



*“There is no going back to pre-Covid times. There is only forward – to a new and uncertain future that is currently presenting us with an opportunity for thoughtful design.”* –[Amy Edmondson, Harvard Business School](#)

Our Summer 2021 MLI project is predicated on the knowledge that it will be difficult, if not impossible, to “go back to normal” in terms of the student experience on grounds when *fully half our* undergraduate students never will have been on grounds for a fully in-person class, and will *have no idea* what a pre-covid “normal” UVA experience looks like. College educators across the country, and we here at UVA across grounds, must grapple with how to (re)create college communities post-covid. ***Here, and in collab, are an [HBR](#) & a [NYT article](#)*** about the return to “normal” post-pandemic.

Your experiences at UVA, pre-covid, during covid, and now hopefully post-covid, make you *experts* on The University student experience. What makes *you* feel connected to a broader UVA community? What memories epitomize, for you, a shared UVA experience? What makes UVA students or alumni spontaneously yell “Wahoo Wah” at the mere sight of a UVA insignia across a crowded airport concourse (no doubt troubling security)?

The MLI Summer Project for 2021 asks you to use your expertise in the student experience to help UVA add, change, or re-envision pivotal elements of the student experience in order to provide a foundation from which all students can build strong community connection and joy-filled educational and social memories of UVA.

Programs and traditions, arise, hold sway, and fade as the needs of the students and of the institution change. Covid, perhaps more than any other event since the admission to UVA of minorities in the 1950s & 60s and then women in 1970—the Covid pandemic is a disruption significant enough to break open opportunities for thoughtful *re-design* of what “we have always done.”

- How can we reclaim—or define—that joy of a UVA, on-grounds, educational experience?
- What can UVA “be” or “do” to build strong bonds in our community after the “absences” of the pandemic?
- How do we improve majors, housing, grounds, etc. to build community when we’ve not been in community?
- What *type of experiences or structures* will create a deep sense of belonging and togetherness for us all?
- What was a pre-pandemic quintessential UVA experience? Why? To what purpose?
- What was a quintessential “In the time of Covid” UVA experience? Why? With what effect?
- Which existing structures or traditions can UVA leverage to better effect or discontinue altogether?
- What GOOD things came out of the pandemic, and how do we leverage those elements?
- How do CIOs recommit to community in the coming year? Are there ways to be more collaborative?
- Where would you locate the changes you might propose? Programming? CIOs? Housing? Student self-governance? Facilities? Administrative, Student, Staff and Faculty engagement? others?
- Why & how would your proposed ideas meet student needs or improve student experiences? support or improve student experiences, or speak to a need you identify?
- What high expectations should we set for our UVA/Charlottesville Community in a post-pandemic world?

We suggest that your proposals aim for maximum positive impact. Propose changes the school would want to continue beyond fall 2021 and that, ideally, would become standing expectations or traditions for students in the years to come. For example, there was a time when Summer Orientation at UVA didn’t exist as we know it. The Summer Orientation Program was once a truly revolutionary idea that is now a shared cultural landmark for how students are introduced to UVA it continues successfully a decade later. What revolutionary ideas (not orientation please) might your group develop to cultivate students’ overall sense of belonging to a broader UVA community on grounds and world-wide?

We’re asking you to take on the same problem the rest of the University is struggling with at this time. and to come up with proposals for: How the University can use the pandemic supplied break *positively* to rethink and to re-build community. How do we identify the traditions that sustained us and those we learned to question? How do all the voices of UVA’s community come together to create the positive UVA memories we’ll all hold & enjoy later?

*“College in a pandemic was not the experience that most students had in mind. But at year’s end, some see positive experiences and insights that came out of it.”—[NYT, 5.22.21](#)*

While it’s tempting to start generating ideas immediately, or to rush in and identify “positive experiences,” first we’d like you to look back. It’s vital to your project’s success that you understand students’ experiences at UVA and their experience of Covid are *far* from monolithic. To parse and then engage with those differences, we’d like you to do just a bit of pre-work before our class discussion on Thursday May 27<sup>th</sup>:

**Step 1: Individually** before class on 5/27, [briefly](#) list 1-2 responses for each of the following:

*Summer 2019 and your first 6 months in person on grounds*

- What did you expect or anticipate about UVA before you arrived on grounds in Fall 2019?
- What did you wonder about most before you arrived on grounds?
- How did UVA meet—or not meet—your expectations during your first semester?
- What were some memorable highlights of your first 6 months on Grounds?
- What group events or interactions are most memorable?
- How did you meet your first friend?
- Whom did you turn to for advice about academic life? Social life? All things “UVA”?
- What did it feel like sitting in your first-year classes?
- What was it that helped build connections among your room-, hall-, or dorm-mates?
- What’s important for students new to Grounds to experience in the Summer/Fall of 2021?

*February 2020, Covid, campus shut down, UVA’s move to primarily on-line instruction*

- How did you experience the two weeks when UVA shut down? (March 2020)
- Where did you spend the second half of the spring 2020 semester while taking class on line?
- What had you expected to do during summer of 2020? What did you do?
- Where, and how, did you attend classes in the fall of 2020 and the spring of 2021?
  - i. Where were you living?
  - ii. Who were you living with?
  - iii. Did you stay with the same group all year?
- *Which elements of this Covid year affected you, your family, and/or your education most?*
- What approaches to learning or working with others did you discover during the pandemic that you want to continue?

Think deeply, list your most authentic and insightful experiences, be ready to listen well to others’ and to share your own experiences.

**Step 2: In class** on Thursday 5/27

- In your small groups, share your responses about your first semester at UVA.
- In your small groups, share what your pandemic reality was like and its impact.

**Step 3: In class** on Thursday 5/27

- As a **full group**—discuss patterns of similarity and difference across what you’ve discussed in your small groups.

With Elgin Cleckley, you learned to develop big ideas, test them, and propose methods to implement them. In this the second phase of MLI, we ask you to employ all of your many skills, and to learn more, as you propose innovative, revolutionary ways for UVA to **“Reclaim Community and Connection Post-Covid.”**

**Propose your ideas via project deliverable formats and protocols specified in this document**

We'll post a copy of the project document to the MLI collab site and via email. We'll also post readings, videos, and other reference materials to COLLAB. Check the collab site (& your UVA email!) *frequently* for newly uploaded material.

**Our MLI approach to projects is all about collaborative groups**

For the MLI project, you're expected to propose viable ideas that speak to our core purpose. As you've learned, real-world projects often require you to work in **groups or teams** to best leverage strengths as you tackle the challenge you're set. In the MLI Summer Program, you'll work in **groups of five on the project**. You'll find a list of project groups in *Exhibit 1* of the project document. (Yes, if you're reading this in class, go ahead and turn to *Exhibit 1* now.)

**You have 4 project deliverables for the MLI summer project *Reclaiming Community and Connection Post-Covid***

You will share your work at different stages and in various formats over the course of the next 5 weeks. The important thing is to start early with your investigation, ideation, and surveys of prime audiences or clients for your ideas. You'll receive more specific guidance on each deliverable in our daily sessions; info about the first pitch is included below.

<b>Initial Pitch to MLI Faculty</b>	<b>Friday 6-11-21, 10:30-12:30</b>
<b>Proposal Client Deck</b>	<b>Monday 6-28-21, 4:00-5:00pm</b>
<b>Presentation Slides (<i>different from deck</i>)</b>	<b>Thursday 7-1-21 9:30am</b>
<b>Group Presentation In person &amp; via Zoom</b>	<b>Thursday 7-1-21 10:00am-1:00pm</b>

While the dates are likely set, times may change, you should keep up to date with weekly schedules and changes announced via email. Check your virginia.edu email and our collab site for updates. MLI is unpredictable!

**You'll focus your ideas on the student experience; but, your final *audience* are UVA decision makers**

Your audience for the project is the University's key decision makers at all levels, starting with Pres. Ryan. It's essential that your ideas are able to be widely adopted by the diverse audiences of UVA. Take care to be inclusive as you identify **all major stakeholders**, not just students, when imagining the implications of returning to Grounds. Note that you will have several opportunities in the early weeks of the program to meet with stakeholder groups who are also tackling these questions. You'll want to prepare questions to ask during each panel of alumni, students, University staff or University administrators. Make the most of the unprecedented MLI access to decision makers to strengthen your ideas.

As you work, keep in mind basic questions necessary for most projects. How can you bring your design thinking skills, tools, and technologies to bear in understanding the problem? What specific disciplinary approaches unique to your majors might help you to think through the project problem and solution? Again, here are some questions to help get you started. (*IMP- the lists of questions in the project document are not, we repeat, **not** a "check list" for the project deliverable, nor should you in any way structure the project deliverables sequentially around these initial questions.*)

- How do you create connection and community when you haven't been in diverse connection or community for the past 18 months?
- How do you envision the college experience after covid?
- What do you need and how do you get it?
- What do returning students need, and how do we help them get it?
- ***You don't have to envision something completely new—you can re-create, or fix, the old.***
- How do you understand the problem? What are its most important elements?
- Why do your specific ideas make sense and whom do those ideas need to persuade?
- Who has the power to grant your proposal?
- How will you create persuasive recommendations that are neither too extensive nor too narrow?
- What policies, programs, and/or stakeholder communities will your proposed changes affect?
- What is your proposal's *ideal* outcome?

As with any proposal, you'll also want to keep in mind the costs, both in **funding and in time**, to implement your ideas.

## Pay attention to key decision makers and the people vital to implement your ideas

To assist you, we've provided a list of probable decision makers—the audience you need to persuade—for the project. Your audience includes, but *is not exclusive to* stakeholders listed here. In addition, people on the list may serve as key contacts for you during this and future MLI or CIO projects. They are:

- **Jim Ryan**, President
- **Liz Magill**, Executive Vice President and Provost.
- **J.J. Davis**, Executive Vice President and Chief Operating Officer.
- **Margot Rogers**, Senior Adviser to the President, Strategic Initiatives.
- **Margaret Grundy**, Chief of Staff to the President
- **Virginia Evans**, Chief Information Officer.
- **Timothy Heaphy**, University Counsel
- **Jaime Leonard**, Director, Student Health; Health Promotion and Wellbeing
- **Matt Weber**, Senior Assistant to the President
- **Barbara Fried**, member, Board of Visitors, and Chair, Academic and Student Life Committee
- **Colette Sheehy**, Senior Vice President for Operations
- **Julie Caruccio**, Assistant VP of Student Affairs; Assoc. Dean of Students
- **Gay Perez**, Exec. Dir. of HRL, Assist. VP of Student Affairs
- **Jayla Hart**, Co-Chair of Housing & Residence Life
- **MJ Smith**, Co-Chair, of Housing & Residence Life
- **Countess Hughes**, Assistant Director of Assignments, Housing & Residence Life
- **Tab Enoch**, Associate Dean of Students
- **Vicki Gist**, Associate Dean of Students
- **Sarah Dodge**, Assistant Director, Orientation & New Student Programs
- **Funola Fagbohun**, Assistant Director, Orientation & New Student Programs
- **Mary Elizabeth Luzar**, Director of Student Engagement, Alumni Association
- **Julia Bartus-Dodson**, Assistant Director of Student Engagement, Alumni Association
- **Michael Mason**, Associate Dean of Students
- **Everette Fortner**, Associate Vice President of Career and Professional Development
- **Andy Petters**, Director of Residence Life, Orientation & New Student Programs, Associate Dean of Students
- **Demetrice Baskerville**, Assistant Dean of Students, Housing & Residence Life
- **Elisa Holquist**, Associate VP for Student Affairs

**Student Groups:** OLs, Class Councils, UPC, Student Mentoring Groups, RAs, Student Athletes, Transfer Students, Leaders in LatinX, AICPA, BSA, and Greek groups, veterans, FLIP, LGBTQ, international and graduate students.

*Exhibit 2* provides a list of school Deans across the University with whom you'll speak and who also may serve as potential resources for questions you may have.

Keep the audience of key decision makers in mind as you frame your research and as you create each of the deliverables for the MLI Project. You will succeed in your project if you develop a clear understanding of what matters to all stakeholders. *What matters* to the multiple *decision makers* in your audience who will listen to, consider, and who are responsible for *implementing* your ideas? Identify potential pushback on your ideas as well.

## The MLI “RCCPC” Project requires you to share your ideas and support one another

You'll be asked to provide short, group or individually written or orally presented “mini-deliverables” about elements of your project or the program in class throughout the summer. These mini “deliverables” will be done & due during sessions (or immediately thereafter). Participation, not preparation, will be needed. Essentially, you'll need to be able to answer the question, “where are you on your project” with specificity whenever asked.

Since you're familiar with design thinking approaches and Miro Software, we're also scheduling a review of Empathetic Design Thinking methodology with UVA and MLI alumna, Lauren Brown; time and date TBD, but likely in the early weeks of the program. In that session, no doubt, you'll be sharing your ideas.

Your first *official* deliverable is due on **Friday, June 11<sup>th</sup>** during our class session from 10:30-12:30. At that time each group will give a **3-4 min.** briefing to MLI faculty on your project ideas and progress. We'll then have 5-6 min. of Q&A and advice *from* the audience. You'll use **6-7** preliminary slides (more on this in class), and in a **concise**, persuasive manner each group will present its *working* ideas, progress and key insights. In addition, feel free to ask questions you'd like input on in relation to your project, resources, key decision makers, etc.

**Please follow specifications closely as you develop your Proposal Client Deck.**

Among your final deliverables will be a client deck of approximately **25 slides**, with additional exhibit or appendix slides—no more than seven, in which you share your final proposal. The client deck is just one, tangible, portable document administrators can access during future discussions around the topic.

Please submit the client deck portion of your project both electronically and in print format to the MLI faculty by **Monday 6-28-21** between **4:00-5:00pm** so that we can make it available to audience members prior to your group presentations.

The order, scope, design style, and emphasis with which you present your comprehensive plan for your proposal will, naturally, vary across groups. You will want to make sure that your deck: clearly states the reasons for any proposed changes, explores in sufficient depth which problem(s) you're solving for the University through your proposed changes, and provides a detailed, *well-researched*, logically organized, elegantly articulated and *persuasive argument* in support of your proposed ideas.

**Once you've finished the Client deck, you'll build presentation slides and present for 30 min.**

The final component of the MLI Project allows you to share your work with your peers and the public in a professional and persuasive manner that aligns with the way in which traditional organizations (including the University) vet new ideas. Each group will have a **30 min.** time slot within our 10:00 a.m.-1:00 p.m. window on Thursday July 1<sup>st</sup>.

Your public presentations will use a group presentation format. While you should plan for **15 minutes** of presented content and **15 minutes** of discussion and Q&A, you are free to bring in prototypes, mock ups, videos, interactive components, or any other materials you believe will help the audience visualize your ideas. Your goal is to help the audience envision and experience your proposal in a compelling manner. *Everyone* in your group should have an opportunity to present and speak before the gathered audience.

The audience will consist of your peers, your MLI faculty, invited key stakeholders and decision makers. The goal is—quite literally—to persuade the stakeholder audience to see the value of, and adopt, your ideas. Again, you have the opportunity to improve the way we build, maintain, and conceptualize community on grounds and indeed the nature of a UVA education, for current and future generations of students.

**You'll receive more detailed explanations for, and instruction about, how to prepare each deliverable as we proceed through the institute.**

**Exhibit 1: Find out to which you've been assigned for the MLI summer project**

MLI 2021 Summer Groups				
Group 1				
First Name	Last Name	UVA Email Address:	UVA Computing ID	School
Lily	Roberts	lar7sc@virginia.edu	lar7sc	Architecture School
Arnaldo	Sandoval-Guerrero	aas4kr@virginia.edu	aas4kr	Education School
Lexi	Magenheim	adm7yr@virginia.edu	adm7yr	College of Arts & Sciences
Katie	Coleman	kgc8z@virginia.edu	kgc8z	College of Arts & Sciences
Cleve	Packer Jr.	cp3ne@virginia.edu	cp3ne	College of Arts & Sciences
Group 2				
First Name	Last Name	UVA Email Address:	UVA Computing ID	School
Autumn	Samone Jefferson	Asj2evm@virginia.edu	Asj2evm	Architecture School
Maggie	Salomonsky	ms4azb@virginia.edu	ms4azb	Engineering School
Kyndall	Walker	kmw6at@virginia.edu	kmw6at	College of Arts & Sciences
Booker	Johnson	btj3fbk@virginia.edu	btj3fbk	College of Arts & Sciences
Joe	Heaphy	jah6wdp@virginia.edu	jah6wdp	College of Arts & Sciences
Group 3				
First Name	Last Name	UVA Email Address:	UVA Computing ID	School
Alexandra	Martin	adm8mwh@virginia.edu	adm8mwh	Engineering School
Chloe	Leon	cgl4zxt@virginia.edu	cgl4zxt	College of Arts & Sciences
William	Blackburn Thomas	wbt7cu@virginia.edu	wbt7cu	College of Arts & Sciences
Natalie	Del Carmen Nuñez	ndn8mfv@virginia.edu	ndn8mfv	College of Arts & Sciences
Jayden	Bolden	jab8xe@virginia.edu	jab8xe	College of Arts & Sciences
Group 4				
First Name	Last Name	UVA Email Address:	UVA Computing ID	School
Vy	Nguyen	nnp6kqj@virginia.edu	nnp6kqj	Engineering School
Anisa	Ahmed-Mohamed	aam7qbc@virginia.edu	aam7qbc	College of Arts & Sciences
Maddie	Davis	mrd8jgz@virginia.edu	mrd8jgz	College of Arts & Sciences
Justin	Carminucci	jmc8yac@virginia.edu	jmc8yac	College of Arts & Sciences
Jessiah	Lucien	jl5bcd@virginia.edu	jl5bcd	College of Arts & Sciences
Group 5				
First Name	Last Name	UVA Email Address:	UVA Computing ID	School
Matt	Lunsford	mrl5cr@virginia.edu	mrl5cr	Engineering School
Da	Kim	dsk2cu@virginia.edu	dsk2cu	Nursing
Carlos	Rodríguez	cr9kcv@virginia.edu	cr9kcv	College of Arts & Sciences
Liza	Khutsishvili	lk4cy@virginia.edu	lk4cy	College of Arts & Sciences
Jeremy	Verley	jkv3ka@virginia.edu	jkv3ka	College of Arts & Sciences

**Exhibit 2: You'll meet with each UVA School's Dean to gain insight into UVA**

*\*\*We've listed Deans in random order without intended hierarchy. Please don't read any presumed hierarchy onto the list.*

<b>Position</b>	<b>Name</b>	<b>School</b>
<b>Dean</b>	Dean Ila Berman 2016-2021 Dean Malo A. Hutson <i>Starts 2021</i>	<b>School of Architecture</b>
<b>Dean</b>	Dean Ian Baucom 2014	<b>College of Arts &amp; Sciences</b>
<b>Dean</b>	Dean Nicole Jenkins <i>2020</i>	<b>McIntire School of Commerce</b>
<b>Dean</b>	Dean Ian Solomon 2019	<b>Batten School of Leadership &amp; Public Policy</b>
<b>Dean</b>	Dean Risa Goluboff 2016	<b>School of Law</b>
<b>Dean</b>	Dean David Wilkes* 2015 <i>(awaiting announcement of new dean)</i>	<b>School of Medicine</b>
<b>Dean</b>	Dean Craig Benson 2015-until June 30 <sup>th</sup> Dean Jennifer West <i>Starts July 1<sup>st</sup>, 2021</i>	<b>School of Engineering and Applied Sciences</b>
<b>Dean</b>	Interim Dean Pam Cipriano 2019	<b>School of Nursing</b>
<b>Dean</b>	Dean Robert Pianta 2017	<b>University of Virginia School of Education and Human Development</b>
<b>Dean</b>	Dean Phil Bourne 2019	<b>School of Data Science</b>
<b>Dean</b>	Dean Scott Beardsley 2015	<b>Darden School of Business</b>
<b>Athletic Director</b>	Carla Williams 2017	<b>Virginia Athletics</b>
<b>Director</b>	Bill Antholis 2014	<b>The Miller Center</b>
<b>VPSA</b>	VP-SA Robyn Hadley <i>2021</i>	<b>VPSA</b>
<b>President, UVA</b>	President Jim Ryan 2018	<b>UVA Presidential Leadership Team</b>
<b>Exec. VP-COO</b>	EVP-COO J.J. Davis 2018	
<b>EVP-Provost</b>	EVP-Provost Liz Magill+ 2019	