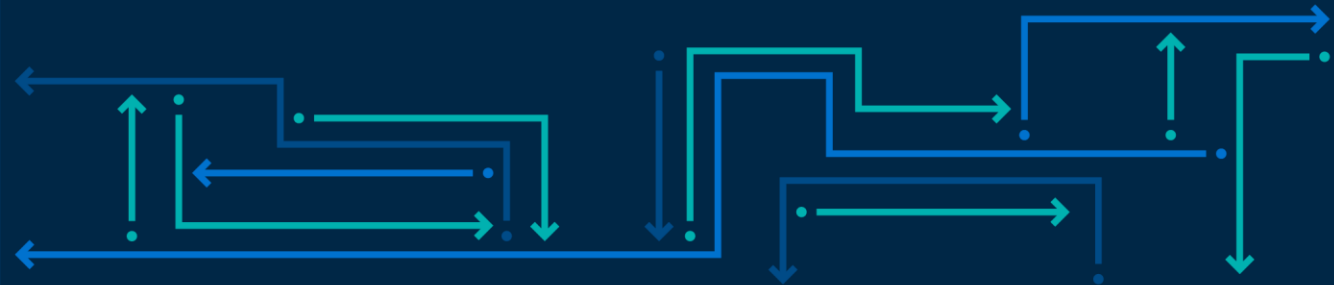




Planning for a Multi-Modal Future Campus

A Call to Action for Cabinet Leaders



In Search of Our New Normal

Pandemic Experience Elevated Importance of Physical and Virtual Operations

Renewed Significance of Place



A year of forced social distancing and online interaction highlights the value of place

- Fresh appreciation of the value of the in-person experience
- Strengthened sense of campus community and belongingness
- Affirmed market demand for residential experience

Institutionalized Virtuality



Successful virtual operations and benefits of working at home point toward a multi-modal campus

- Increased productivity, satisfaction, and morale from remote work for some staff
- Remote learning expanded access and flexibility for some students
- Online pedagogical innovations show potential to enhance student learning experience

Bigger Than the Pandemic



Multi-Modal Strategy Is About Future Mission Outcomes—Not Public Health

Pandemic-Era Remote Experiment

- Reactionary
- Public health-focused
- Little to no training
- Almost entirely virtual operations



Future Multi-Modality (~2025)

- Strategic
- Purposeful blend of physical and virtual
- Goals-focused
- Intentionally designed and staffed

Examples



Forced virtual commencement



Attendance caps for social distancing



Reactionary shift to online operations



Fully virtual student services

Examples



Students have option to access services in modality that best suits needs



Programs blending online courses and campus amenities improve affordability and access



Digital tools help students navigate physical campus



Flexible work policies let staff work from best location for task

Higher Ed Not Immune from Consumer Forces



“Experience Liquidity” Raising Student Expectations for Multi-Modal Services

Defining Experience Liquidity

Consumers increasingly **compare similar service interactions across industries** as companies in different sectors adopt the same technology (e.g., apps, touchscreen kiosks, chatbots)



A Healthcare Comparator

one medical

- Offers **personalized care** from providers at **85+ offices** that share health records, creating a seamless experience for patients
- Patients have access to **24/7, on-demand support via video** consultations
- **App provides customized reminders** (e.g., flu shot), simplifies administrative tasks (e.g., refill prescriptions, make appointment) via **self-service**

Student Service Expectations



Hyper-Personalized

Individualized content and services tailored to location, situation, needs



Digital First

Online self-service is the default option, available on-demand



Omni-Present

Seamless, asynchronous experience available across multiple devices



Frictionless

Administrative processes fade into the background with fully integrated digital experience

Online Learning: Not as Unpopular as Media Suggests

Students' Preferences Shaped More by Quality Than Modality

Quality Concerns Fueled Student Pushback to COVID Online Learning

Analysis Methodology:

130+ Student newspapers reviewed from across US

84% of articles referenced **negative student feelings** toward online learning experience during pandemic

2x Likelihood of students referencing **poor quality of online instruction** as a negative, **rather than online medium** itself

Recent Surveys Show Many Students Want Online Options Post-COVID

46% of students want to **retain some elements of online learning** (e.g., viewing recorded lectures, virtual faculty office hours)

84% of students want to retain easy, online access to **lecture presentations, learning materials, and assignments**

59% of students want the **flexibility to choose** whether to attend classes in person or virtually

Takeaways for Campus Leaders

Sample Guiding Questions

1 Invest in understanding how campus stakeholders' demographics, needs, and preferences are changing

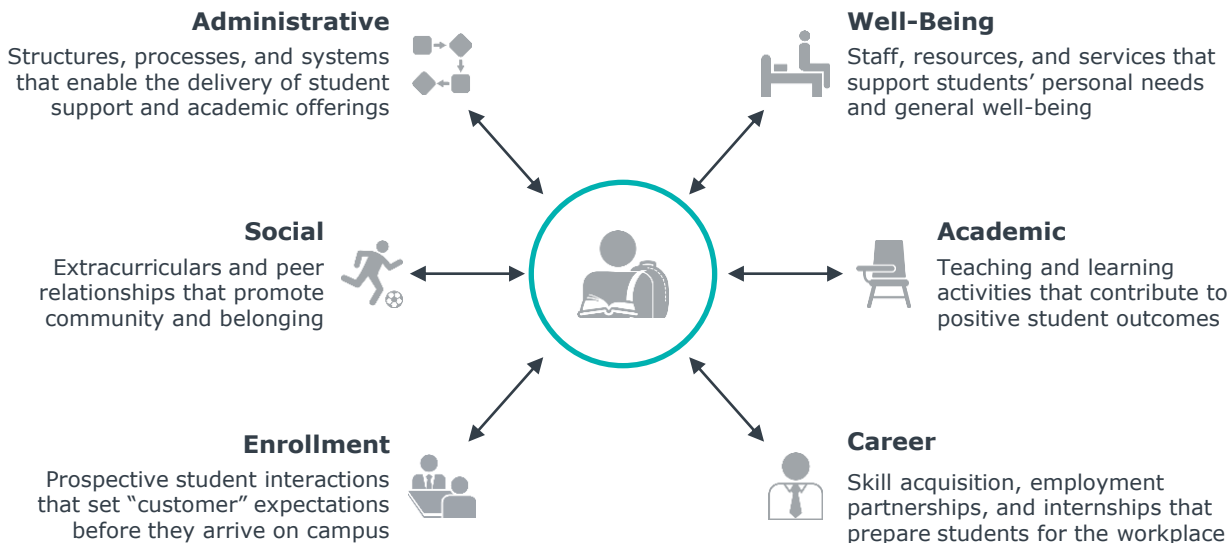
- What will our student demographics look like in 10 years and where are we investing to grow?
- What mechanisms can we put in place to monitor and track shifting student expectations?

2 Pinpoint and target improvements in areas where stakeholder expectations are not currently being met

- Where is there a mismatch between what students want and our current offerings?
- What data can we analyze to inform our investment strategy (e.g., satisfaction surveys)?

Download EAB's full list of essential questions to guide future campus strategy [here](#).

Six Elements of “Total” Student Experience



Across the Full Range of Modalities



The Rise of “Digital Campfires”

Saint Leo Uncovers New Opportunity to Support Students Via Discord

Digital Campfires Satisfy Gen Z Preferences



“**Digital campfires**” - Small online communities, typically oriented around a niche topic (e.g., esports, makeup, rock music)



Meet Gen Z preferences for **smaller and more intimate** social media platforms (in contrast to Facebook and Instagram)



Began as gathering spaces for gamers but have since **attracted a broader population**

150M

Monthly active
Discord users as
of July 2021

33.8%

of college students
reported using
Discord in 2021



Saint Leo University's Approach to Discord

- Student affairs staff created Discord server for **esports players to connect** during and outside of games
- In Spring '21, RAs active on the server identified and referred team members in distress to student affairs staff
- Campus leaders realized they could use Discord to **proactively surface mental health concerns** and target student well-being support
- Incoming, full-time esports coach explicitly tasked with managing, growing Discord community going forward

Has COVID Killed the Big Lecture Hall?



UC Berkeley Rethinking the Value of In-Person Lectures Post-Pandemic

“

“Berkeley has a lot of **very big lecture courses**, with more than 1,000 students. Those are **working better online**. Flipping the classroom, creating breakout experiences for students is working better online.”

Carol Christ, Chancellor
University of California, Berkeley

”

Lectures Weren't Ideal for Student Outcomes Anyway



Lecture halls and auditorium-style, fixed seating **prioritize content delivery over active learning**



Large classes **increase student feelings of anonymity and isolation**, leading to reduced cognitive skill development, learning motivation, and attendance

Takeaways for Campus Leaders

Sample Guiding Questions

1 Determine multi-modal priorities based on institutional goals and market position

- How can we leverage multi-modality to advance goals in our strategic plan?
- What multi-modal investments are our peer or competitor institutions making?

2 Plan for the financial and infrastructural implications of a multi-modal future campus

- How must our investments in space, technology, and staffing evolve?
- Have recent investments in digital or multi-modal experiences achieved their intended outcomes? Why or why not?

3 Pilot, evaluate, and scale multi-modal innovations

- How can we incentivize stakeholders to experiment with multi-modality?
- What new approaches are faculty trying, and how can we scale their innovation across campus?

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