By approaching the college transition as a continuum of resources and experiences from the moment a student receives their acceptance letter to when they select a major, we can provide greater support to students in their all-important first and second years."
-SVP Robyn Hadley, Presentation to UVA Board, 2022

Earlier this year, Vice President Robyn Hadley presented to the University's Board of Visitors about her vision for student affairs in the University's third century, she included in that vision her thoughts on "Reimaging the New Student Experience," with the quote above as a central theme of her presentation. The reasons for proposing this new approach to the student experience are many, including increased disengagement from students post-pandemic and the evolving needs of the students arriving on Grounds right now, firmly part of what is widely known as Generation Z – of which you are an important part.

For the MLI summer project, we ask you to research, analyze, organize, synthesize and then propose *essential, shared or similar experiences*, engagements, or interactions that ALL students should have *during their first 25 months* as members of the University of Virginia community. What do you want all students graduating from UVA to be proud of about their alma matter when they graduate? What elements should we add to students' experiences in the first 25 months? What should we subtract? Or, what needs to change to help students better understand and adopt the University's vision of what it means to be both "great and good?" **How should we build shared, *common* experiences for students that will bring us together and redefine what it means, fundamentally, to be a Wahoo in the University's 3rd century?**

In addition to the experiences themselves, we ask you to consider how to communicate with students about the critical, formative "UVA" experiences you've identified and the values or meaning behind them. How can we help students begin to learn about, *and engage with*, all the UVA educational experience has to offer, including our strong focus on leadership development for all students and the *central* role service holds in the UVA experience? How will your proposal(s) help UVA students set a foundation for *flourishing* in the their first 25 months that leads to success throughout their time at UVA?

"This is how I think about what it means to be great and good – it means striving not just for excellence, but excellence for the purpose of advancing the common good:

1. *Recruit and retain the best people, whether students, faculty, or staff;*
2. *Create and sustain an atmosphere where all can thrive and do their best work; and*
3. *Nurture a culture that emphasizes the importance of serving not just ourselves, but others."*

President Jim Ryan, "Great and good, revisited," *UVA Today, 2020.*

"As we move forward, we need to maintain the strong foundation we have built in developing citizen-leaders. At the same time, we need to ensure that opportunities for leadership and service are baked into the student experience at all levels and available to all students, no matter their background or socio-economic status."
VP Robyn Hadley, Presentation to the UVA Board, 2022

For the project, your group will be *randomly* assigned to **_either_**:
- **Phase I**: the *first 13 months of a student's engagement with UVA;*
- **Phase II** the *second 12 months* of a student's experience.

Phase I	Pre-matriculation	
	Fall Semester First Year	Spring Semester First Year
Phase II	Summer between first and second year	
	Fall Semester Second Year	Spring Semester Second Year

Specifically, we ask you to keep in mind these overarching goals for your proposed ideas.
Your proposed ideas should:

- Help students thrive as individuals **_and_** help them connect with other students on Grounds.
- Nurture a culture that values service to others **_as highly as_** personal achievement.
- Increase student engagement with the University, and **_with its resources designed to support,_** its integrated, robust academic and co-curricular student experience.
- Build deeper and more **_inclusive connection across different groups_** within the UVA community.

Due dates for key project elements are as follows:

Initial Pitch to MLI Faculty	**Monday 6-13-22 10:00am-12:30pm**
Proposal Client Deck	**Monday 6-27-22 4:00pm**
Presentation Slides *(different from deck slides)*	**Wednesday 6-29-22 12:00pm (noon)**
Group Presentation In person	**Wednesday 6-29-22 10:30-12:00 & 1:00-2:30**

While the dates are set, stuff happens, so again, review weekly schedules, ask questions, and pay attention to any stated changes. Check your virginia.edu email, and our COLLAB site for updates. In the summer, even with the high regard with which administrators and faculty hold the program, scheduling can be unpredictable. It behooves you to check in and communicate changes amongst yourselves and the MLI staff.

The MLI project requires specific deliverables, researched content & creative thinking to undergird ideas

Throughout the next five weeks you will work individually and as 4-5 person team to create your proposals. In MLI sessions you'll review design thinking, how to tackle a large project in a limited amount of time, how to manage yourselves in your groups and your group's work, and how to present a persuasive proposal to people who can make it happen.

Specifically, you'll do the following to share your MLI project ideas:

- Use ***direct style communication*** and ***storyboarding*** to draft a **pitch** of your <u>*initial*</u> ideas for the cohort
  - Pitch your idea(s) for **5 minutes**.
  - Then, use **10 min.** to answer questions and receive feedback on your initial insights.
  - You'll provide insight and ask questions for other groups.
- Share **a draft of your slide template with your peers for feedback**
- Create a <u>**client deck**</u> for key stakeholders that argues ideas persuasively <u>*with data*</u> & visuals.
- Develop audience-tailored, visually engaging **presentation slides** for a general stakeholder audience
- **Deliver a 30 min. presentation** of your group's proposal and **take extended questions from an** audience of University decision makers, MLI faculty, and your peers.
- **Proposal debrief & Next Steps** for your ideas: in-class, day after the presentations

The final element of the project—as with all projects—requires you to participate in a **post presentation project debrief Thurs. (6/30)** the day after all the presentations when you've had time to think about your own and others' ideas. During the debrief, we'll identify the most immediately viable ideas—both short term and long term—determine next steps we'll need to take to implement the viable ideas, identify cohort members who may wish to continue working with specific ideas, and identify to whom in the University the cohort should reach out to in order to move the ideas forward in the next 3-6 months.

We'll use our COLLAB site to post assignments, updated weekly schedules & post <u>*resources*</u>–check it often

We'll post all the necessary materials for the Institute to COLLAB as soon as they are available. Initially we'll provide a general calendar overview; but as you can imagine, the schedule is a highly flexible entity subject to change for both opportunistic and unavoidable reasons. Therefore, we'll post and email weekly updates on Fridays. It behooves you to check weekly schedules and emailed updates with great regularity.

For example, we might have a speaker who talks about the organizational structure of the University, and we'll post the UVA org chart to COLLAB for your reference. As you do your own research and connect with stakeholders, feel free to suggest to program staff other resources or items of interest we can post for the group. We firmly believe sharing of information and resources make all our work better.

We ground our MLI approach to projects in collaborative work, creativity, and clarity of vision

For the MLI project, you are expected to propose viable ideas that speak to the core purpose. Real-world projects often require you to work in **groups or teams** to best leverage strengths as you tackle the challenge you are set. In the MLI Summer Institute, you'll work in **groups of 4-5 on the project.** You'll find a list of project groups in *Exhibit 1* of the project document.

We suggest your proposals aim for **maximum positive impact.** Propose changes the school would want to continue beyond your time here at the University.[1] Ideally, what you propose would become a standing expectation, vision, value, experience, or tradition for students and/or will serve as cherished memories or pivotal moments of personal growth they'll associate positively with their time at UVA.

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[1] 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 begin their time at UVA, and it continues to grow and evolve successfully over a decade later. The positive redesign of Orientation is the reason we do not want you thinking about changes to Orientation.

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 President Ryan. It's essential your ideas be ones we can adopt across the diverse audiences of UVA. Take care to be inclusive as you identify **all major stakeholders**, not just students. Note that you will have several opportunities in the early weeks of the program to meet with stakeholders who are also tackling these questions. Use the central MLI access to decision makers to strengthen your ideas. You'll be asked to **prepare thoughtful questions in advance of meeting** with alumni, students, University staff or University administrators.

As you work, keep in mind basic questions necessary for most projects. How can you bring your design thinking skills or structured problem-solving approach 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. 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 essential elements? Sub-elements?
- Why do your specific ideas make sense and whom do those ideas need to persuade?
- Who has the power to grant your proposal?
- What is your proposal's *ideal* outcome?

- How will you create persuasive recommendations that are neither too extensive nor too narrow?
- What policies, programs, and/or stakeholder communities will your proposal affect? Why? How?

As with any proposal, you'll want to keep in mind the costs, both in *funding and in time,* to implement your ideas as well as any potential risks. However, please focus on the *possibilities*, not any constraints.

Reach out for input from key decision makers and the people vital to implementing your ideas

To assist you, we've provided a list of probable decision makers—the audience you need to persuade—for the project in *Appendix A*. Your audience includes the *Appendix A* decision makers, but it *is not exclusive to* those stakeholders. Don't forget to reach out to student organizations; they too are stakeholders. Consider how your proposal might affect or need the support of **Student Groups**: OLs, Class Councils, UPC, Student Mentoring Groups, RAs, Student Athletes, Transfer Students, Leaders in Latinx, AICPA, BSA, and Greek groups, veterans, FGLI, LGBTQIA+, international and graduate students.

In addition to the student movers and shakers just listed we also provide in *Exhibit 2* a list of University leadership, including school Deans from across the University who may also serve as potential resources for questions you may have about the project.

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 the *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 Project requires you to share your ideas and provide unconditional support to peers as they share

You'll need to be able to answer the question, "where are you on your project" with specificity whenever asked. Your participation throughout the institute in both the daily sessions and continually on the project is essential. For example, you're first deliverable/opportunity to discuss your project and get feedback, is due on Monday, 6/13 during our morning session. At that time, each group will give a briefing to MLI staff and your peers. You'll use 6**-7** preliminary slides (more on this in class), and give a **concise**, persuasive pitch about your *working* ideas, where you are in the process, and your key insights so far. MLI Staff and your peers will listen, provide insights, ask questions, and you should feel free to ask questions in your pitch.

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

Among your final deliverables will be a **client deck** of approximately **30 slides**, with additional exhibit or appendix slides—no more than ten, 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 be ready to submit the client deck portion of your project both electronically to the MLI faculty by **Monday 6-27-22** **by 4:00pm** so we can make it available to audience members prior to the presentations.

The order, scope, design style, and emphasis with which you present your proposal will, naturally, vary across groups. You will want to make sure your deck clearly articulates the reasons (the WHY) for your proposal. You'll also want to provide sufficient depth of analysis about any problems you identify, and—specifically-- how your proposal supports, extends, augments, or redresses key "communal" student experiences in the first 25 months of their engagement with the university. Then you'll provide detailed, *well-researched*, logically organized, elegantly articulated, and *persuasive arguments* 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 10:30-12:00 and 1:00pm-2:30pm window on Wednesday, June 29th.**

Your public presentations will use a group presentation format. While you should plan for **15 minutes** of presented content and **13 minutes** of discussion and Q&A, *you are free to bring in prototypes, mockups, 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 to answer questions during the Q&A portion. You'll work collaboratively on all elements of the project, and the presentation will show the quality of your proposals and the collaborative power of your group.

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 MLI Summer Project group you've been assigned

Group 1

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Jena	Lahham	jil2bqf@virginia.edu	She/Her/Hers	Architecture
Renee'	Bryan	reb8dz@virginia.edu	She/Her/Hers	Batten
Joseph	Ascoli	jwa5p@virginia.edu	He/Him/His	CLAS
Jonathan	Swap	js7jx@virginia.edu	He/Him/His	CLAS

Group 2

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Jo	Wiggins	jmw4up@virginia.edu	They/Them/Theirs	Architecture
Christian	Taylor	cnt8mjv@virginia.edu	He/Him/His	Batten
Jewel	Elliott	jae8xmg@virginia.edu	She/Her/Hers	McIntire
Amanda	Leizman	al4fez@virginia.edu	She/Her/Hers	CLAS
Daniel	Bojo	dnb7sz@virginia.edu	He/Him/His	CLAS

Group 3

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Hamza	Ahmed	ha8xf@virginia.edu	He/Him/His	Engineering
Yasaar	Ellis	yie8jcd@virginia.edu	He/Him/His	McIntire
Annika	Antholis	aea6e@virginia.edu	She/Her/Hers	CLAS
Susan	Gonzalez Guevara	sag5njh@virginia.edu	She/Her/Hers	CLAS
Ashley	Barricks	bkw3kz@virginia.edu	She/Her/Hers	CLAS

Group 4

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Luke	McNabb	lfm6cvu@virginia.edu	He/Him/His	Engineering
Lillian	Rojas	lar6zsg@virginia.edu	She/Her/Hers	Batten
Nate	Anteneh	nta7pk@virginia.edu	He/Him/His	CLAS
Elena	Novak	egn8dae@virginia.edu	She/Her/Hers	CLAS
Roshan	Baddeliyanage	rjb9wq@virginia.edu	He/Him/His	CLAS

Group 5

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Esther	Yi	esy4nq@virginia.edu	She/Her/Hers	Engineering
Skyla	Bailey	sab5wg@virginia.edu	She/Her/Hers	McIntire
Jonathan	Marter	jam5ms@virginia.edu	He/Him/His	CLAS
Maya	Tietz	met9krd@virginia.edu	She/Her/Hers	CLAS

Group 6

First Name:	Last Name:	UVA Email Address:	My preferred pronouns:	School:
Amia	Graham	aag9ww@virginia.edu	She/Her/Hers	Nursing School
Megan	Sugg	mas2hj@virginia.edu	She/Her/Hers	McIntire
Brandon	Brown	bab9dv@virginia.edu	He/Him/His	CLAS
Esha	Saigal	es2sy@virginia.edu	She/Her/Hers	CLAS
Eli	Blaufuss	egb9sn@virginia.edu	He/Him/His	CLAS

Exhibit 2: You'll meet many of the leadership team, administrators & several of UVA School's Dean to gain insight

**We've listed Deans in random order without intended hierarchy.

Position	Name	School
President, UVA	President Jim Ryan 2018	**Presidential Leadership Team**
Exec. VP-COO	EVP-COO J.J. Davis 2018	
EVP-Provost	EVP & Ian Baucom 2022	
VPCSA	Vice President and Chief Student Affairs Officer VP-SA Robyn Hadley *2022*	**VPSA**
Associate VP	Associate VP-Strategic Initiatives, Student Affairs Toya Corbett	**VPSA**
Dean	Dean Malo A. Hutson 2022	**School of Architecture**
Dean	Interim Dean David Hill 2022	**College of Arts & Sciences**
Dean	Dean Nicole Jenkins *2020*	**McIntire School of Commerce**
Dean	Dean Ian Solomon 2019	**Batten School of Leadership & Public Policy**
Dean	Dean Risa Goluboff 2016	**School of Law**
Dean	Dean Dr. Melina R. Kibbe 2021	**School of Medicine**
Dean	Dean Jennifer West 2021	**School of Engineering and Applied Sciences**
Dean	Interim Dean Pam Cipriano 2019 Marianne Baernholdt *New--8/1/22*	**School of Nursing**
Dean	(Outgoing) Dean Bob Pianta 2007 *Stephanie J. Rowley New—Summer 2022*	**University of Virginia School of Education and Human Development**
Dean	Dean Phil Bourne 2019	**School of Data Science**
Dean	Dean Scott Beardsley 2015	**Darden School of Business**
Vice President	Kevin McDonald 2019	**Diversity, Equity, Inclusion, and Community Partnerships**
Vice Provost	Steve Farmer 2020	**Enrollment (Admissions, Registrar, Financial Aid)**
Director	Melody Barnes 2021	**Director, UVA Democracy Initiative**
Director	Bill Antholis 2014	**The Miller Center**

Appendix A: List of Administrative contacts within UVA who are fonts of UVA knowledge (this is not an exhaustive list but, along with the others noted above, a good place to start)

Margot Rogers, Senior Adviser to the President, Strategic Initiatives
Margaret Grundy, VP & Chief of Staff to the President
Rachel Spraker, Senior Director for Equity and Inclusive Excellence
Sly Mata, Director of Diversity Education, ODEI
Jaime Leonard, Director, Student Health; Health Promotion and Wellbeing
Matt Weber, Senior Assistant to the President
Barbara Fried, Board of Visitors; Chair, Academic and Student Life Committee
Colette Sheehy, Senior Vice President for Operations
Julie Caruccio, Assistant VP of Student Affairs
Gay Perez, Exec. Dir. of HRL, Assist. VP of Student Affairs
Countess Hughes, Assistant Director of Assignments, Housing & Residence Life
Tab Enoch, Associate Dean of Students
Vicki Gist, Assoc. Dean of Students; FSL & Multicultural Student Services
Sarah Dodge, Assistant Director, Orientation & New Student Programs
Funlola 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
Kim Sauerwein, Interim Assoc. VP of Career and Professional Development
Andy Petters, Dir. of Res. Life, Orientation & NSP, Assoc. Dean of Students
Demetrice Baskerville, Assistant Dean of Students
Elisa Holquist, Associate VP for Student Affairs
Josipa Roksa, Total Advising—Mentoring Program Coordinator
Carrie Rudder & Hunter Finch, University Career Center/Exploration Team