POST-COVID OPPORTUNITY SCAN

Proposals for Programs/Improvement To Be Continued

1. Telecommuting and/or Flexible Work Schedules
    a) A majority of staff have shown that they can be productive and effective working remotely

    b) Promotes employee satisfaction and work/life balance for those with long commutes

    c) Supports sustainability goal of reducing carbon footprint

2. Document Automation/Digitization
    a) Use of Adobe Sign to create forms and workflows to allow for digital signatures greatly enhanced the ability for employees to work from home but should also enhance productivity and efficiency when working on campus (i.e., staff do not have to hand carry documents from one office to another for signature)

    b) Transitioning to a paperless environment for students, staff, vendors et al., reduced the need for printing and storing hard copy documents

    c) Scanning and digitization of documents and storing on shared drives

3. Video Conferencing (e.g., Zoom) As a Effective Tool for Conducting Meetings
    a) Allows for more participants and doesn't require reserving a conference room or l arge space on campus which sometimes is an issue

    b) Ability to have a hybrid meeting with i n-person participants and remote workers

    c) Ability to discuss, visualize and work through issues with co-workers; discussions can be recorded for future reference

4. Use of Technology to Conduct Business Operations
    a) Google Drive - the ability to access and share multiple files between groups and organize electronic filing and record-keeping systems

    b) VPN - the ability to access work files from home and share responsibilities between co-workers. IT was extraordinary in handling every aspect and supporting the campus community during the abrupt change and working remotely

    c) DUO - to ensure secure, proper and, appropriate access to the University systems

    d) Online Training/Tutorials/Programs - for as many campus services as possible. Online and virtual platforms will ensure that our messages reach our mass audiences safely, securely and will provide accessibility to all. Creating more online programs will promote our campus in positive areas that we may not be aware of yet, and will prove that we are aligned with technological advancement for the future

5. "The Classroom"
    a) Commit to scaling program to convert classrooms to adopt a more hyflex model started by ITS in 2019 with 20 proof-of-concept classrooms.

    b) Giving the students the ability to attend classes on-prem or online is no longer an option it is a necessity, with proven online capabilities during COVID-19

    c) Ideas:

        i) Scale deployment of IT lecturer "pods" that includes audio / video interfaces for hybrid classrooms

        ii) Adopt newer technologies over legacy mechanisms such as white boards (digital screen that simulcast and capture the lecturer's content)

        iii) Better sound-proofing of classrooms

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Opportunities for Improvement

1. Revise Telecommuting Policy
   a) Allow for 1-2 days a week for those who work more than a certain distance from campus
   b) If an individual works remotely greater than 2 days then shared office space/cubicle should be considered
   c) Specific guidance is needed regarding providing office furniture and equipment
   d) Guidance for managers to develop performance criteria and clear expectations for staff who are telecommuting, and training resources for staff to understand expectations

2. Zoom - provide training on proper protocols and/or etiquette guidelines for meetings

3. Communication
   a) Better effective and consistent communication across campus and divisions
   b) Regular and timely leadership updates on key issues that impact staff in order to get ahead of the misinformation
   c) Explore ways to keep staff without access to computers to stay inform

4. Human Interaction - explore ways to make up for the loss of human interaction and improve better engagement for those who are "zoomed out"

Long Term Considerations

Campus Wide Space Reorganization Initiative – explore how to reimagine campus space usage in post COVID

CAMPUS SPACES
   Proposal: Increase dedicated learning spaces for students complete with connectivity and compute resources
   - **Case:** During COVID, students did report difficulty in joining online classes due to home challenges (siblings, parents, connectivity)
   - **Ideas:**
     - Spaces to have loaner fleet of laptops
     - Desks to be completely connected (charging stations, Wi-Fi access)
     - May include enclosed spaces for group / focus study, complete with digital screens able to do conferencing (4 – 6 people)
     - Re-invest in Oakland Campus to provide this type of service (or improve on them)
     - Propagate to Concord campus as well
   - **Examples:**
     - Campus Learning Commons in the Library
     - Spaces designed in the CORE building
     - Learning spaces in VBT building

POST-COVID OPPORTUNITY SCAN

Proposal: Facilities and cultural change to convert campus (partially or whole) to a "hoteling office" or flexible workspaces, with employee telecommuting options

- **Case:** During COVID, most departments proved that working from home did not constitute a drop in productivity
- **Ideas:**
  - Promote more open spaces for work that is not assigned to employee and allow for flexible hybrid work styles that blend telecommuting with on-prem

  Example:
  - Office layout in ITS space in LI building

  Benefits:
  - Can make campus "denser" without added real estate investments
  - Can be done to make room for more student learning spaces
  - Allows for flexibility in schedule that would attract talent and skilled workers from a wider geography to a modern-day work environment

THE WORKING SPACE

Proposal: Standardize to a laptop-based workforce, with connectivity on desks for a traditional workstation space

  Case: The ability to "bring home" compute resources for work proved critical in the swift adoption of work from home practices during COVID

- **Ideas:**
  - All faculty / staff will have a laptop in lieu of desktops, with docking station and monitors @ desks
  - Virtualize applications to provide uniform standards for platform
  - Enable software-based phones for flexibility
  - Provide loaner fleet of mobile hotspots as an option

  Example:
  - Office layout in ITS space in LI building
- **Benefits:**
  - Allows for the best flexibility among personnel to always have applications and compute resources accessible and standardized across the environment
  - Allows for telecommuting practices that would be more equitable
  - Allows the campus for better communications via laptop devices (warnings, updates)

THE ONLINE CLASSROOM

Proposal: Improve integration and interactivity between applications for a better online student experience

  Case: LMS is at the heart of any hyflex adoption and integrating interoperable applications is key for a comprehensive tool

- **Ideas:**
  - Digitize course material and integrate into LMS
  - Re-invest in Oakland and Concord campus to have remote learning classrooms and link them to Hayward

  Examples:
  - Integrate campus LMS with other collaboration tools (Slack, MS Teams, Google)
  - Integrate access into a singular portal like what's proposed in the Compass program
  - Enable accessible and scalable options in LMS and Zoom such as break-out rooms, web conference, and auto-captioning
- **Benefit:**
  - Offers more channels of communication between students and faculty

POST-COVID OPPORTUNITY SCAN

THE CLASSROOM AT HOME

Proposal: Permanently invest in IT resources to scale student loaner fleets to more students and promote technology access equity

> **Case:** East Bay's demographics specifically has shown student need for IT resources during COVID

- **Ideas:**
  - Increase student loaner pool for laptops, wi-fi hotspots, access tokens
  - Promote more license costs to be covered by the University
  - Partner with vendors for long-term discounts
  - Devise methods of delivery to students

  Examples:
  - Campus Learning Center (Library) loaner program
  - Academic Affairs device vouchers for students

- **Benefits:**
  - Allows for more equity in technology access and availability
  - Standardizes the compute environment for the student
  - Allows for the adoption of hyflex classrooms

THE CLASSROOM OUTSIDE

Proposal: Expand campus wi-fi capacity and capability to cover major areas of the campus, and even the parking lot

> **Case:** Test wi-fi in one parking lot was implemented and proved successful during COVID, with other requests of holding classes outside (art studios)

- **Ideas:**
  - Increase and scale wi-fi access to outside areas on campus, namely the open space near Starbucks, AE, and VBT open areas
  - Improve capacity of existing wi-fi routers across campus

  Examples:
  - Parking lot wi-fi access from MB building
  - Wi-fi access outside AE building for art classes in Spring 2021

- **Benefits:**
  - Allows for proper handling of connectivity needs as students, faculty, and staff become "denser" in terms of number of devices per person
  - Provides faculty with alternate modes of instruction while still utilizing campus locations
  - Provides better connectivity for the campus without needing to invest in costly wiring

THE WORKING CLASSROOM

Proposal: Centralize and formalize program of increased internship and work-based credits for students that work at different departments on campus

> **Case:** ITS has found great success in discovering talent and hard workers amongst the student population

- **Ideas:**
  - Improve and scale office of internship to centrally manage students and department opportunities for work study or internships, coordinating with each college and campus departments
  - Coordinate with academic affairs and the colleges in providing credit and class / work experience as part of the student curriculum

  Examples:
  - ITS student assistants in meaningful roles such as programming and project management

POST-COVID OPPORTUNITY SCAN

- **Benefits:**
  - Maintain East Bay as one of the region's best source for workforce applicants
  - Incorporate actual real-world jobs in a student's curriculum and curate their work resume with relevant experience even before graduating
  - Helps departments increase labor resources with lesser budget expenses

THE VIRTUAL CLASSROOM

Proposal: Adopt virtual and augmented reality labs in areas such as the nursing program

Case: Physical attendance required at certain labs provide less access to students

- **Ideas:**
  - Adopt an augmented reality space in nursing lab to save on equipment and allow participation by students across locations (Oakland, Concord)
  - Adopt a virtual reality lab for graphical labs such as those in architecture design or even math conceptualization courses
  - Connect to various locations (Oakland, Concord, Hayward)

  Examples:
  - SDSU augmented reality lab partnered with Microsoft
  - Proof of concept virtual lab by Prof. Yap (Math)

- **Benefits:**
  - More accessible labs that may be more cost-efficient in terms of virtualization vs. physical equipment (e.g. nursing "dummies")
  - More flexible configuration of labs that could be restrictive due to equipment

A DIFFERENT CLASSROOM

Proposal: Adopt cultural shift to allow experimental curriculum

Case: Augment the faculty with other modes of instruction

- **Ideas:**
  - Allow staff to teach, moderate (e.g., run section discussions), support Zoom sessions
  - Allow students to teach, guided and supervised by faculty and departments

  Examples:
  - UC Berkeley DeCal (https://decal.berkeley.edu/)

- **Benefits:**
  - Alleviate bottlenecks in course matriculation by providing more classes that can be taken at any given term
  - Allows the campus community, both staff and students, investment in instruction
  - Allows student exposure and work experience in instruction
  - Perhaps allows faculty to expand into other campus activity

March 2021