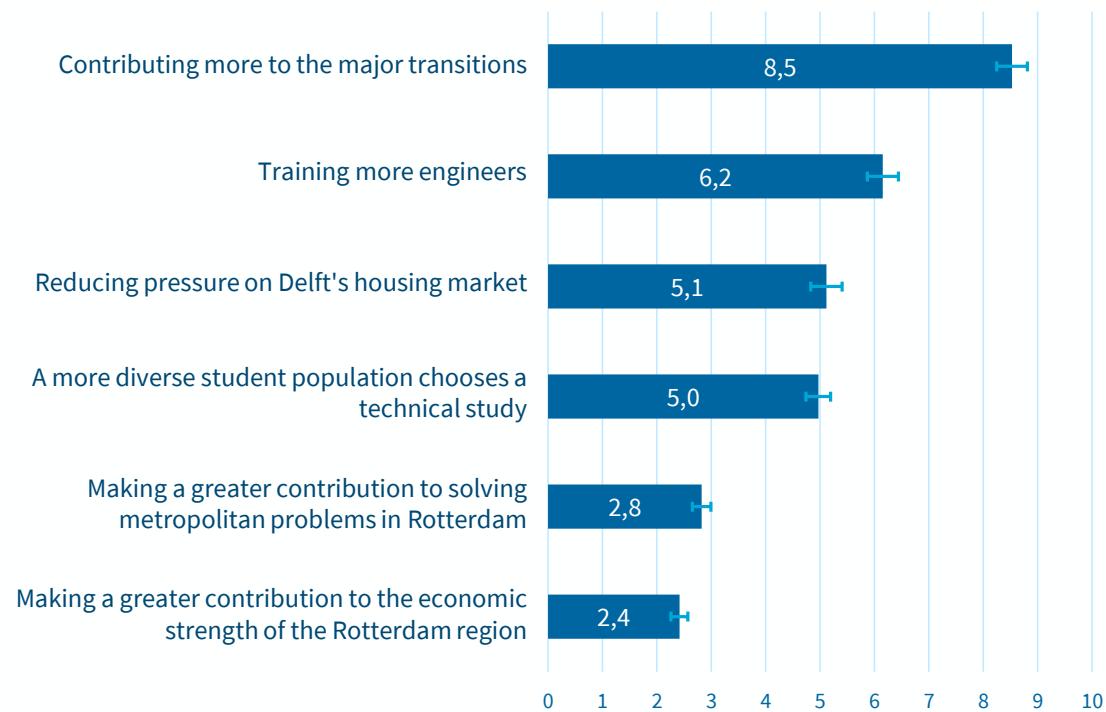
# Explanation of the data in the graphs

## Average number of points awarded by people in the first part



# Which goals should be prioritized in the plans for Campus Rotterdam?

Average points: Total



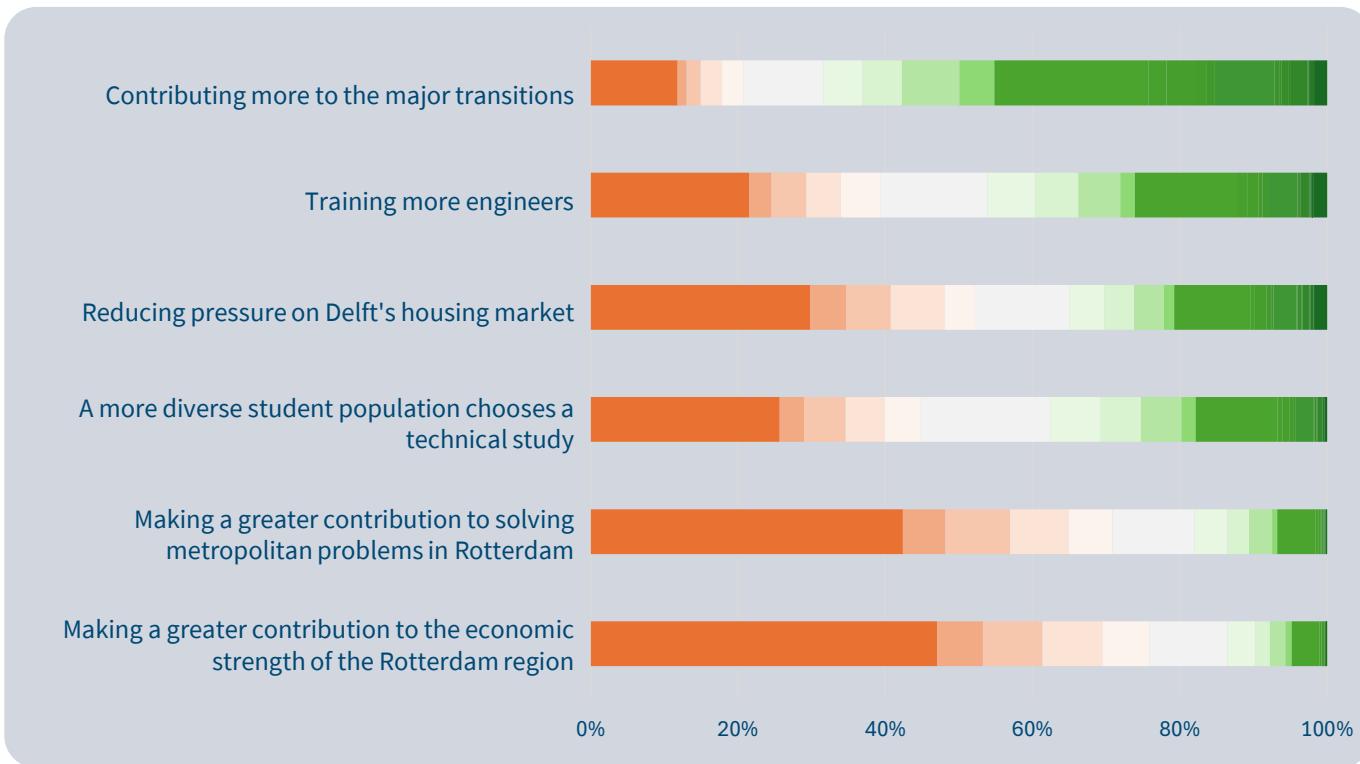
## Insights

- Participants believe that the greatest priority should be given to the goal that Campus Rotterdam contributes to the major transitions. Also, participants give a lot of priority to training more engineers.
- Reducing the pressure on the housing market in Delft is given just as much priority by participants as a more diverse student population choosing a technical study. People do give more priority to the top two options and less to the bottom two options.
- Participants believe that the least priority should be given to the goals that contribute to Rotterdam. Participants give slightly more priority to contributing to metropolitan problems than to contributing to the economic strength of the Rotterdam region.



# Which goals should be prioritized in the plans for Campus Rotterdam?

Distribution of the number of points



## Insights

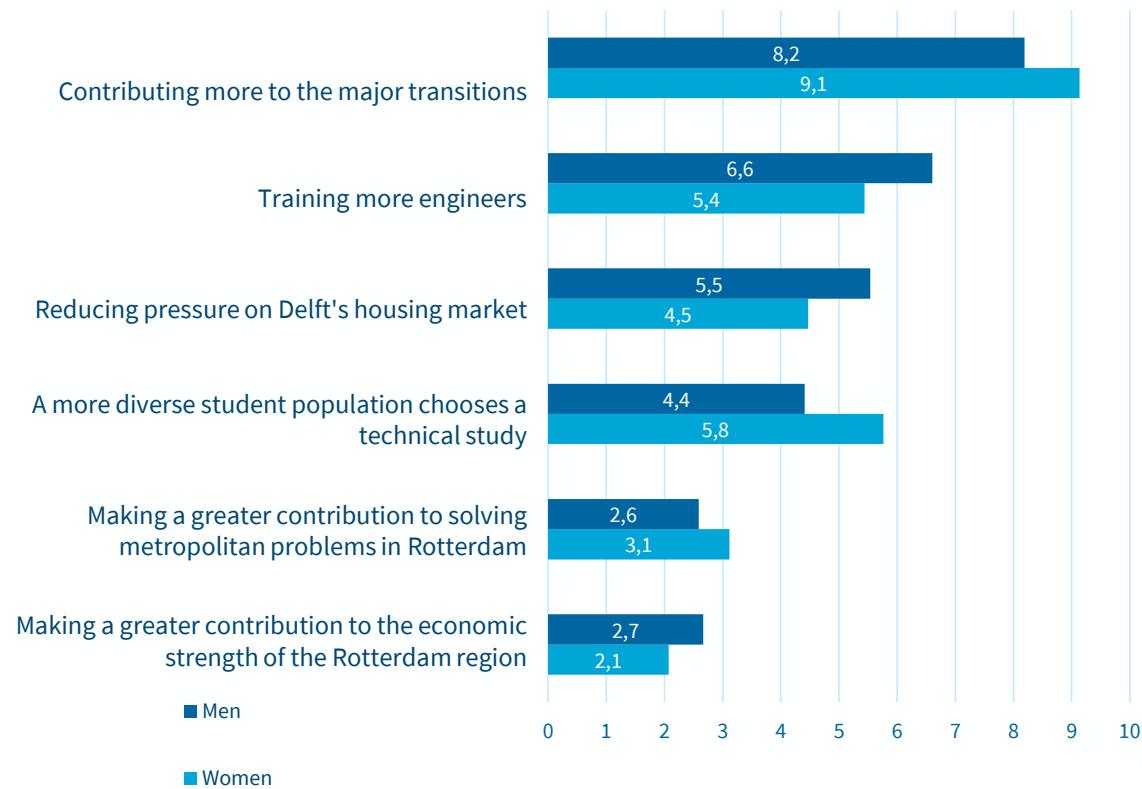
The graph shows the percentage of participants who awarded a certain number of points to each option.

- Just under half of the participants have awarded 10 points or more to making a greater contribution to the major transitions.
- Almost half of the participants awarded 0 points to making a greater contribution to the economic strength of the Rotterdam region.
- More participants gave 0 points to reducing the pressure on Delft's housing market than a more diverse student population choosing a technical study.



# Which goals should be prioritized in the plans for Campus Rotterdam?

Average points by gender



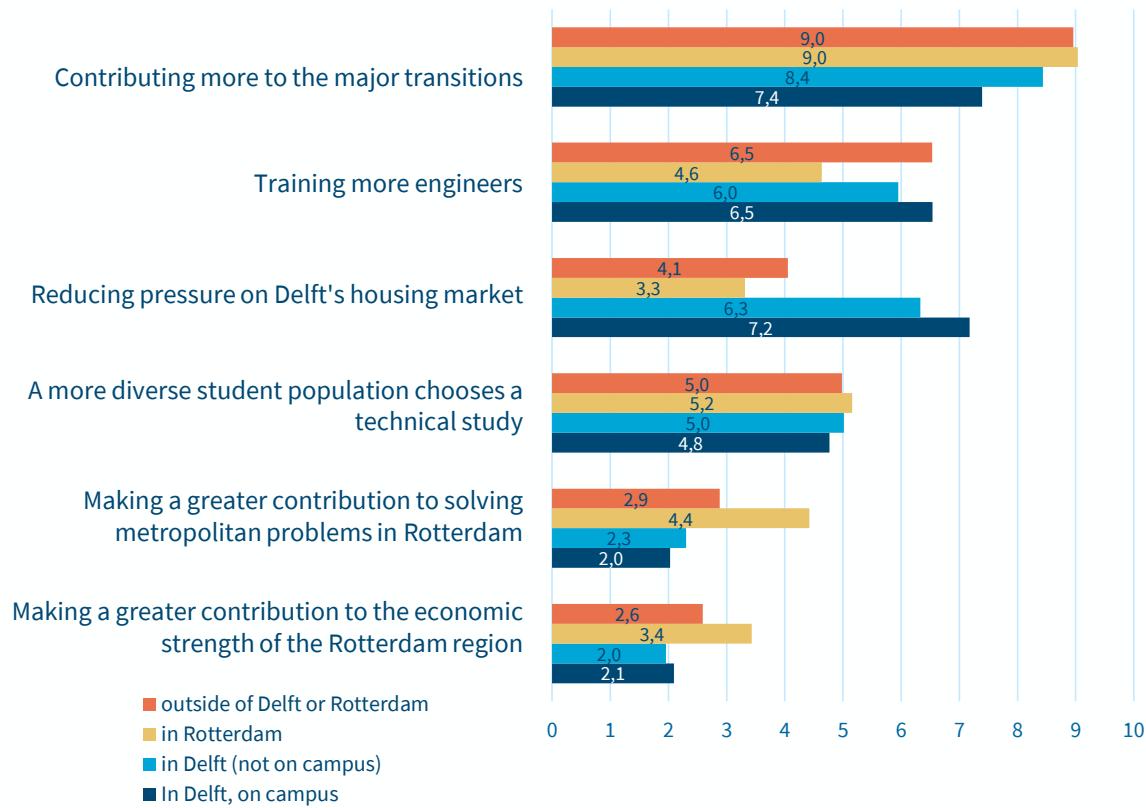
## Insights

- **Women and men differ a bit in their point distribution.** Women and men give largely the same priority to the different goals.
- **Making a greater contribution to the major transitions is given the most priority of both.**
- **Women prioritize a more diverse student population choosing a technical study than men.** Men give more priority to training more engineers and reducing the pressure on the housing market in Delft.



# Which goals should be prioritized in the plans for Campus Rotterdam?

## Average points by living situation



## Insights

- Making a greater contribution to the major transitions is the most priority of all groups.** All groups also give equal priority to a more diverse student population that chooses a technical study.
- Both groups of participants living in Delft give much more priority to reducing the pressure on the housing market in Delft than the other groups.** Participants from Rotterdam give more priority to making a greater contribution to solving problems / economic strength of Rotterdam than the other groups.
- Participants from Rotterdam give less priority to training more engineers than other groups.**

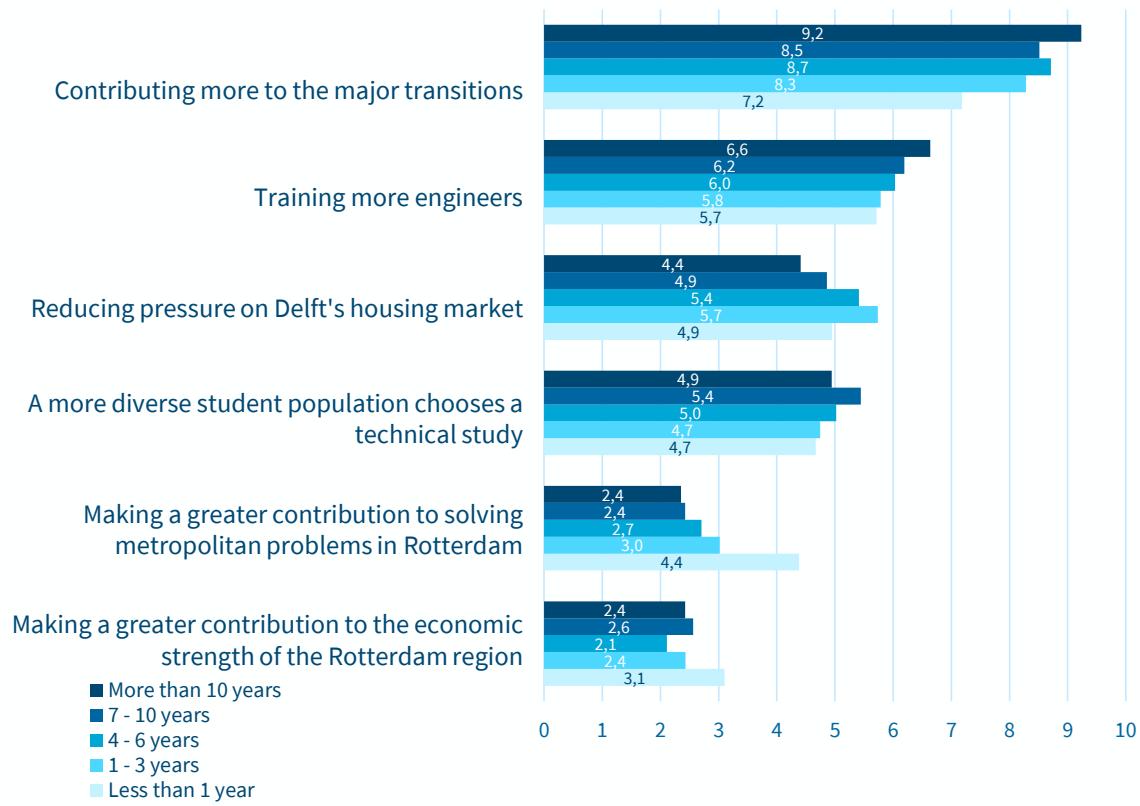
The size of these groups is as follows:

Living situation	Share
outside of Delft or Rotterdam	45%
in Rotterdam	12%
In Delft (not on campus)	37%
In Delft, on campus	6%



# Which goals should be prioritized in the plans for Campus Rotterdam?

Average Points by Duration of Engagement



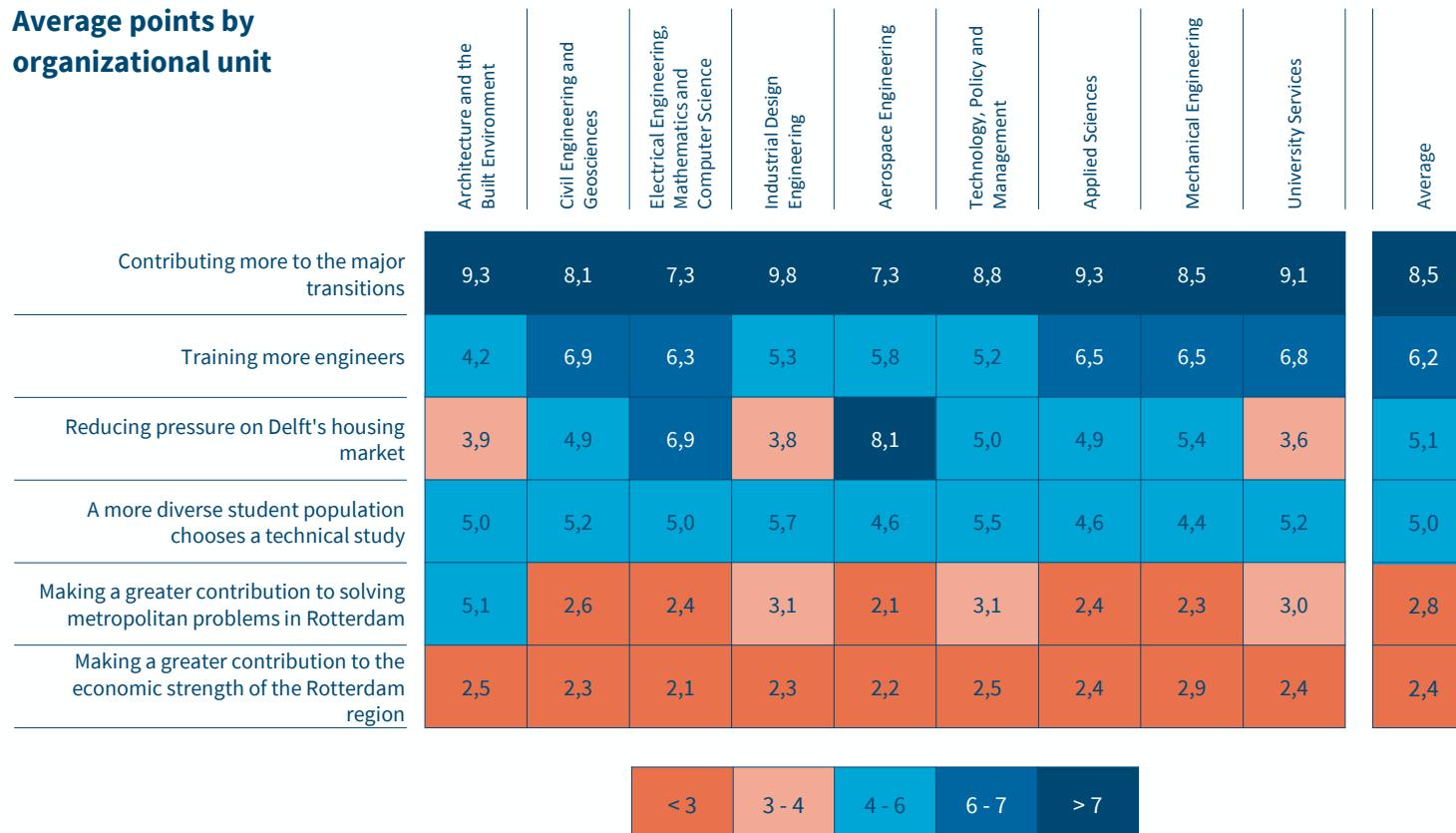
## Insights

- Participants with different durations of engagement hardly differ in their prioritization.** They all give about the same number of points per option.
- The order of priority between the options remains the same.** The option that participants with different durations of involvement clearly give different priority to is making a greater contribution to solving metropolitan problems in Rotterdam. People with a duration of less than 1 year give this more priority than the other groups.



# Which goals should be prioritized in the plans for Campus Rotterdam?

Average points by organizational unit



## Insights

- **Making a greater contribution and major transitions is given the highest priority of almost all groups.** All groups also give equal priority to a more diverse student population that chooses a technical study.
- **Participants from Aerospace Engineering and Electrical Engineering, Mathematics & Computer Science give relatively high priority to relieving the pressure on the housing market in Delft.** Participants from Architecture, Industrial Design Engineering and the University Service give less priority to this option than participants from other organisational units.



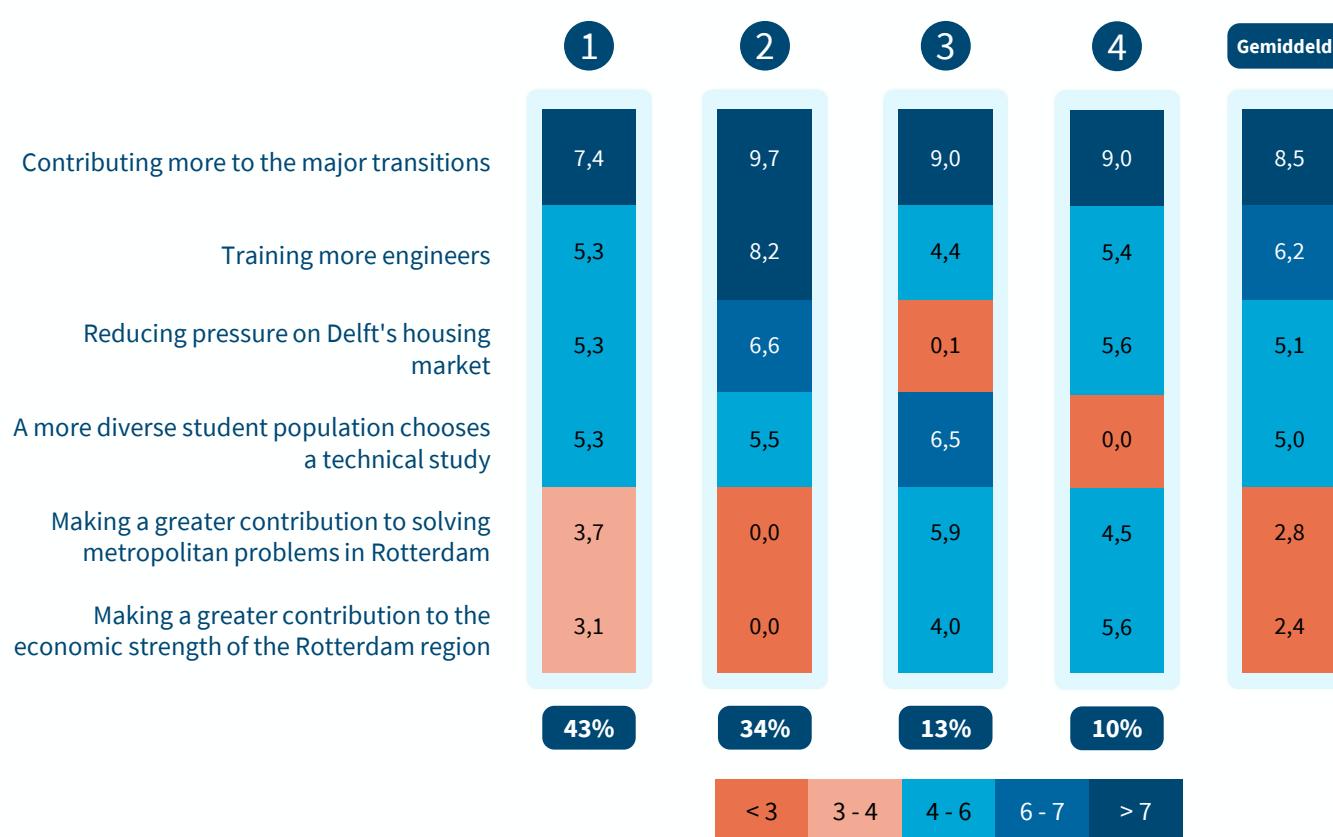
# 2.1 Four different groups of participants

Latent Class Cluster Analysis of the first component

## Introduction to LKCA

- **Why this analysis?** With the statistical technique Latent Class Cluster Analysis (LKCA) we investigate the preferences of participants. We analyse which groups we can distinguish in their preferences for the choice issue.
- **What is an LKCA?** This method looks for groups that give largely the same answers. Or groups that prioritize very differently than other groups. The method itself looks for significant characteristics, conjectures do not play a role.
- **Four groups of participants:** The LKCA indicates that the participants can be divided into four groups that have a different perspective on which goals should be prioritized in the plans for Campus Rotterdam. We elaborate on these on the following pages.

# Results of the LKCA on the goals that should be prioritized in the plans for Campus Rotterdam

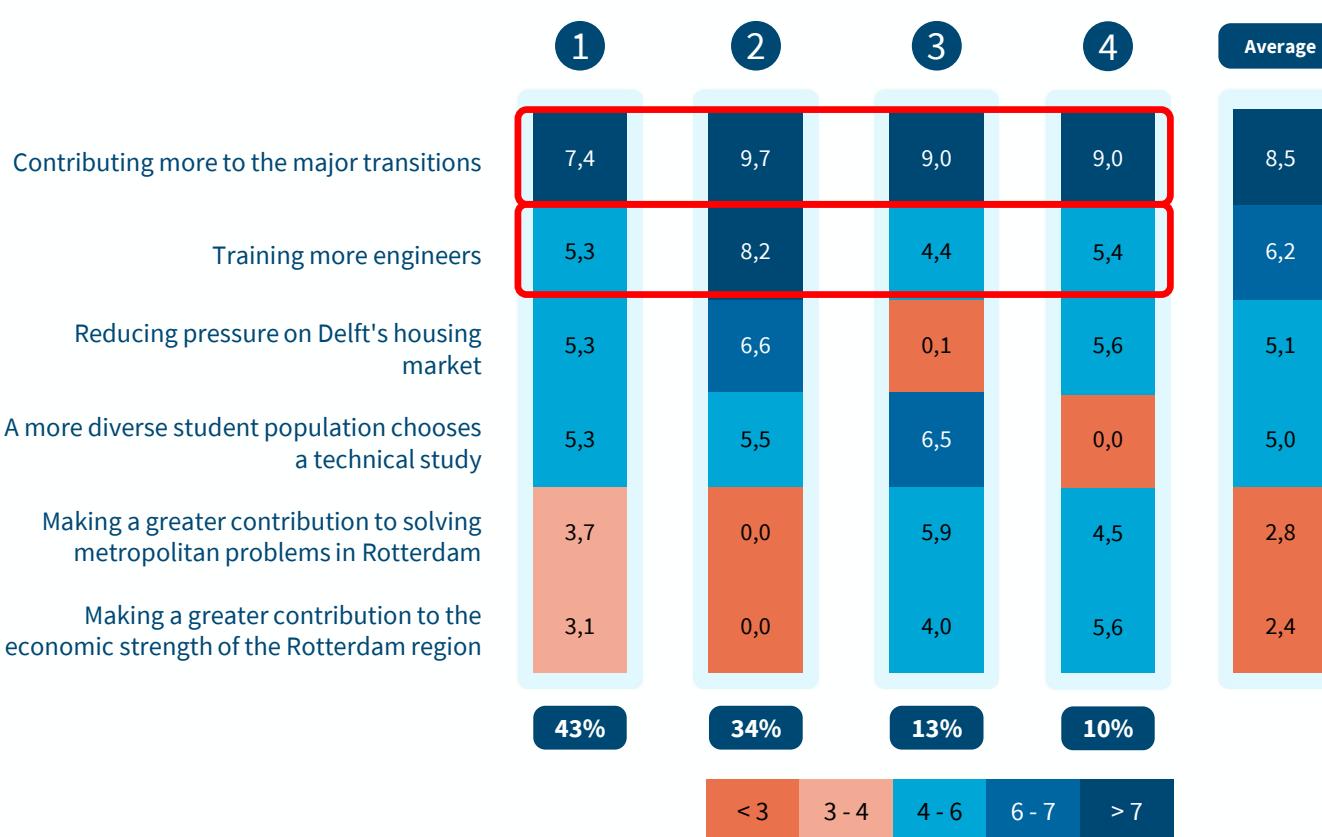


## Notes

- Four different perspectives were found on which goals should be prioritized in the plans for Campus Rotterdam.
- On the left you can see how many points the average participant from a group gives to the six options. Here, 0 points is the minimum and 30 is the maximum number of points.
- Group size:** The percentages at the bottom of the table indicate how large the groups are.



# Results of the LKCA on the goals that should be prioritized in the plans for Campus Rotterdam

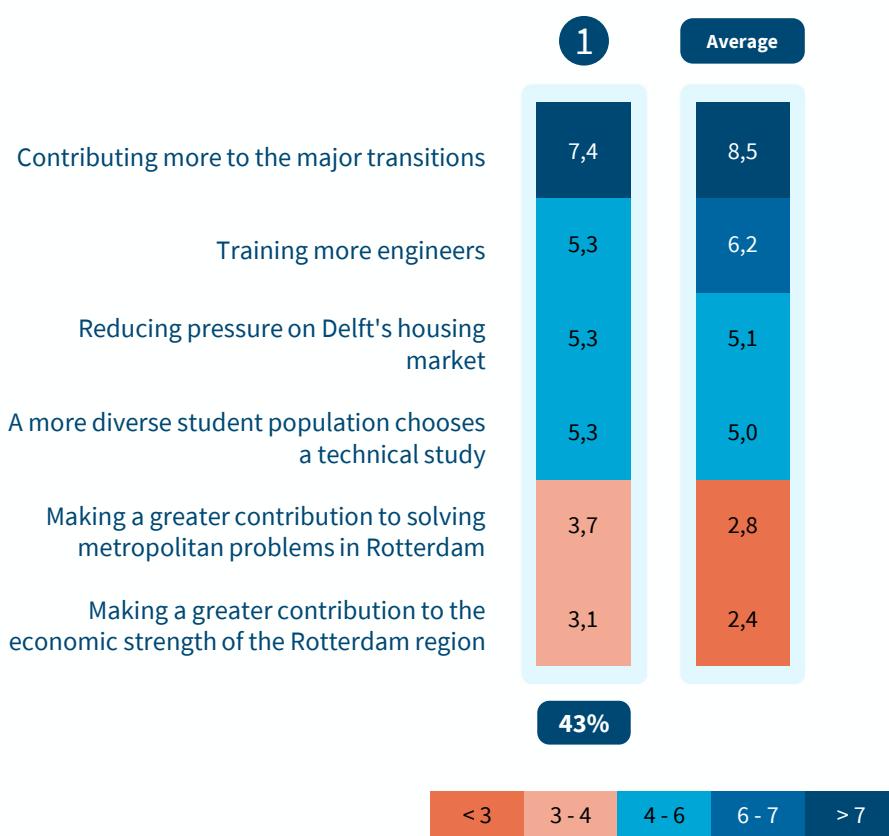


## Insights

- All groups agree** that it is most important that the Rotterdam campus aims to make a greater contribution to the major transitions.
- All groups agree** that it is important that the Rotterdam campus aims to train more engineers.
- There is not only a large, but also a broad support base among participants for these two options.
- Groups differ mainly in the extent to which they give (almost) no points to some causes.



# LKCA Group 1



## Notes

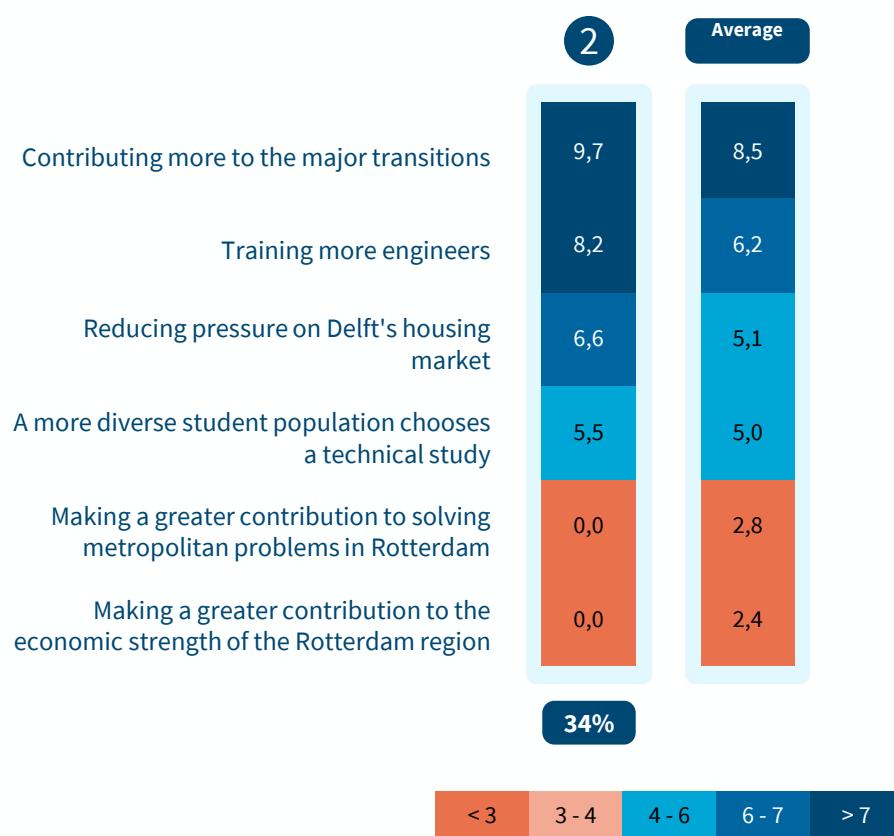
- **Group 1 considers all goals important to a certain extent.** The average number of points per goal is close to the average number of points across all participants.
- **The goals have almost the same prioritization as average.** The second, third and fourth goals receive the same number of points on average from this group. This group considers more engineers, reducing the pressure on the housing market in Delft or a more diverse student population choosing a technical study all equally important.

## Characteristics

- This group is more likely to be bachelor's or master's students than other groups.
- This group answers 'yes' or 'yes, conditionally' slightly more often when asked whether they think it is a good idea for TU Delft to develop a campus in Rotterdam (see here on page 38 what participants think of the idea that TU Delft is investigating to develop a campus in Rotterdam)



# LKCA Group 2



## Notes

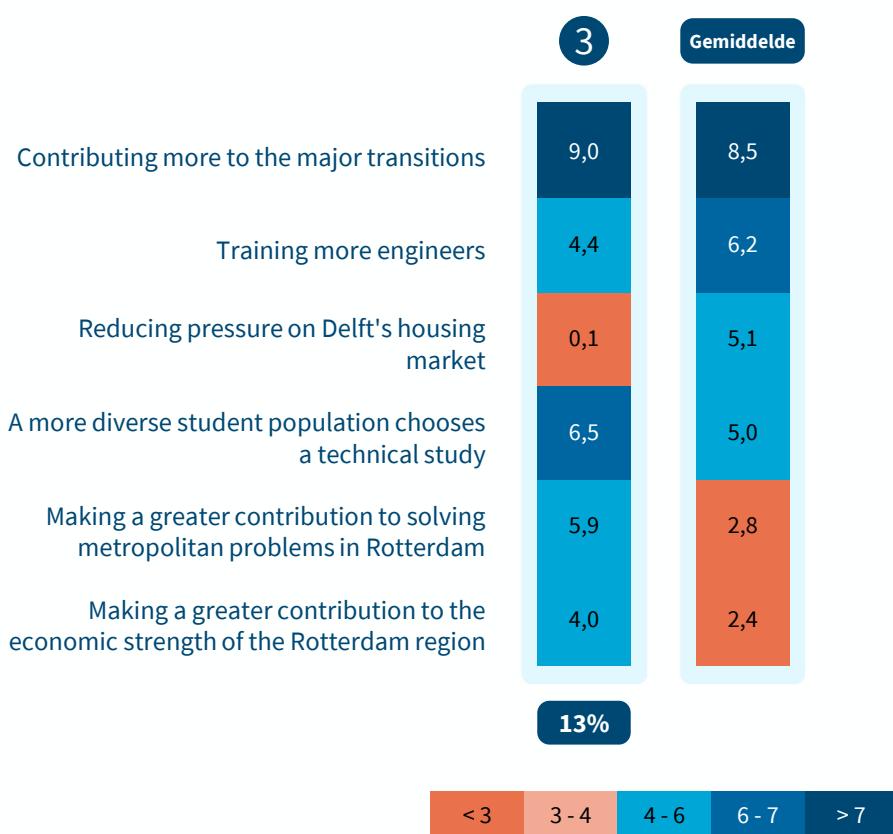
- **Group 2 considers the top four goals important.** The bottom two goals do not receive any points from this group. Contributing to the economy or solving metropolitan problems in Rotterdam is less important to this group than the other four goals.
- **Distinguishes between the third and fourth option.** Reducing the pressure on Delft's housing market is prioritized higher than average compared to a more diverse student population that chooses a technical study.

## Characteristics

- This group is slightly more likely to be Assistant/Associate/Full Professor and slightly less likely to be bachelor's or master's students than other groups.
- This group answers more often 'no' and less 'yes' to the question of whether they think it is a good idea for TU Delft to investigate the development of a campus in Rotterdam.
- This group is slightly less likely to live in Rotterdam than other groups.



# LKCA Group 3



## Notes

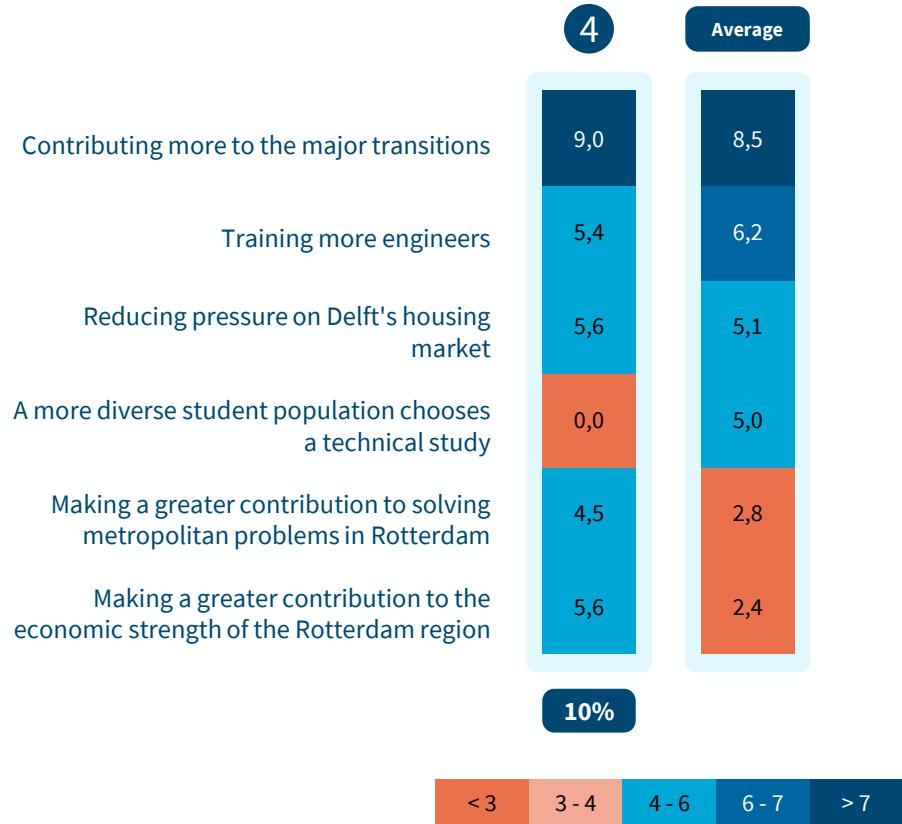
- **Group 3 considers five of the six goals important to a certain extent.** Reducing the pressure on the housing market in Delft is less important to this group than the other goals. This goal gets almost no points from this group.
- **Making a greater contribution to the major transitions is given the highest priority. The prioritization of the other goals is different than average.** A diverse student population that chooses a technical study and makes a major contribution to solving metropolitan problems in Rotterdam are prioritized as the second and third highest goals respectively.

## Characteristics

- This group is slightly more likely to be management and support staff, and slightly less likely to be bachelor's or master's students than other groups.
- This group is slightly more likely to answer 'yes' to the question of whether they think it is a good idea for TU Delft to investigate the development of a campus in Rotterdam.
- This group often lives in Rotterdam or outside Delft and Rotterdam than other groups. This group is therefore less likely to come from Delft.



# LKCA Group 4



## Notes

- **Group 4 considers five of the six goals important to a certain extent.** A diverse student population that chooses a technical study considers this group less important than the other goals. This goal does not receive any points from this group.
- **Making a greater contribution to the major transitions is given the highest priority.** Reducing the pressure on the housing market in Delft and making a greater contribution to the economic strength of the Rotterdam region receive on average the same number of points from this group and are therefore prioritized as the second and third goal. Training more engineers gets slightly fewer points than these two goals.

## Characteristics

- This group is slightly more likely to be bachelor's students.
- This group is slightly more likely to answer 'no' to the question of whether they think it is a good idea for TU Delft to investigate the development of a campus in Rotterdam.



## 2.2 Motivations behind participants' choices

Analysis of participant motivations  
of the first component

# Explanation of argument analysis

## Argument analysis of respondents' motivations

### Motivatie

Bedankt! We vinden het interessant om te weten waarom je dit advies hebt gegeven.

#### Kun je uitleggen waarom je deze keuzes hebt gemaakt?



Druk op de woningmarkt van Delft verkleinen  
15 punten



Een meer diverse studentenpopulatie kiest een technische studie  
10 punten

### Notes

- **Motivation:** After participants had given advice, they could explain their choice.
- **Codebook:** We have coded the most common arguments. Each code represents one category of arguments.
- **Analysis:** We analyzed randomly selected motivations for each choice option until saturation of argument categories occurs.
- **Main arguments:** We show the most frequently mentioned arguments within an option. Stars indicate how often an argument is mentioned.
  - ★★★ means that this is the main part of the arguments given for an option; This argument clearly stands out.
  - ★★ means that this argument is often mentioned.
  - ★ means that this argument is mentioned less often but a number of times. We mainly show it to show the versatility of the arguments.



# Making a greater contribution to the major transitions (energy, climate adaptation, health, circularity and digitalisation)

8,5  
points

We see that many participants indicate that they think it is important that TU Delft makes a greater contribution to the major transitions. Some indicate that this should be the main goal of Campus Rotterdam and that it is actually self-evident. Another group does not speak out against this goal, but indicates that Campus Rotterdam is not necessary to achieve this goal. It can be done at a different location or on campus in Delft.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this more priority	Frequency	Arguments cited to give this less priority	Frequency
Contributing to major transitions should be the main goal (for campus Rotterdam)	★★	Making a greater contribution to major transitions can also be done from the campus in Delft	★★
This is what is most important for (the future of) society	★★	Important, but not a reason to choose a campus specifically in Rotterdam	★
As a university, there is a responsibility to contribute to major transitions	★		
Education should prepare students more to tackle transitions	★		
TU Delft in particular can contribute to the major transitions	★		



# Training more engineers

6,2  
points

We see that participants indicate that society is asking for more engineers. Some of the participants emphasize, among other things, the role that engineers play in tackling the major transitions. Another part indicates that there is a need for engineers, but mainly from MBO and HBO. They also indicate that quality is ultimately the goal, not quantity.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this <b>more</b> priority	Frequency	Arguments cited to give this <b>less</b> priority	Frequency
Society has a high demand for engineers	★★	There is more demand for higher professional education and vocational education technicians, less for university engineers	★
Due to challenges that are coming our way, there is a great (future) social demand for engineers	★	Focus on quality of education rather than quantity	★
Engineers matter	★	Training more engineers is not an end in itself	★
Campus Rotterdam offers a solution to the shortage in Delft	★	Enough engineers are already being trained in the Netherlands	★
Educating engineers is an important goal of the university	★		



# Reducing pressure on Delft's housing market

5,1  
points

We see that many participants see the need for the problem. Some indicate that a campus in Rotterdam provides the opportunity to spread the pressure. Another group argues that this does not solve the problem. The pressure on the housing market is also high in Rotterdam. In addition, these participants indicate that this should not be a priority for a university; It is a political problem.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this <b>more</b> priority	Frequency	Arguments cited to give this <b>less</b> priority	Frequency
The housing market in Delft is a major and urgent problem	★	Campus Rotterdam increases the pressure on the housing market in Rotterdam (the problem is moving)	★★
Campus Rotterdam offers a solution to allow students and staff to live near the campus	★	Reducing the pressure on the housing market should not be a priority for TU Delft	★★
The current housing market is an obstacle for students	★	Pressure on the housing market is also great in Rotterdam	★★
The possibilities of accommodating more students in Delft are small	★	A campus in Rotterdam is not a solution to pressure on the housing market in Delft (when it comes to an expansion of the university)	★
		Provide more student housing in Delft	★



# A more diverse student population chooses a technical study

5,0  
points

We see that many participants indicate that it is important to have a diverse student population. This ensures better innovations that also fit in well with society. A group of participants doubts whether a campus in Rotterdam contributes directly to this or why this is not prioritized in Delft.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this <b>more</b> priority	Frequency	Arguments cited to give this <b>less</b> priority	Frequency
More diversity of students leads to better and more inclusive innovations	★★	It is doubtful whether the Rotterdam campus can actually contribute to the diversity of the student population	★
To make a social contribution to transitions, a more diverse student population is important	★	This should not be a priority (but is a nice side effect)	★
Rotterdam has a diverse and large population that can be attracted	★	The question is why there is no focus on a diverse student population in Delft	★
Student population is not (so) diverse now	★	A diverse student population is less relevant	★



# Making a greater contribution to solving metropolitan problems in Rotterdam

2,8  
points

We see that many participants indicate on the one hand that it is an opportunity for TU Delft to add societal value. On the other hand, participants indicate that this focus is too small and that it should not be a priority for TU Delft.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this <b>more</b> priority	Frequency	Arguments cited to give this <b>less</b> priority	Frequency
In this way, TU Delft's research adds social value	★	As a university, it should not only focus on small-scale problems	★★
Rotterdam can function as a living lab	★	Solving metropolitan problems in Rotterdam should not be a priority for TU Delft	★★
Rotterdam is a big city with many challenges	★	Contributing to metropolitan problems in Rotterdam can also be done from the campus in Delft	★
Creates connection and involvement between society and research	★	No interest in researching metropolitan problems in Rotterdam	★
		It is up to the municipality (and politicians) to solve metropolitan problems	★



# Making a greater contribution to the economic strength of the Rotterdam region

2,4  
points

We see that many participants do not see this goal as a task of TU Delft. They also indicate that the economic strength of the Rotterdam region is currently doing well. Another group believes that economic strength is important, and that Rotterdam is a major link in this.

## Why do participants advise TU Delft to give this more or less priority?

Arguments mentioned to give this <b>more</b> priority	Frequency	Arguments cited to give this <b>less</b> priority	Frequency
Economic strength matters	★	Contributing to the economic strength of Rotterdam is not the responsibility of TU Delft	★★★
The city of Rotterdam should be able to benefit from a TU Delft campus	★	Rotterdam is doing well (compared to other regions)	★★
		The distance between Delft and Rotterdam is small (so the question is to what extent campus Rotterdam will have an impact on the economic strength of Rotterdam)	★
		It is up to the municipality and the business community to create economic strength	★
		Making a greater contribution to economic strength in Rotterdam can also be done from the campus in Delft	★



### **3. What do participants think of the idea that TU Delft is exploring the development of a campus in Rotterdam?**

Results

# Explanation of questions about the development of Campus Rotterdam

## Vervolgvrragen (1/2)

Stel, de TU Delft volgt het advies op dat je zojuist hebt gegeven. Vind je het dan een goed idee dat de TU Delft onderzoekt om een campus in Rotterdam te ontwikkelen? (1/4)

- Ja
- Ja, onder een aantal voorwaarden
- Nee
- Weet ik niet

Stel dat de TU Delft een campus bouwt in Rotterdam. Wat zijn dan volgens jou de belangrijkste voordeelen en kansen? (2/4)

Stel dat de TU Delft een campus bouwt in Rotterdam. Wat zijn dan volgens jou de belangrijkste zorgen en aandachtspunten? (3/4)

### Notes

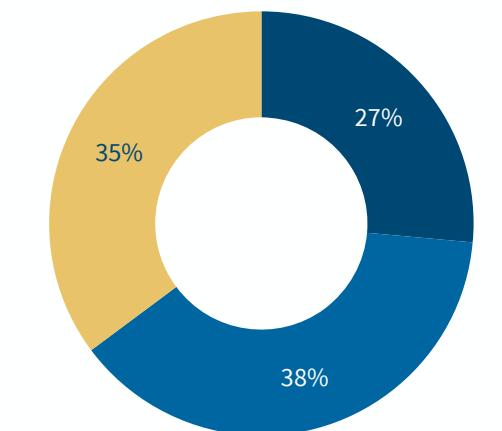
- **Purpose:**
  1. To gain insight into whether staff and students think it is a good idea for TU Delft to investigate the development of a campus in Rotterdam.
  2. Gain insight into what opportunities employees and students see for Campus Rotterdam and what concerns they have.
- **Motivation:** After the first question, participants were able to explain their choices. Participants who indicated that they think it is a good idea, but under a number of conditions, were asked which conditions they think these should be.
- **Open question:** Participants were asked what they see as the main benefits of developing Campus Rotterdam and what they think are the biggest points of attention.



# What do participants think of the idea that TU Delft is investigating to develop a campus in Rotterdam?

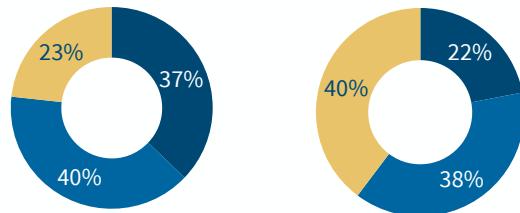
Suppose TU Delft follows the advice you have just given.  
Do you think it is a good idea for TU Delft to investigate a  
campus in Rotterdam? (n=1,411)

■ Yes ■ Yes, under a number of conditions ■ No

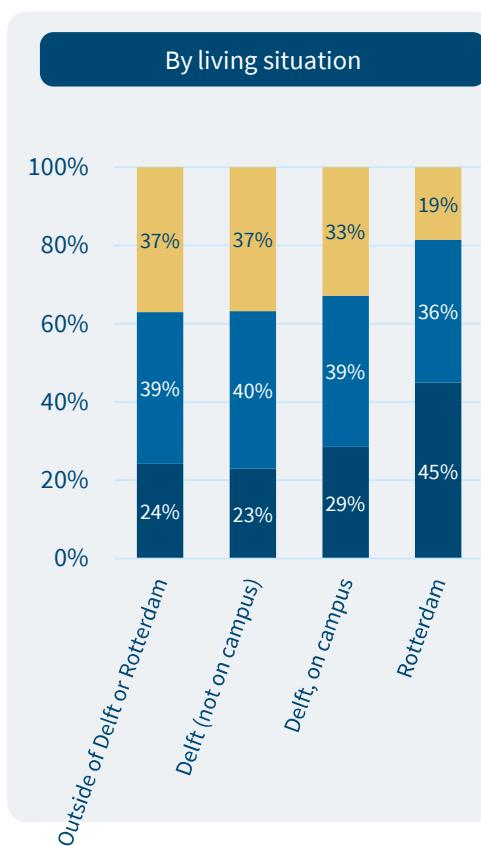


Students

Staff



38



## Insights

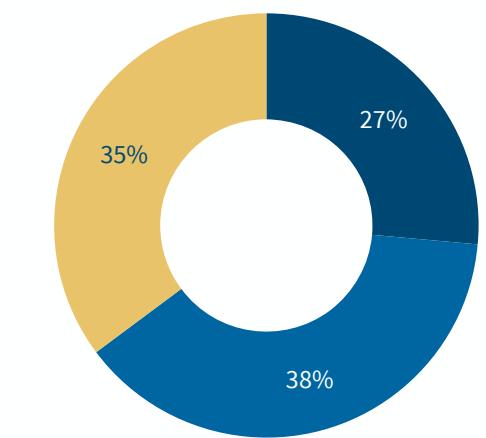
- 27% of the participants think it is a good thing that TU Delft is investigating the development of a campus in Rotterdam and does not set any conditions for this. 38% think it is good that this is being investigated under certain conditions. 35% do not think it is a good idea for TU Delft to investigate the development of a campus in Rotterdam.
- Students and staff have different views on the idea that TU Delft is exploring to develop a campus in Rotterdam. 22% of employees think it's a good idea and 40% don't think it's a good idea. 23% of students don't think it's a good idea, and 37% think it's a good idea. In both groups, about 40% think it is a good idea under a number of conditions.



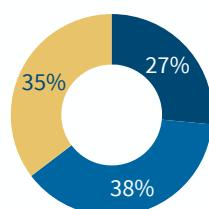
# What do participants think of the idea that TU Delft is exploring the development of a campus in Rotterdam?

Suppose TU Delft follows the advice you have just given.  
Do you think it is a good idea for TU Delft to investigate a  
campus in Rotterdam? (n=1,411)

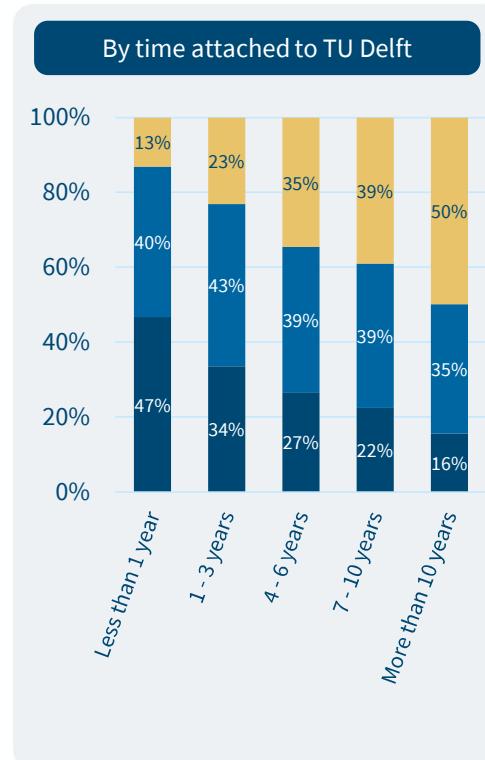
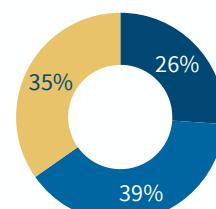
■ Yes ■ Yes, under a number of conditions ■ No



Dutch



English



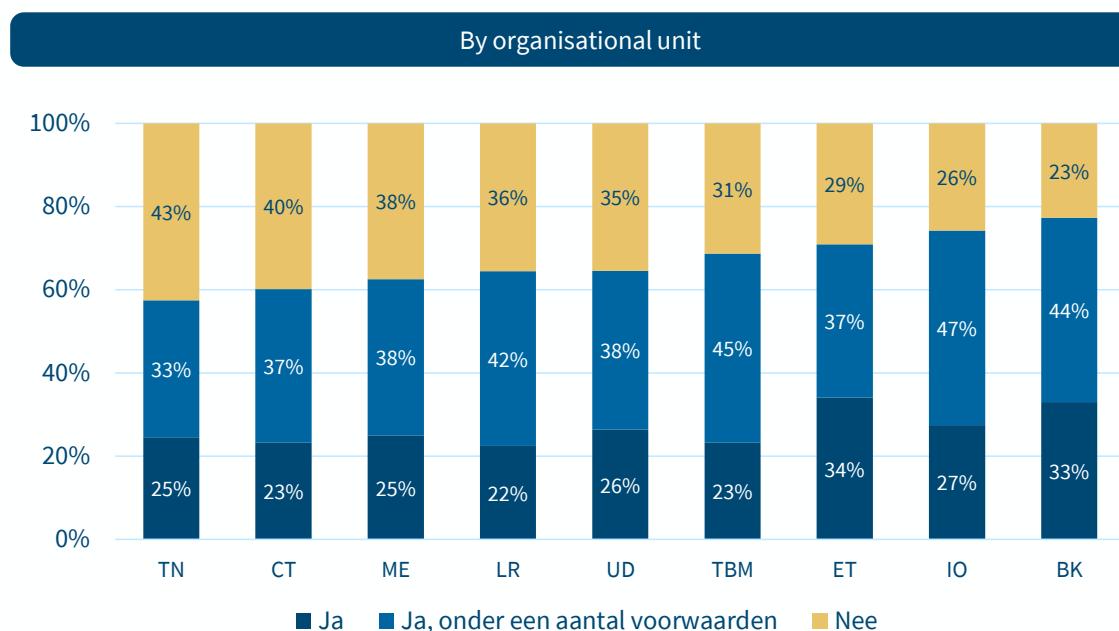
## Insights

- There is no difference between participants who completed the consultation in Dutch or in English. Both groups are close to the average on how they view the idea that TU Delft is exploring to develop a campus in Rotterdam.
- Students and staff who have been connected with TU Delft for a shorter period of time look differently at the idea that TU Delft is exploring to develop a campus in Rotterdam than students and staff who have been connected for a longer period of time. The group that sets conditions for this development is about the same size among staff and students who are associated with TU Delft during other periods.



# What do participants think of the idea that TU Delft is exploring the development of a campus in Rotterdam?

Suppose TU Delft follows the advice you have just given.  
Do you think it is a good idea for TU Delft to investigate a  
campus in Rotterdam? (n=1,411)



## Insights

- There are substantial groups in each organisational unit that have different views on the idea that TU Delft is exploring to develop a campus in Rotterdam. At Electrical Engineering, Mathematics & Computer Science, and Architecture and the Built Environment, students and staff on average think it is more of a good idea. At Civil Engineering and Geosciences, and Applied Sciences, students and staff do not think it is a good idea on average.

## Organisatieonderdelen

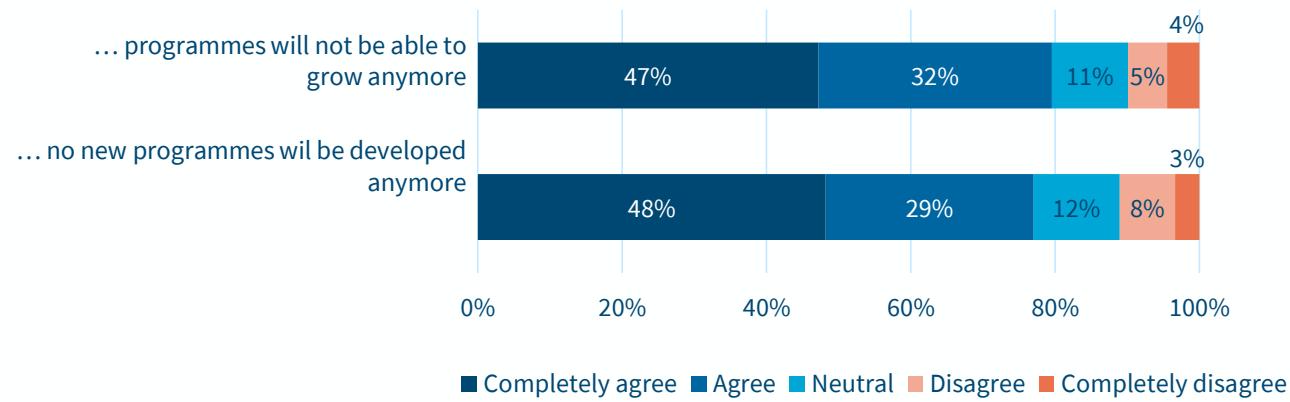
BK: Architecture & the Built Environment  
CT: Civil Engineering & Geosciences  
ET: Engineering, Mathematics & Computer Science  
IO: Industrial Design Engineering  
LR: Aerospace Engineering  
TBM: Technology, Policy & Management  
TN: Applied Sciences  
ME: Mechanical Engineering  
UD: University Services



# What do participants think of the idea that TU Delft is exploring the development of a campus in Rotterdam?

The choice not to develop a new campus outside Delft may mean that in a while certain programmes will no longer be able to grow or that no new programmes can be developed. What is your reaction to the following statements? (n=444)

I don't think there should be a new campus in Rotterdam, even if that means that ...



## Insights

Participants who indicated that they did not think it was a good idea for TU Delft to investigate the development of a campus in Rotterdam were shown two statements with possible consequences:

- **Both statements are equally appreciated by these participants.** On average, they give almost the same answer to both statements.
- **About 80% of these participants think that there should not be a new campus in Rotterdam if it means that programmes can no longer grow and if that means that no new programmes can be developed.**



# How do participants view the plan to develop Campus Rotterdam?

## Why do participants think it is a good idea or not to make plans for the development of Campus Rotterdam?

Arguments mentioned that <u>it is</u> a good idea	Frequency
There is a lot of potential in Rotterdam for education and research	★★★
Expansion is positive	★★
There is a chance for more cooperation. With industry, EUR, EMC, mbo & hbo	★★
Growth is necessary, but there is no room for that in Delft	★★
Relieves the pressure on the housing market in Delft	★
There's no harm in finding out	★



# Illustratieve quotes van deelnemers

Yes

"I think TU Delft should expand, but Delft is too small for that, so Rotterdam is providing a great opportunity for that. There can then be even better collaborations between industry and the university, but also between a vibrant city and a university."

"Industry and commercial area nearby where engineering can be applied"

"Looking through a transdisciplinary lens, different locations with different challenges, locations, and contexts only strengthen the variety of education, research, and innovation that can be provided and facilitated."

"I think there is a lot of potential in a campus in Rotterdam. There is a lot of room for development and as far as I'm concerned, Rotterdam is one of the cities with the most 'space' for engineers."

"There are many opportunities to attract additional external funding by entering into partnerships with industry and educational institutions such as MBO and HBO courses, which are more accessible in Rotterdam. This broad collaboration creates an ecosystem in which students, researchers and companies work together on solutions with direct social and economic impact."

"A university like TU Delft can make an impact on society and that is very much needed. Expansion is therefore basically desirable or even necessary for society. Focus on that mission and not on economic prosperity, others can do that."

"Rotterdam and TU Delft can strengthen each other"

"It is of course a great opportunity to develop the campus in Rotterdam. The companies in the port of Rotterdam are literally crying out for engineers and it is up to TU Delft to meet that demand as much as possible."

"Certainly, a nice development. Reduction of the pressure on the TU campus and great promotion for TU Delft."

"yes, I don't know if the fanfare and grandeur with which it was announced was so wise, but there is no doubt for me that starting in Rotterdam with transition-driven studies is a good idea. And changes of course always hurt some people a bit, so there is bound to be resistance, especially in times of austerity, but in the end, new studies in Rotterdam will actually generate extra money, i.p.v. dat the project costs money, which is a perception that is not entirely correct in many people's minds."

"Placing a campus in Rotterdam can provide a huge number of options for education, research, number of students, motivation to study and much more. We just have to pay attention to how much land they are going to use, because certainly not all of Rotterdam has to become TU Delft, so to speak."

"Expansion is always good. More learning opportunities is good. But I don't think it solves the housing problems"

"It eases the housing market in Delft and gives extra access for students who come from far away. Rotterdam has many accessible locations for public transport."

"It'll let the university expand without overwhelming the city of Delft, both in terms of housing and general culture. And Rotterdam will benefit from it."



# How do participants view the plan to develop Campus Rotterdam?

**Under what conditions do participants think it is a good idea to make plans for the development of Campus Rotterdam?**

Under the condition that ...	Frequency
... it is financially responsible	★★★
... provides benefits to education and research benefit (not only financially)	★★★
... the development of the campus in Delft does not stop, so that the quality of the programmes there does not deteriorate	★★★
... housing is actively provided for students	★
... it is easily accessible; travel movements are limited	★
... TU Delft will collaborate with Erasmus University and Rotterdam companies	★
... the focus is on the goals, and not on Rotterdam	★



# Illustrative quotes from participants

Yes, under a number of conditions

1. The financial situation must allow for investments 2. There must be good student housing 3. There must be a clear insight into which training courses are needed and at what level. 4. A major contribution from the business community by, for example, providing practical assignments"

"Financial feasibility, Campus Delft must not suffer as a result"

"There is a real housing problem, so if you want to hire more students in the future, I think it would be a good idea for a university to invest in housing as well. Or at least I think it would be a good idea if TU Delft were to think about a solution. Nor should the campus in Rotterdam lead to poorer education in Delft. So there really needs to be more staff and facilities and not spread the current resources over two areas."

"A. Financial feasibility and risks - it should not be at the expense of the already existing campus B. Affordable housing and choice of housing. Not only for students, but also for employees. C. Accessibility, both by public transport and by car and sufficient free parking spaces. D. Achieving the set goals, such as a more diverse population of students, how are we going to achieve that? People cannot be forced to study. And Delft is close to Rotterdam, so if the relatively short distance is a problem, why would one choose the same study that is offered in Delft, but in Rotterdam?"

"That the quality of education and research is not hurt. This is the main requirement. Constructing is always a huge project with huge and ever-expanding budgets. I consider it paramount that my university's fiscal health is not influenced by the expansion, and the education is only influenced positively."

"That it is financially feasible and that it is a valuable long-term investment, for which the financial resources are also expected to be available in the longer term."

"be complementary to existing Rotterdam institutions (Erasmus, HR, etc.) and at the same time exchange research and education with them"

"A good evaluation of whether a campus in Rotterdam is really the right solution for the set of formulated problems. The goals in the previous section also seem to be tackled with more efficient and effective means, which also involve fewer risks."

"I think the campus in Rotterdam should offer something that Delft can't do now. So make sure you have programs that are connected to the city or institutes that are already in Rotterdam, such as Erasmus MC."

"I think that it is important that students won't have to travel between the two locations too often. I have had to do this in the bachelor, and train issues were a common thing."

"That the quality of education at both locations remains high or improved and that there is exchange between the two locations. There should be one university, not two."

"Enough space for students, study/student associations, faculty bars and facilities for the students"

"It is important that other facilities must grow with it. A university can only be healthy if people can live, relax and study. Sufficient housing, sports and cultural capacity and study facilities are needed."



# How do participants view the plan to develop Campus Rotterdam?

## Why do participants think it is a good idea or not to make plans for the development of Campus Rotterdam?

Arguments mentioned that it is not a good idea	Frequency
The expansion does not go hand in hand with the current financial situation; the announced cuts	★★★
Invest in Delft: the problems on the campus in Delft must first be solved (i.e. work pressure, social safety, finances)	★★
Campus Rotterdam is not going to solve the existing problems	★★
Campus Rotterdam is not necessary to achieve these goals	★
It endangers the quality of TU Delft	★
Multicampus strategies are not a good idea	★



# Illustrative quotes from participants

No

"Considering the budget cuts, we are facing, and the pressure that all the workforce at TU Delft is feeling, I find a bit insensitive to ask us not to order lunch for group meetings while expanding to another campus. Big renown universities have limited number of students, that makes them unique, I'm not sure increasing the student number will make TU Delft better."

"Two arguments are important to me: Given the low daily occupancy of the buildings on the campus in Delft, I would like to argue in favor of looking for creative solutions in the use of the current campus. TU Delft will have to make significant cutbacks in the coming years, and that seems to me to be difficult to reconcile with a huge investment in a new campus. Wouldn't it be healthier/smarter to put these plans on hold in the coming years?"

"I have not seen a good reason for a new campus in all the information. Student numbers are not just increasing. Cooperation in the region is already possible. Rotterdam is close to Delft. There are no logistical obstacles to further cooperation with educational institutions and companies in Rotterdam. In addition, in the current climate of budget cuts, we also have to think about the long term and think carefully about which parts of the current university we want to keep before setting up something new. All departmental investment plans are being reconsidered. I think it would be good to reconsider this plan as well."

"Multidisciplinary collaboration can also be established without a physical location in Rotterdam, such as being part of LDE?"

"I don't believe in expanding the TU organization, we already have enough trouble running the current organization properly. Let's invest in getting the campus in Delft in good order."

"I am afraid that an expansion/broadening of TU Delft will be at the expense of the quality of a current TU Delft diploma"

"With the current challenges in the field of finances and social safety, it does not feel like the right time to put energy into this. I think it would be more appropriate to pause this for the time being, and to resume research into the development of Campus Rotterdam as soon as we are in calmer waters. Financial situation will most likely already lead to increased workload of employees, based on what I know now I can only conclude that Campus Rotterdam will only increase the pressure further."

"Everyone has to cut back, we are putting our shoulders to the wheel together. You can't make it to make a multi-million investment in Rotterdam at the same time. If that is a good idea (which I have doubts about), this is certainly not the right time for it. Put a line through this, or at least PLEASE put this in the fridge for a few years. In addition, the board has never been as weak and vulnerable as it is now. This is not the time to take on such mega projects. Not financially, not administratively. First make sure that the Executive Board and Supervisory Board are back in order and trained and then look at these kinds of mega projects."

"There is no need to go to Rotterdam. Objectives to contribute to transitions, train more engineers, relieve pressure on houses can all be realized on campus."



# Suppose TU Delft builds a campus in Rotterdam. What are the most important benefits and opportunities according to participants?

Most frequently mentioned benefits and opportunities of participants	Frequency	Illustrative quotes from participants
Collaborations with various Rotterdam parties (industry, EUR, EMC, mbo & hbo)	★★★	"Create new programs, offer something different from what is available in Delft."
More space; less pressure on the campus and housing market in Delft	★★★	"More cooperation with mbo and hbo and of course Erasmus University. In Rotterdam, mbo's and hbo's are more focused on hands-on labour, logistics (port). That can be a good combination."
Training more engineers	★	"Relieving pressure on the city of Delft, relieving pressure on the facilities of the TU in Delft because there are already too few (lecture halls, study places, etc.)"
A more diverse student population	★	"There will be an opportunity for TU Delft to better meet its societal responsibility."
Offering new programmes	★	"More students = more engineers in the future. Delft is too small for the number of students. Hopefully it will be more distributed this way"
Making a societal contribution	★	"The biggest advantage I see in my field is the closer collaboration that is possible with Erasmus MC. Furthermore, an additional advantage may be that the housing market in Delft is somewhat relieved."

48    ★★★ (main argument)    ★★ (mentioned frequently)    ★ (mentioned occasionally)

23 April 2025



# Suppose TU Delft builds a campus in Rotterdam. What are the most important concerns and points of attention according to participants?

Most frequently mentioned concerns and points of attention from participants	Frequency	Illustrative quotes from participants
Cohesion: preservation of culture is hard and 2 separate universities shouldn't emerge	★★★	"My concerns are twofold. First of all, it is financially difficult at the moment, and developing a new campus is an extremely expensive and also financially risky affair. Secondly, I wonder how good the connection will be between the campus in Delft and Rotterdam and what effect that will have on TU Delft as a whole. Will students and teachers have to travel a lot between the two campuses? If it does, it sounds costly in terms of time, money, and energy. But if not, aren't the two very isolated from each other?"
Cost: is it financially feasible and sensible?	★★★	"That it takes on a life of its own and doesn't really feel part of TU Delft. That it will compete with the current campus, instead of working together as enrichment. That it gets all the 'new' attention and investments, and that these therefore do not go to the TU Delft campus"
Accessibility: Campus Rotterdam must be easily accessible	★★	
Housing: the housing market in Rotterdam must be able to handle more students	★	
The level of existing education and research may deteriorate	★	
We do have to make use of Rotterdam's strengths (i.e. EMC, EUR, Port of Rotterdam)	★	"- Loss of reputation/level for TU Delft. - The housing market cannot necessarily handle more students. - It should not become a separate University. It still has to be well connected to the campus in Delft."

49    ★★★ (main argument)    ★★ (mentioned frequently)    ★ (mentioned occasionally)

23 April 2025

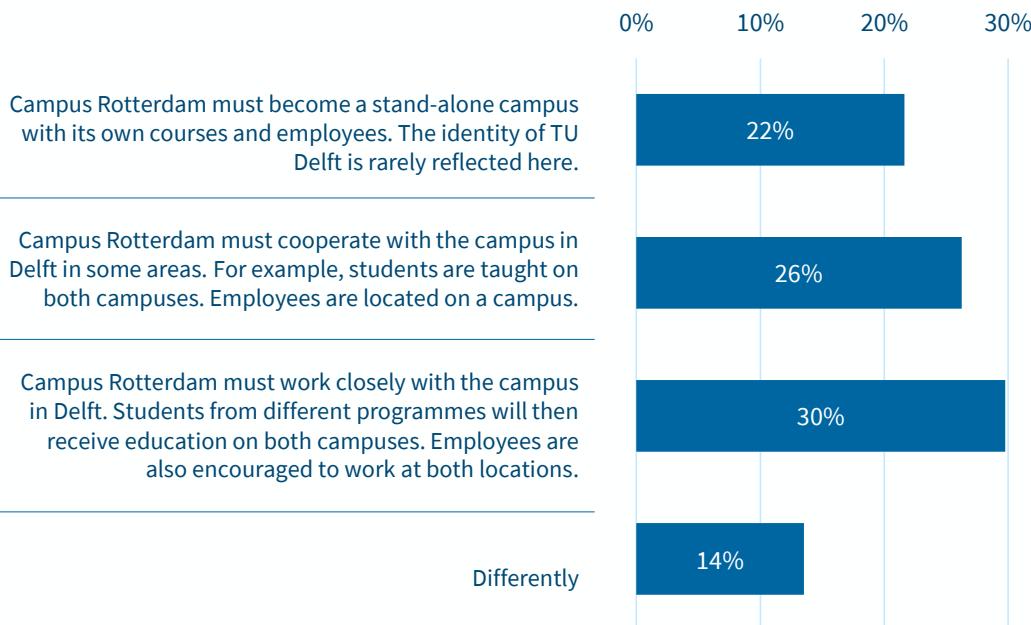


# 4. How do participants think Campus Rotterdam should be connected to the campus in Delft?

Results

# How do participants think Campus Rotterdam should be connected to the campus in Delft?

If there is going to be a Campus Rotterdam, in what way should it be connected to the campus in Delft? (n=1,268)



## Insights

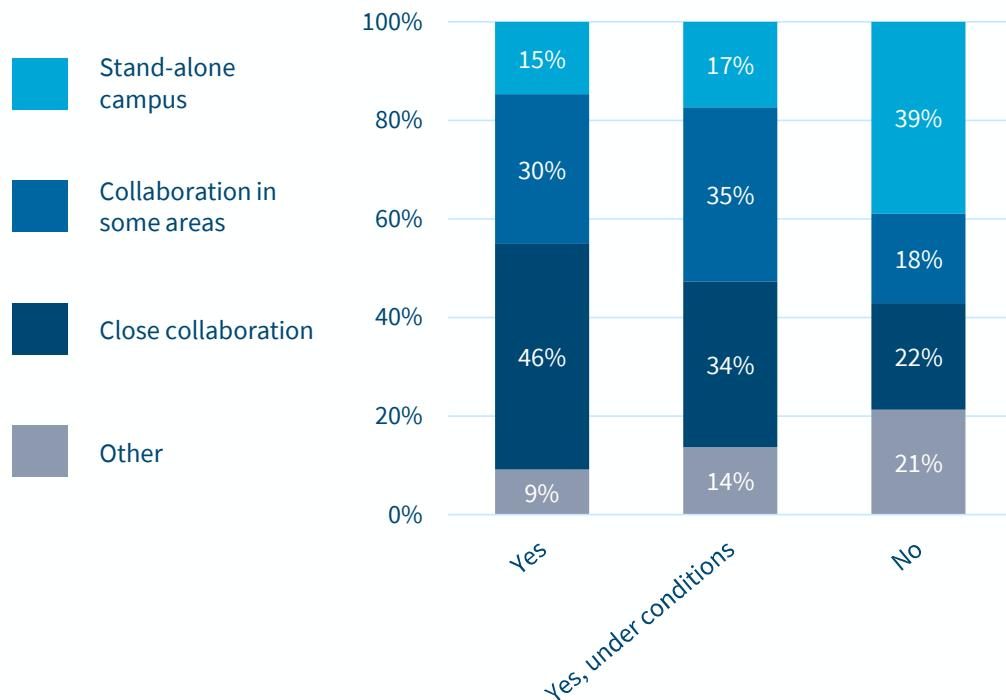
- **Opinions are divided about the way in which Campus Rotterdam should be connected to the campus in Delft.** Almost a third of participants (30%) think that Campus Rotterdam should be closely connected to a campus in Delft. A quarter of the participants (26%) think that there should be cooperation in some areas. A fifth (22%) think that the campuses should exist separately from each other.
- **Differently.** Participants who indicate that Campus Rotterdam should be connected in a different way were given the opportunity to explain this. Some indicate that Campus Rotterdam should become a stand-alone campus, but with a shared identity. Some indicate that Campus Rotterdam should cooperate in some areas or be closely connected, but that the transport options should be carefully considered. Staff and students should have the freedom to choose to work or study on one or both campuses.



# How do participants think Campus Rotterdam should be connected to the campus in Delft?

If there is going to be a Campus Rotterdam, in what way should it be connected to the campus in Delft? (n=1,179)

According to “Do you think it is a good idea for TU Delft to investigate a campus in Rotterdam?”



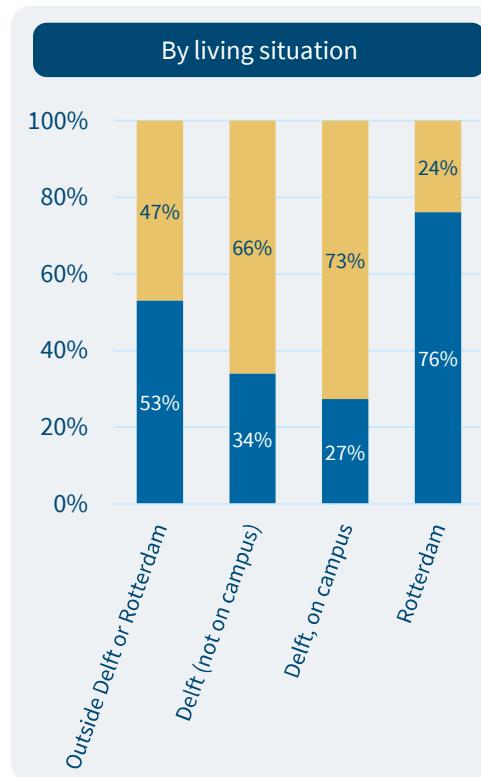
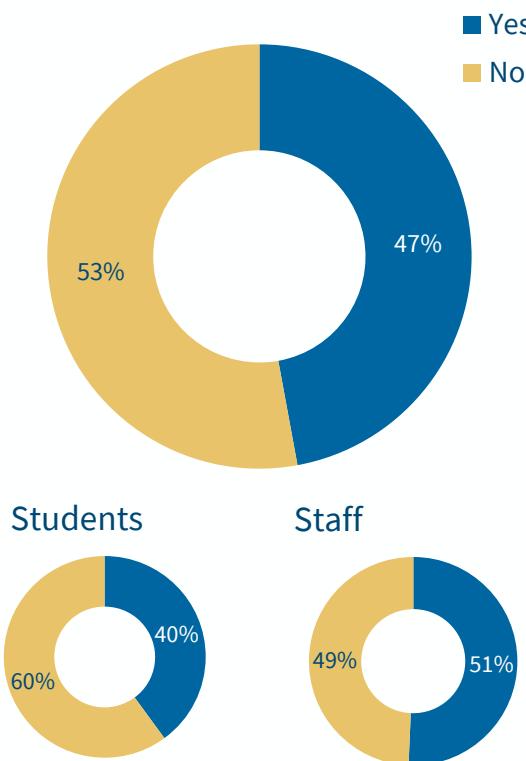
## Inzichten

- Participants who have different views on whether it is a good idea for TU Delft to explore the development of a campus in Rotterdam, have different views on the collaboration between the two campuses. Almost half of the participants who think it is a good idea say that there should be close cooperation.



# How do participants think Campus Rotterdam should be connected to the campus in Delft?

If there is a Campus Rotterdam, would you be willing to study and/or work on both campuses at the same time? (n=1,371)



## Insights

- About half of the participants are willing to work or study on both campuses at the same time.** Students are less willing (40%) than employees (51%) to work or study on both campuses at the same time.
- Participants with a different living situation have a different willingness to study or work on both campuses at the same time.** Three quarters of the participants (76%) from Rotterdam are willing. About a third of the participants from Delft are willing, regardless of whether they live on the campus in Delft. Participants outside Delft or Rotterdam have about the same willingness as the average.



# If there is a Campus Rotterdam, would you be willing to study and/or work on both campuses at the same time?

We see that many participants who are willing to travel see it as a necessity for close cooperation and a shared identity. They also give a condition: Campus Rotterdam must be easily accessible by public transport. Participants who are not willing to travel see the extra travel time as inefficient and a waste of their time.

## Why are participants willing or unwilling to study and/or work on both campuses at the same time?

Mentioned arguments of participants who are willing	Frequency	Arguments of participants who are not willing	Frequentie
Yes, provided it is easily accessible by public transport	★★	It takes too much (travel) time	★★★
This is important for a joint identity and close cooperation	★★	It has no added value	★★
Working in two places is stimulating; it brings new insights	★★	I don't want to work or study in multiple locations	★
In order to be able to learn in specific places in Rotterdam such as the EMC or the Port of Rotterdam	★		
I already have to go back and forth to Rotterdam	★		





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