



Perkins&Will

# Learning from Higher Education

Big Takeaways and Relevant Issues



**Jeff Stebar, Higher Education Global Practice Leader, Perkins & Will**  
**David Damon, Higher Education Practice Leader, Perkins & Will**



**18 June 2020**

This presentation and its content is copyright of Perkins and Will  
© Perkins and Will 2020 (Version 1.0)



Perkins&Will

# Learning from Higher Education

Big Takeaways and Relevant Issues

Big Takeaways

The Student Voice

A Roadmap for the  
Return to Campus

3 Relevant Issues

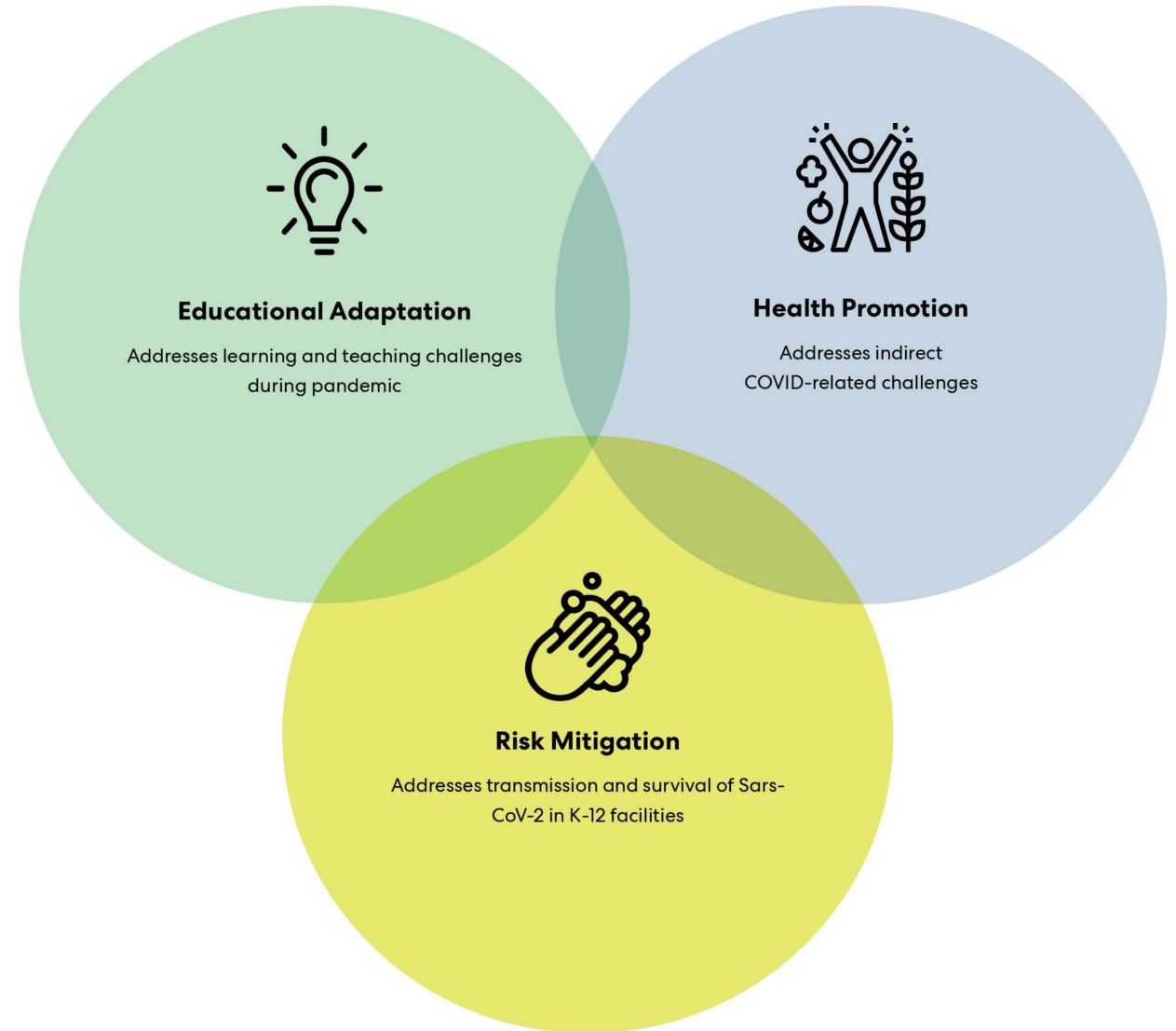
Positive Outcomes  
from Covid



18 June 2020

# Holistic framework

Promote health & safety  
without compromising  
students' learning potential



**Perkins&Will**

# **Big Takeaways from Higher Ed Roundtables**

**COVID has pulled back the  
curtain on higher ed – will it  
ever return to normal?**

Temple University

# Multiple Strategies

1. There are **multiple strategies** for a return to campus but **limited consistency**.
2. Opening all the way vs not opening at all and everything in between reflects the **big divide in approach** to the return to campus.
3. Could an **“island” model** work for reopening campus? Once you’re in, you stay.
4. Could the **The Block Model** at Colorado College (one class per month) work on a larger scale?
5. What is the **right balance** of in-person vs. online learning and activities?

# The Experience

Perkins&Will

1. Intangible experiences and rich diversity of being on-campus are **at risk** in the fall and in the future.
2. How do we **re-create community** when institutions are fundamentally distinguished by those intangibles?
3. The loss of diversity and international students are at risk. **Diversity is the essence** of the higher education experience.
4. **Student behavior** will drive success of campus return. Is enforcing distancing possible?
5. Students should be directly engaged in the roadmap process...**they are the clients.**

# Learning Environments

1. **Comprehensive changes** to the academic calendar (quarters/trimesters in lieu of semesters) are in play.
2. Determining what curricula can be delivered online vs in-person is the task at hand. ***Can the experience be the same?***
3. Some **curricula** are **challenging to replicate online**, specifically design, labs, and anatomy. They may be the first students to return.
4. With hybrid learning models, the tuition, and equity issues ***need to be solved.***
5. Campuses will need to transition the uses of some spaces to fill gaps in ***operational demands.***



# Residential Life

1. Residential life is on the **front line** of testing distancing models.
2. Most campuses are planning a return to campus at **~50% capacity or less**
3. **First year students and seniors** are likely to return first to campus.
4. One option for return is to consider **smaller cohorts** / units / families / bubbles.
5. **Alternate options** are to secure hotel rooms, AirBnB, or other locations.
6. **Temporary quarantine** with services provided will minimize need to for disruption.

# Mental Health

1. The vast ***impacts on mental health are unknown*** but could be lasting – raising already rising mental health support needs.
2. ***How can we understand*** what condition our students are in if we don't have the same physical relationship?
3. One campus is dealing with a covid-related suicide, incredibly difficult.

# Financial Impacts

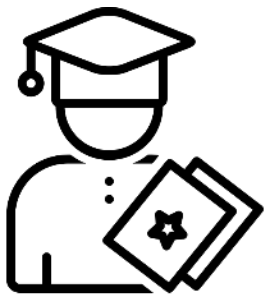
1. The financial impact to higher education is ***incalculable***.
2. The financial impact of operating a full campus at half capacity is ***not feasible***.
3. Significant concerns about ***struggling institutions*** who are on a financial brink and cannot pivot.

Perkins&Will

# The Student Voice

**90**   
**responses**

**44**  
**institutions**



**11**

**anonymous**



**19**

**freshmen**



**12**

**sophomore**



**17**

**junior**



**15**

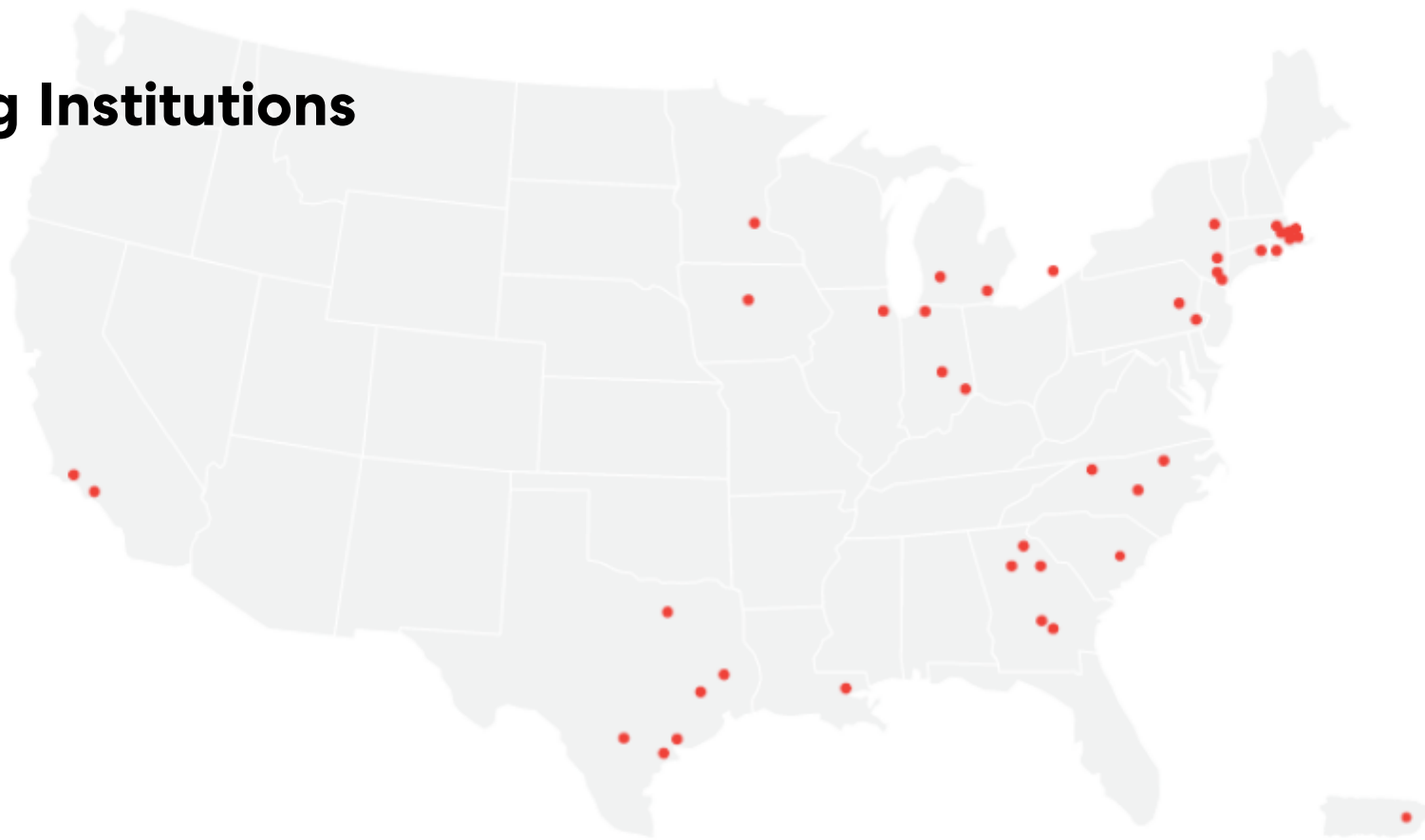
**senior**



**16**

**graduate**

# Participating Institutions



4 Anonymous  
 3 University of Minnesota  
 1 University of California LA  
 15 University of Houston  
 2 Suffolk University  
 3 Kennesaw State University  
 5 Harvard University  
 1 Harvard College  
 1 University of Michigan  
 2 UMass Lowell  
 1 UNC Chapel Hill

1 UPenn  
 1 Duke University  
 1 Brandeis University  
 15 University of Georgia  
 2 Vassar College  
 1 Louisiana State U.  
 1 Union College  
 1 University of Waterloo  
 1 Texas A&M University  
 1 Barnard College  
 1 Brown University

1 Clemson University  
 1 Pratt Institute  
 1 Morehouse  
 2 University of Notre Dame  
 1 University of Michigan  
 1 Michigan State University  
 1 Wake Forest  
 1 University of North Texas  
 1 Stephen F. Austin University & HCC  
 1 University of Cincinnati  
 1 Inter American U. of P.R.

1 MIT  
 1 University of North Georgia-Dahlonega  
 1 Georgia Tech  
 2 Ohio State University  
 3 Iowa State University  
 1 University of Connecticut  
 1 University of California Santa Barbara  
 1 Rosalind Franklin University of Medicine and Science  
 1 Penn State University  
 1 Trinity University  
 1 Houston Baptist University

## Miss the most...



- Friends
- Social Life
- Campus community
- Access to Resources
- Collaboration
- Freedom

## Most excited about...



- Studio classes
- Well-rounded experience
- “Normal” learning
- Living Independently
- Reuniting with others
- Sporting Events



**Almost half would feel safer if the Institutions had clear protocols in place** but most only feel it would make moderate to no difference.



**“Being on campus gives me motivation to achieve my goals,**  
however, online classes  
does not.”

”

## To be on campus I would compromise...

- In-person classes
- Packed lectures / events
- Changes in dining hall, residence hall and library



## To be on campus I would NOT compromise...

- School pride
- Meeting new people
- Sense of community
- Health of others
- Small group interactions



## I would feel safer if...



- PPE was provided
- Less people in bathrooms
- Distancing / sanitizing
- Disinfection at entrances
- Hands free technology
- Hybrid learning models
- More admin communication

“Availability of **PPE**, **complete quarantine at the beginning of the semester**, **limiting travel off campus**, **clear protocol with the medical center** on what to do if you have symptoms or suspect you have come into contact with covid, if it is possible in the future **widespread testing.**”





## Safer in Residence Hall if...

- Semi-suite / private bedroom
- Public areas protocols
- Isolation protocols / testing
- Daily temperature checks
- Disinfection at entries
- “No mask, no entry”
- Visitor restriction
- Less people
- Automatic doors



**Most would prefer a hybrid learning model** that has online and face-to-face with safety protocols.



**Most would prefer dining options that offer take out with pick up or delivery**, some are comfortable with eat-in with social distancing protocols and fewer would cook for themselves.

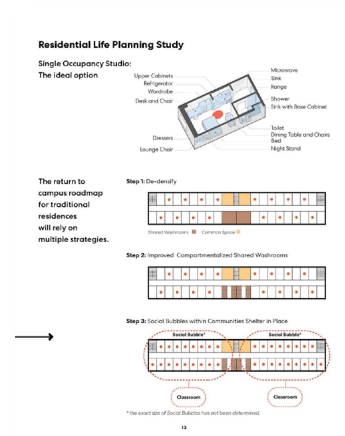


# A Roadmap Overview

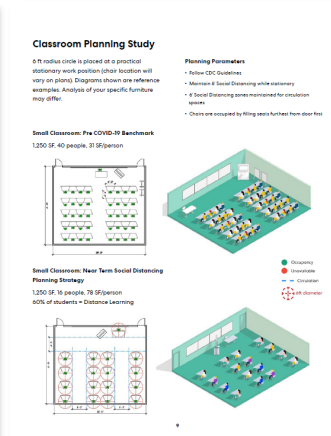


## Return to Campus Roadmap v1.2

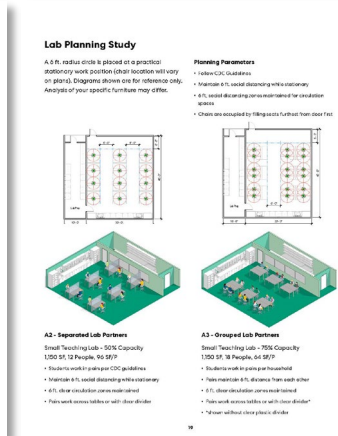
## Residential Life



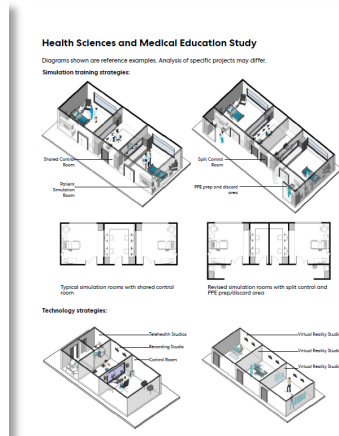
## Academic Learning Environments



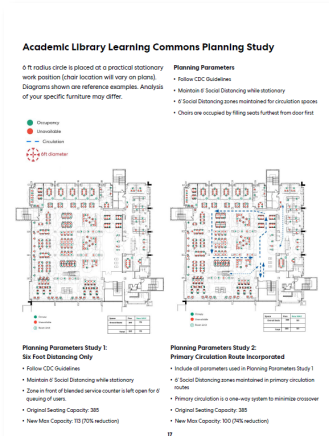
## Teaching Labs



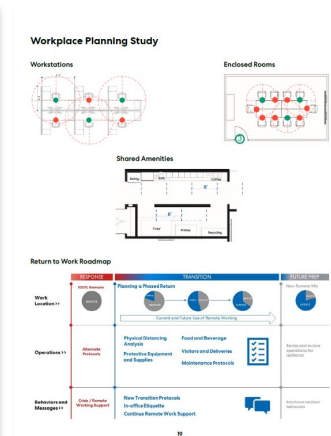
## Health Sciences and Medical Education



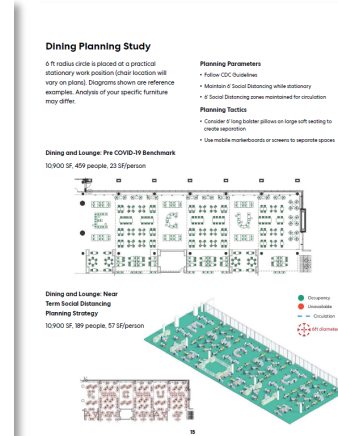
## Library Resources



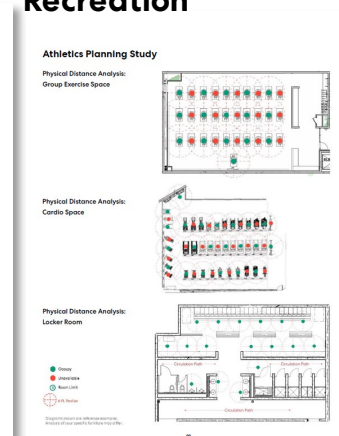
## Workplace



## Student Life



## Athletics and Recreation



# **3 Relevant Issues**

## **Residential Life**

## Residential Life

**Smaller Cohorts will likely exist for the foreseeable future**

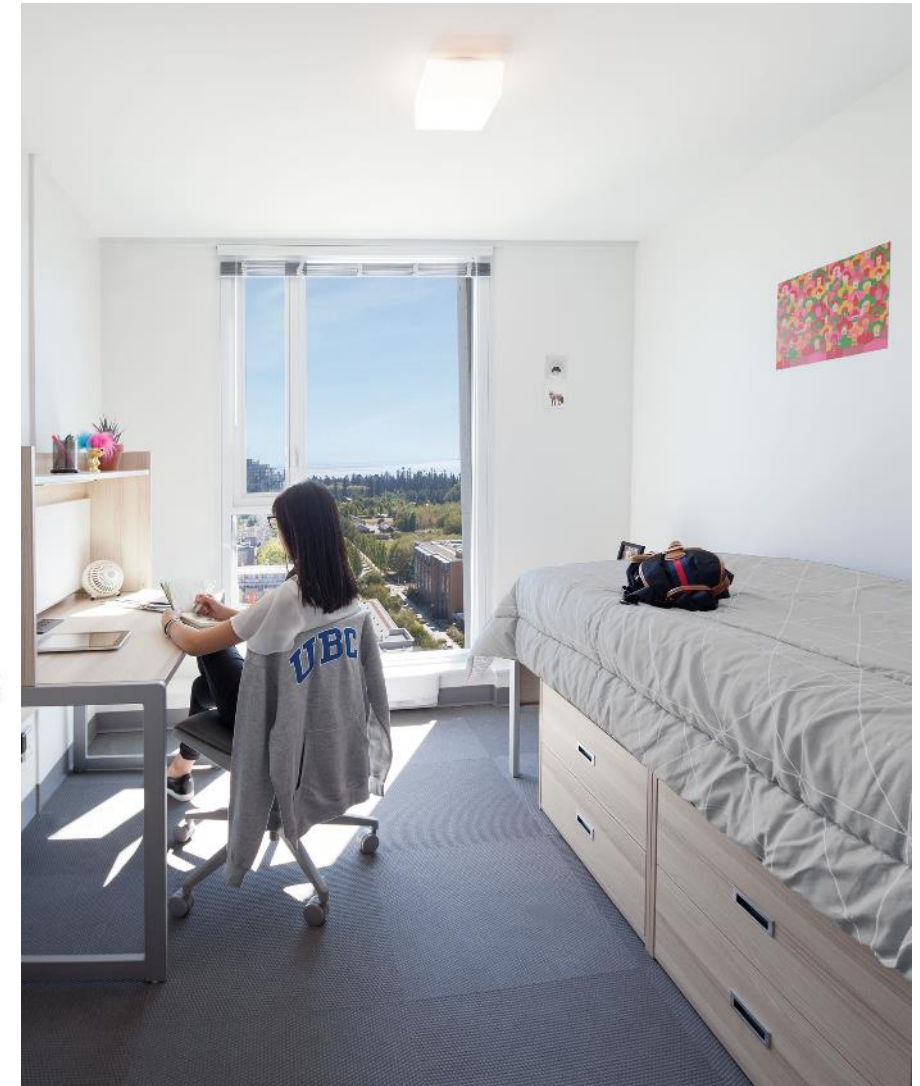
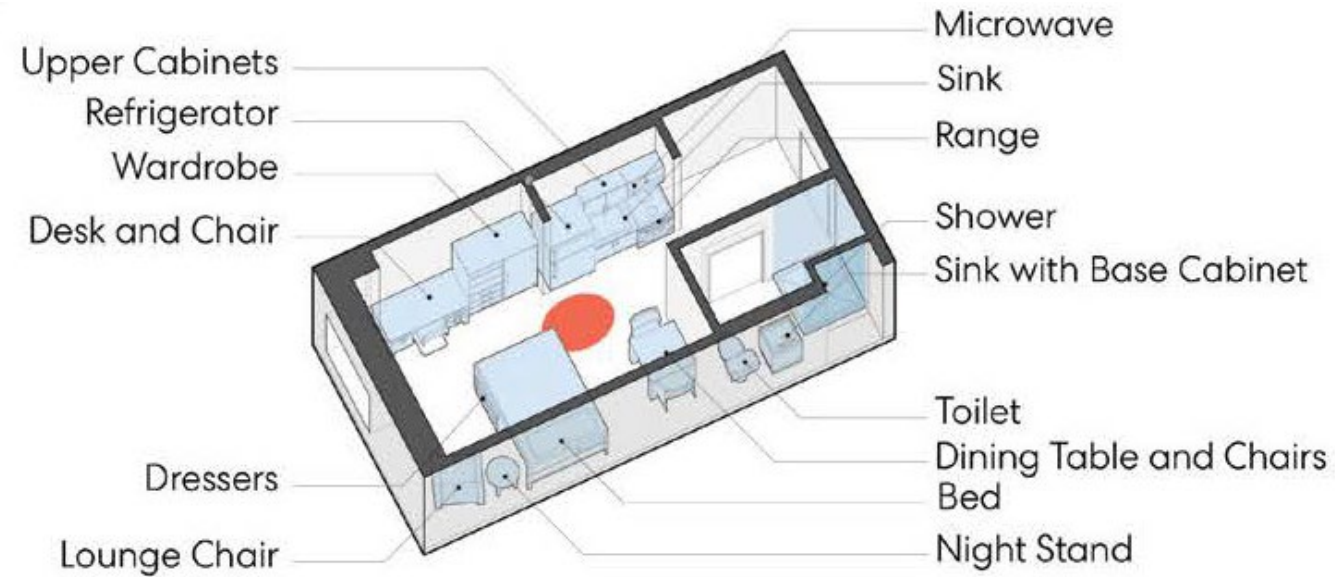
**Shared Spaces will be difficult to manage – so shut them down or align them with smaller cohorts?**

**Finishes and Systems are a challenge – replace and upgrade?**

**Off-Campus Rentals are a viable strategy to increase capacity**

## Residential Life

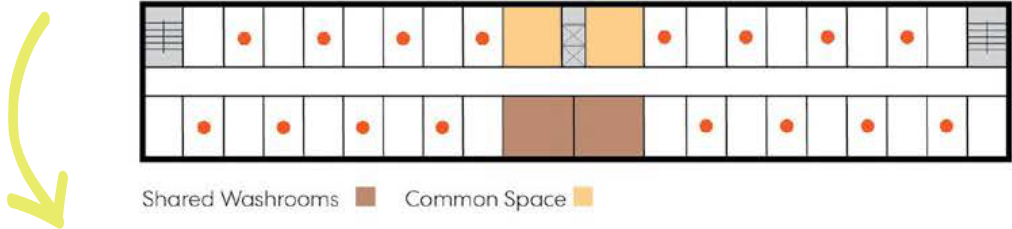
### Single Occupancy Studio: The Ideal Option



Residential Life

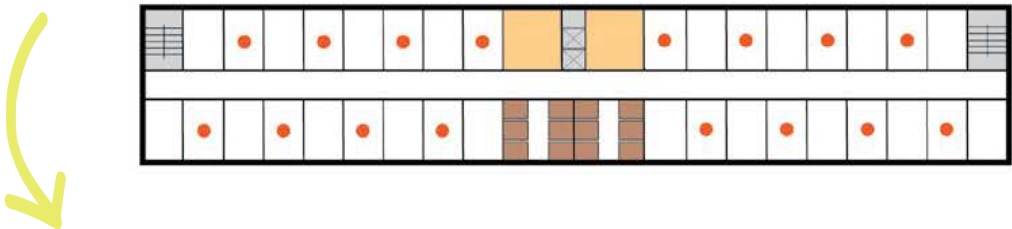
What about  
Traditional models?

Step 1: De-densify



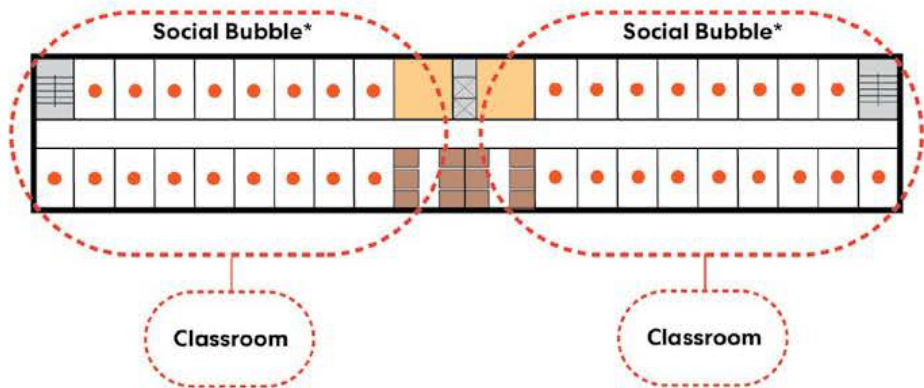
Convert unused  
rooms for lounge  
or kitchen use?

Step 2: Improved Compartmentalized Shared Washrooms



Touchless  
software for  
access/shared  
spaces?

Step 3: Social Bubbles within Communities Shelter in Place



Change shared  
washrooms to  
have full-height  
stalls?

\* the exact size of Social Bubbles has not been determined.



Residential Life

Applying the social bubble concept

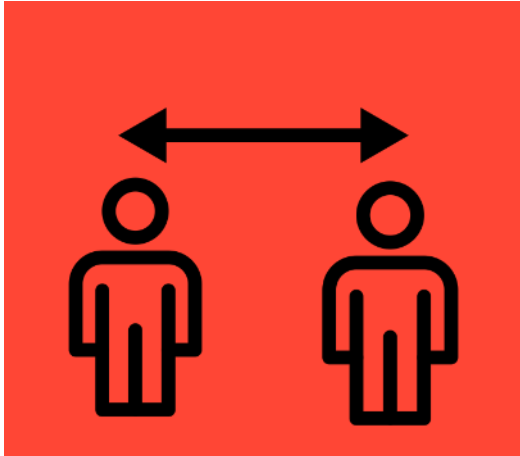




# **3 Relevant Issues**

## **Large Event Spaces**

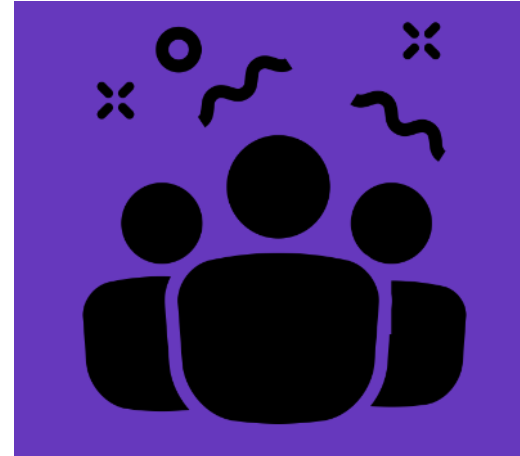
## Large Event Space Challenges



**Maintaining social distancing requirements**



**Managing quarantine requirements**



**Planning return to campus events**



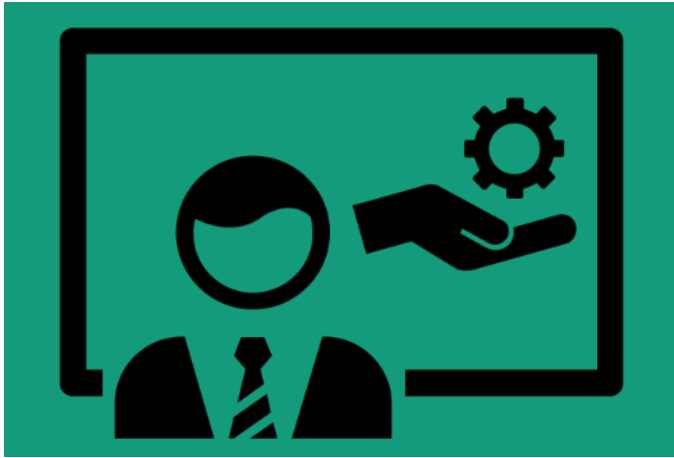
**Organizing freshmen orientation**



**Tackling student dining**



**Maintaining student center services**



## Student Center & Library Services

Easy access

Scheduling visits

Hours of operation

In-person vs. online



## Dining hybrid models:

Delivery / pick up

Eat-in with reduced density

Cook for yourself: access to food

Food trucks (50k – 100k fit out)

Scheduling shifts



## Athletics & Recreation

Spectator venues at 20% & live streaming. Training & practice: no locker room, appointment only

Small groups for sports medicine, strengthening & conditioning. Teams as family cohorts?

Coaches virtual meetings - recruiting

**Rec:** Robust distancing, scheduling technology, admissions protocols, virtual services delivery

# How to meet capacity demand when spaces are de-densified?



## Repurpose other spaces on campus

Access

Capacity

Location

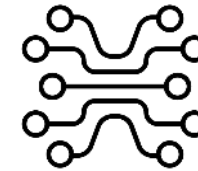


## Build temporary structures

Six weeks from planning to construction

Welcoming hospitality feel

Branded for school pride



## Integrate technology

Rapid ID (face mask & temperature checks)

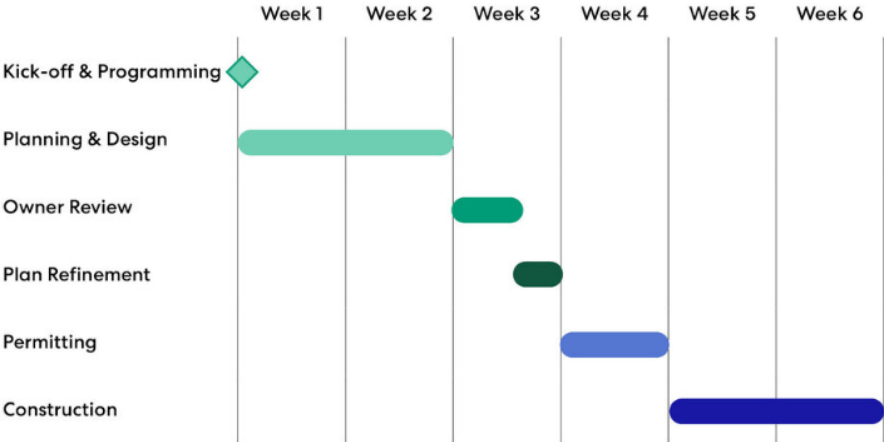
Optimal scheduling

Touchless technology to avoid contact points

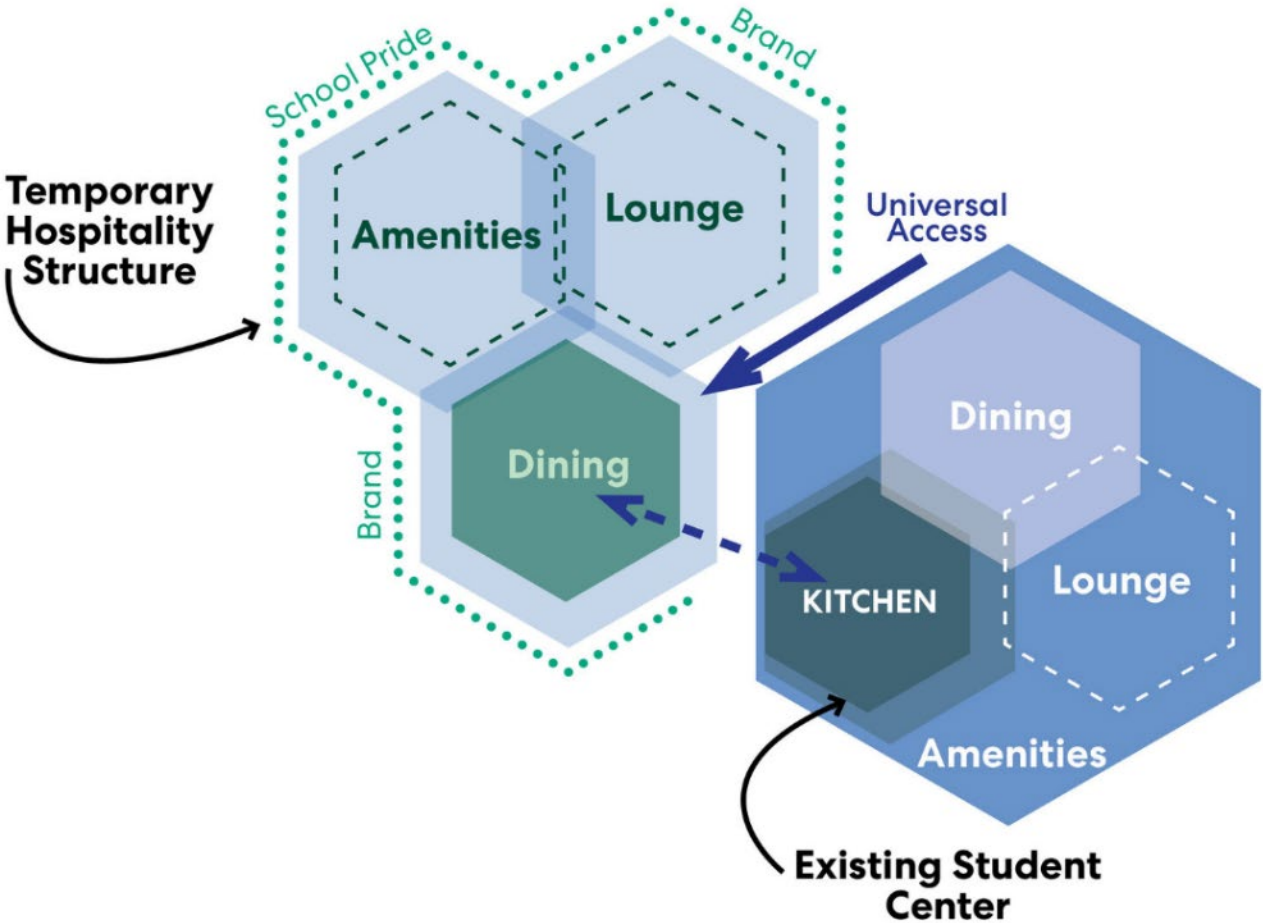
# Large Event Opportunities

## Temporary Hospitality Structure

Social distancing has put pressure on space capacity, causing a **substantial need for overflow spaces**. Temporary structures could be a solution that helps alleviate these pressures.



Partnership between Perkins and Will and Stewart



# **3 Relevant Issues**

## **Mechanical Systems**

## HVAC Recommendations

**Higher Outside Air  
Volumes**

**Filtration**

**Ultraviolet Air and  
Surface Treatment**

**Humidification (40%-  
60% RH)**



CELEBRATING **125** YEARS

## Mechanical Systems – 3 Issues

### Restarting:

- Getting back to business
- How to “re-start” dormant systems
- Can we implement the ASHRAE recommendations on an existing building?



### HVAC Residential Life:

- ~~Higher Outside Air volumes~~
- ~~Negative pressure dwellings~~
- Filtration on OA
- UV on OA units
- Humidification on OA units (mitigate extremely dry zones in winter)
- **Recirculating filtration units in common rooms / corridors**
- Increased filtration on the local room units.

### HVAC Administration/Academic:

- **Higher Outside Air volumes**
- **Filtration at central recirculating units**
- UV on recirculating units
- ~~Humidity control to maintain 40 – 60% in zone (condensation concern on existing envelopes)~~
- **Operating sequences to provide flush out modes, early start up times...**
- Dedicated exhaust for transit areas and storage areas to keep areas negative.



**Our recommendations are advisory and intended to assist as you plan for the return of your workforce. Guidance is evolving and we urge you to regularly consult with the following sources:**

World Health  
Organization

Centers for Disease  
Control and  
Prevention (CDC)

Occupational Safety  
and Health  
Administration  
(OSHA)

Federal, State, and  
Local Guidance

# **Positive Outcomes from Covid**



# 21<sup>st</sup> Century Students



**“The Future isn’t radically DIFFERENT,  
it’s just radically CLOSER.”**

Lewis Allen, PORTLAND Design











**WANT EVERYTHING TO  
HAPPEN FAST**



# EXPECT **CONSTANT** INNOVATION



# BLUR BOUNDARIES WITH

- PLACE
- PURPOSE
- STUDY
- WORK
- OWNERSHIP
- COMMUNITY





A black and white photograph of a young man with dark hair, wearing large headphones and holding a cigarette in his mouth. He is looking down at a laptop screen. The background is blurred, showing what appears to be a cityscape or industrial area.

THEY HAVE THE **POWER TO**  
**CHOOSE** LIKE NEVER BEFORE



**THEY DEMAND INTEGRITY  
AND OPENNESS**



**THEY WORK / LEARN  
FROM ANYWHERE**







“ACCESS” IS THE NEW  
PURCHASE



**“THE NEW STATUS SYMBOL ISN’T WHAT YOU OWN,  
IT’S WHAT YOU’RE SMART ENOUGH NOT TO OWN”**



**LYNN JURICH, CEO SUNRUN**

# SPACES TO LINGER PAUSE GATHER





# R.O.T.

## RETURN ON TIME

FERNANDO ROMANO, CCO, NAKED BRASH





# **Future of Higher Education**



**THEY WON'T JUST ATTEND COLLEGE,  
THEY'LL JOIN THEM**





# LIFELONG ENGAGEMENT



# SUBSCRIPTION BASED MEMBERSHIP MODEL





**DISTRIBUTED GLOBAL PRESENECE**



# REVENUE NEUTRAL SELF SUPPORTING





Perkins&Will

# Contact Us

**Brooke Trivas**

**[brooke.trivas@perkinswill.com](mailto:brooke.trivas@perkinswill.com)**

**David Damon**

**[david.damon@perkinswill.com](mailto:david.damon@perkinswill.com)**

18 June 2020

