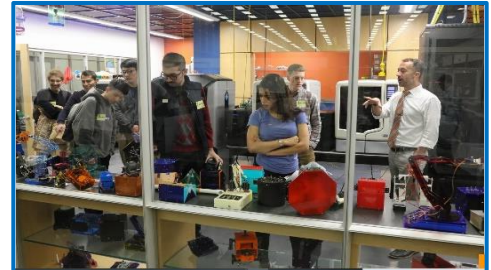# Meriwether Lewis (Online) Institute for Citizen Leadership
Summer 2020 Project Document

We <u>will</u> eventually return to Grounds, yet...

UVA alumna Margaret Brennan.

"It will not be a normal semester next fall, regardless of which path we follow."
-Pres. Jim Ryan, *Face the Nation, 5/10/20*

MLI Summer 2020 Project Question:

How do we return to grounds, follow CDC guidelines, and generate widespread support for potential changes to student life that will allow everyone to have a meaningful, <u>safe</u> UVA educational experience together? How do you advise the university go about changing the norms, perhaps the very essence, of its culture of a close-knit, residential community?

Allison Martin, MD @globalsurgallie · May 11
My dad is a lead SOS @TVAnews Paradise. I'm a chief surgery resident @UVASurgery. He has always understood the long hours, constant emergencies/forced over, relentless nature of the job. He's the hardest working person I've ever met.

This is what essential workers look like.

maintain social distancing at all times during move-out —6 feet—

wear face coverings — wash hands frequently

leave any trash or unwanted belongings in the room

see locations in the gooch lounge to: donate clothing and new/unopened items — return rented textbooks/donate textbooks

Let's learn from what has happened so far to inform future decisions.

STAY HOME. STOP THE SPREAD. SAVE LIVES.

"In the classic hero's journey—the archetypal plot structure of myths and movies—the protagonist reluctantly departs from normal life, enters the unknown, endures successive trials, and eventually returns home, having been transformed. If such a character exists in the coronavirus story, it is not an individual, but the entire modern world. The end of its journey and the nature of its final transformation will arise from our collective imagination and action. And they, like so much else about this moment, are still uncertain." Ed Yong, "Why the Coronavirus is so Confusing," *The Atlantic,* 4/29/20.

The corona virus has brought unique challenges to all aspects of our lives, and student life at the University of Virginia is no exception. While we do not know the particulars of how the University will open this fall, we do know that things will need to be different in order to protect our community, and the Charlottesville community, from the impact of a large-scale outbreak of the virus. ***During the MLI Summer Institute, we ask you to propose strategies-- courses of action-- that encourage students, faculty and staff to understand, commit to, and follow necessary guidelines in order to mitigate risk, maintain school operations and maximize the health and safety of the University and the surrounding community. How can we create the new normal? How do we promote buy-in and accountability across all stakeholders? How do we continue to build our strong UVA community within the necessary parameters?***

"We're now working to identify the date about which we need to make a decision about the fall. We'd like to push that date back as far as possible so we have as much information as we can to make the decision. But we also realize we need to make it far enough in advance so people can plan." —Pres. Jim Ryan

As of this writing, UVA has not decided when, or how the University will open for students for a fall semester. **How do we bring students back safely to grounds without engendering a new Covid-19 outbreak that would negatively affect the entire Charlottesville community?**

The primary purpose of the "*Safe Return to Grounds*" MLI project is to propose ideas for how UVA can best build safe, strong bonds and meaningful collegiate experiences for incoming First Years and all returning students. We're asking you to take on the same problem the rest of the University is struggling with and come up with proposals for: how the University will need to change in order to *abide by social distancing guidelines*, and—most importantly—how can we *communicate* with stakeholders so as to create strong understanding and buy-in among students for a "new" UVA on-grounds experience. How will UVA rise to the challenge and fully engage its student self-governance model to bring students together to make a safe return to grounds possible for students, faculty, staff, and the Charlottesville community? In times of crisis, we have always leveraged the strength of student self-governance to help our community through the most difficult times and we know this crisis will be no exception.

The task is a daunting one in aggregate, and so we've broken it down into focus areas so you can begin to visualize the parts and pieces needed for a successful strategy. You may focus on one strategy or implementation area to begin to formulate solutions. In the end, the pieces will need to come together into a cohesive package for any strategy or campaign to achieve the goal of keeping the community safe.

	Overall Theme Social Norming Campaign *What messages will people respond to most?*					
	Area of UVA community/ experience in which to enact the message.	**Mobility/ Transit**	**Dining**	**Residence Life**	**Social Life on and off grounds**	**Student self-governance activities**
—	**Social Norms Marketing**					
Suite of Strategies to enact the core theme	**Bystander education**					
	Community Interaction & Safety					
	Accountability Norms *Incentives/disincentives/ Communication/Compliance*					
	Promote Virus Mitigation, Health attestation, & **Testing** *(Masks/Hand hygiene/forms re: health, quarantines, cleaning/sanitizing, contact tracing, testing),*					
	Travel & Group limits					

Before you begin, your group should take time to understand the context of both the Coronavirus and the issues UVA, like all institutes of higher learning, faces. You might start by sharing your experience with Covid-19 and quarantine as well as your own individually lived version of a "positive UVA experience." Here is an opportunity to use your empathy skills; again, remember what you discussed along these lines in Prof. Cleckley's class.

While we know you've already heard a great deal about the coronavirus, we're providing a group of readings so we'll have shared background knowledge from which to start our discussions. We posted the "MLI packet" to collab and include a list of its videos and readings in *Exhibit 1.* As you read the articles, and as you amass your own research, we ask you to pay special attention to the question of **what messaging UVA needs to create**, from a behavioral science perspective, to create buy-in from all community members for, and enact the protocols of, the "new normal." UVA is not alone; colleges, universities, institutions and businesses of all kinds are grappling with the same problem

As you work on the project, please bring to bear all the design thinking tools you learned with **Prof. Elgin Cleckley.** You learned how to break down problems into component parts, to observe behaviors, to envision potential solutions, to iterate and revise ideas, and to present your ideas to key decision makers. For example, you might use the six-areas of design system of thinking Prof. Cleckley taught you which we've included in *Exhibit 2* for your convenience.

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 grappling with these questions as they pertain to public health, logistics, the integrity of the academic program and other central questions and concerns related to a return to Grounds. You might return to the stakeholder exercise you used this spring to help you understand your stakeholders. As a group, you'll want to prepare before every panel so you come with solid questions to ask the panels of important leaders and stakeholders.

Exhibit 3 of this assignment document provides an initial, basic list of aggregated data resources that can help you understand the scope of Covid-19 from a national perspective, and from the perspective of the Virginia and Charlottesville communities/areas within which UVA resides.

A copy of the project document is posted to collab, and we can email you a copy as well if that's helpful. Periodically, we'll post to Collab additional readings, videos, and other essential reference materials we think may be helpful to you; of equal importance, *weekly schedules* will be posted to the MLI Collab site. Check the collab site, or notifications from collab, about uploaded new material with frequency.

FACILITIES MANAGEMENT

Mission statement

Creating and caring for the physical environment in which those who seek enlightenment, knowledge, health and productive lives can flourish.

Our MLI approach to group projects, key stakeholder resources, and project due dates are below

For your projects, 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 want to identify present opportunities, innovations, and solutions, yet also keep in mind how the changes you propose may be needed for more than one semester or even one year. Once you've grappled with the problem and developed solutions, you'll communicate your arguments clearly and in a compelling, persuasive fashion in a proposal deck, presentation slides, and an on-line presentation to key decision makers. Consider how best to frame your argument, your story, and your data in support for your final proposal.

As you work, keep in mind basic questions necessary for most projects. You'll also want to review specific disciplinary approaches to problem solving in addition to the design thinking strategies mentioned previously.

- How do you understand the problem? What are its most important elements?
- What are the hard and fast Coronavirus guidelines your proposal must abide by?
- Why do your specific ideas make sense and whom do those ideas need to persuade?
- Who has the power to make the decisions your proposal will need made?
- 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?

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

To assist you, we've provided a list of probable key decision makers—the audience you need to persuade—for the project. Your audience includes, but *is not exclusive to* stakeholders listed here and the list of Deans in *Exhibit 4.* In addition, the 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.
- **Dr. Mitchell Rosner,** Chair, Dept. of Medicine.
- **Carl Zeithaml**, Exiting Dean, McIntire School
- **Nicole Jenkins, New** Dean of McIntire
- **Archie Holmes**, Vice Provost for Academic Affairs.
- **Margot Rogers**, Senior Adviser to the President, Strategic Initiatives.
- **Margaret Grundy,** Chief of Staff to the President
- **Virginia Evans**, Chief Information Officer.
- **Dr. Chris Holstege**, Exec. Director of Student Health
- **Dr. Denise Bonds,** Thomas Jefferson Health district
- **Dr. Amy Mathers,** Infectious Diseases and Int'l Health
- **Dr. John Voss,** Gen. Med., Geriatrics & Palliative Care
- **Brie Gertler**, Commonwealth Prof. of Philosophy.
- **Timothy Heaphy**, University Counsel
- **Jaime Leonard, Director,** Student Health; Health Promotion and Wellbeing
- **Anika Kempe,** Student Health, Assistant Director of Marketing

- **Matt Weber,** Senior Assistant to the President
- **Chief Longo,**
- **Marsh Pattie,**
- **Elgin Cleckley,** Prof. Design Thinking, ARCH.
- **John Jeffries**, Senior VP for Advancement.
- **Barbara Fried,** member, Board of Visitors, and Chair, Academic and Student Life Committee
- **Colette Sheehy,** Senior Vice President for Operations
- **Rich Kovatch**, Assoc. VP for Business Operations
- **Allen Groves,** Assoc. VP for Student Affairs & University Dean of Students
- **M. Wynne Stuart**, Assoc. Provost for Academic Support and Classroom Management
- **Julie Caruccio,** Assistant Vice President of Student Affairs; Associate Dean of Students
- **Gay Perez,** Executive Director of Housing & Residence Life, Assistant Vice President of Student Affairs
- **Everette Fortner,** Associate Vice President of Career and Professional Development
- **Andy Petters,** Director of Residence Life, Orientation & New Student Programs, Associate Dean of Students
- **Anna Winter,** Co-Chair of Housing & Residence Life
- **Elisa Holquist**, Associate VP for Student Affairs

- ***Student Groups:*** Peer Health Educators, Student Mentoring Groups, RAs, TAs, Student Athletes, Transfer Students, Leaders in LatinX, AICPA, BSA, and Greek groups, veterans, FLIP, LGBTQ+, international and graduate students.

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 "Safe Return to Grounds" Project--Sequence of Deliverables

1. **Every Wednesday:** 11:30am-12:30pm Weekly information and project updates with MLI staff
   a. 11:30-11:45 Information update
   b. 11:45-12:30 Project up-date & Q&A with assigned MLI contact
   c. Be ready to brief your MLI contact on the current state of your project at the top of each meeting.

2. **Frequent, weekly "mini-deliverables—during sessions.** You'll be asked to provide short, group or individually written or oral "mini-deliverables" about elements of your project or the program. These mini deliverables will be done & due during sessions (or immediately thereafter). Participation, not preparation, needed.

3. **Tuesday 6/2—**2:00pm: Review of Empathetic Design Thinking methodology with Prof. Elgin Cleckley *[Confirmation pending for date and time.]*

4. **Thursday 6/12** 2:00pm: **Project 1**
   a) **3-5 min.** briefing (presentation) to MLI Faculty—3-4 min. for Q&A (be succinct & ready to take notes on what you're asked.)
   b) In a concise persuasive manner each group will present its *working* ideas, key insights, and ask questions you may have about the project or additional resources.
   c) Use 4-8 preliminary slides to support your working ideas— to practice the slide design we'll ask you to use, make sure to include:
      i. a title slide,
      ii. a "non-agenda" blueprint slide,
      iii. an image focused argument slide
      iv. a data focused argument slide, a
      v. balanced data and text slide, and
      vi. a final slide to use behind you during Q&A.

5. **Sunday 6/28** 4:00pm-5:00pm **Final Project Deck Due & Blurb for Presentation order document.**
   a) **Final Client Deck due before 5:00pm**
   b) Please submit your PDF of your final deck electronically to Pat Lampkin, Nicole Eramo, Marcia Pentz, Gary Ballinger and Morgan Stearns.
   c) Please also post the PDF (check final format carefully!!) to the MLI Collab site.
   d) Follow the deck design conventions explained in the section below and developed in conjunction with your visual design course.
   e) **MAKE SURE to send Marcia & Gary a 3-4 sentence description of your key proposal to share with the audience prior to your presentation on 7/2.**

6. **Thursday 7/2** 10:00am-1:30pm **Final Project Presentation to Stakeholders.**
   a) **Public Final Group Presentation via Zoom**
   a) Post your final Presentation slides by 10:00am 7/2 to the course Collab site.
   b) Presentations will take place via Zoom, and you'll have a schedule Monday (6/29)
   c) Make sure everyone has access to the final version of your presentation slides—prepare for technical difficulty, for screen sharing in real time, and to manage zoom screen share with ease.
   d) Make sure presentation slides follow presentation slide conventions **not** deck slide conventions.
   e) Presentation slides have less text and more supporting graphics to help audiences follow structure, compare ideas, and easily access the data you present in support of your idea. Make your final ideas crystal clear to audiences; persuade the audience to enact your proposals.

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

Exhibit 1: We've provided the following resources as in common readings you can do after our first subject expert speakers on Thurs. May 28.

- **What is a coronavirus? Elizabeth Cox TedEd, 5/14/20**
  https://www.youtube.com/watch?v=D9tTi-CDjDU

- **The Atlantic; Why is the Corona Virus so confusing?**
  https://www.theatlantic.com/health/archive/2020/04/pandemic-confusing-uncertainty/610819/

- **An incalculable Loss, NYT, 5-24-20**
  https://www.nytimes.com/interactive/2020/05/24/us/us-coronavirus-deaths-100000.html

- **3-D Simulation of Corona Virus Transmission while talking**
  https://www.nytimes.com/interactive/2020/04/14/science/coronavirus-transmission-cough-6-feet-ar-ul.html

- **Talking Can Generate Coronavirus Droplets That Linger Up to 14 Minutes**https://www.nytimes.com/2020/05/14/health/coronavirus-infections.html

- **NHK Video test of contamination by one person at buffet,**
  https://www.delish.com/food-news/a32493785/black-light-restaurant-experiment/

- **Why some refuse to stay home or wear masks.**
  Fuqua Consumer Behavior Professor--article and 5 videos— (watching all=approx. 38 min.)
  https://www.fuqua.duke.edu/duke-fuqua-insights/covid-19-why-some-refuse-stay-home-or-wear-masks

- **The Psychology Behind Why Some People Won't Wear Masks** -Scottie Andrew, CNN
  https://www.cnn.com/2020/05/06/health/why-people-dont-wear-masks-wellness-trnd/index.html

- **College Made Them Feel Equal. The Virus Exposed How Unequal Their Lives Are.**
  https://www.nytimes.com/2020/04/04/us/politics/coronavirus-zoom-college-classes.html

- **Opinion: Charles Blow, Covid-19, Confusion and Uncertainty**
  It will be a difficult road back to any kind of normal living
  https://www.nytimes.com/2020/04/22/opinion/coronavirus-future.html

- **Erin Bromage's (*viral*) blog: "COVID-19 MUSINGS"**
  Clear, straight forward answers to the questions you ask daily (i.e. "can we have BBQs?")
  https://www.erinbromage.com/post/the-risks-know-them-avoid-them

- **Report of the Higher Education Sub-Committee – Reopen Connecticut**
  Provides recommendations to Connecticut's governor on how to re-open the state's colleges that track closely to UVA's work in this area. https://portal.ct.gov/-/media/Office-of-the-Governor/News/20200506-Recommendations-to-Governor-Lamont-for-a-phased-reopening-of-colleges-and-universities.pdf?la=en

Exhibit 2: Potential Grid of topics and the Prof. Cleckley thought process combined for your Convenience as you start to think about the project central question

Prof. Cleckley's 6D Framework ➡	Spaces	Systems	Objects	Products	Graphics	Experiences
⬇ Area of UVA community/experience:						
Mobility/Transit						
Dining						
Residence Life						
Social Life on and off grounds						
Student self-governance activities						

Exhibit 3: Use the data resources listed here *after* reading the "MLI Packet" articles on collab

Center for Disease Control (CDC): https://www.cdc.gov/coronavirus/2019-ncov/index.html
- CDC Reopen guidance (original & now posted):
  https://www.documentcloud.org/documents/6895622-CDC-COVID-19-Response.html
- CDC Decision trees-reopen: https://www.documentcloud.org/documents/6883736-CDC-documents.html
- CDC Dec. tree *posted*: https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/ReOpening_America_Cleaning_Disinfection_Decision_Tool.pdf

White House "Opening America Again" guidance: https://www.whitehouse.gov/openingamerica/

World Health Organization (WHO): https://www.who.int/

What is a coronavirus? Elizabeth Cox, TedEd, 5/14/20 https://www.youtube.com/watch?v=D9tTi-CDjDU

Virginia Department of Health:
Covid-19 dashboards & aggregated data for the state of Virginia. Numbers are preliminary and close out at 5 PM the day before posting. Case counts reflect what has been reported to VDH by healthcare providers and laboratories. [The demographic data is incomplete due to unreported demographic data, but is becoming more reliable over time. UVA resides in the Charlottesville City & Albemarle County/Thomas Jefferson Health District, but in-state UVA students come regions all over the state. And, of course, out of state & international students are from places with their own unique Covid data.
Main Site: https://www.vdh.virginia.gov/coronavirus/ VA Covid Data Dashboad: https://tinyurl.com/vadatatableau

Virginia Hospital and Healthcare Association's **Virginia Hospitals Covid-19 Dashboard**:
An excellent resource for updated information about current hospital admission rates. It has up date information on hospital admissions, ventilator capacity and use, as well as PPE supply status. https://www.vhha.com/communications/virginia-hospital-covid-19-data-dashboard/

FiveThirtyEight:
This site has aggregated forecasts for the U.S. and all 50 states from multiple models that may be of value in considering what the range of outcomes might be and also to give you insight into the models that key stakeholders are referring to in making their decisions. While forecast models (particularly those that rely on aggregated human behaviors) are notoriously inaccurate early on in a phenomenon such as this, they become considerably more useful as more data are incorporated. https://projects.fivethirtyeight.com/covid-forecasts/

CovidActNow: The site is the work of a multi-disciplinary group of data scientists, epidemiologists and other health experts; it combines data and projections for states (but not localities) and models reinfection rates and the extent of hospital system overload under different reopening scenarios. https://covidactnow.org/state/VA

Covid Tracking Project: *The Atlantic* site is a one-stop site for current Covid-19 data from all states. It's updated frequently throughout the day and has links to each state's data sources. https://covidtracking.com/

Coronavirus: A visual guide to the economic impact, Lora Jones, Daniele Palumbo & David Brown, *BBC News*, 30 April 2020. https://www.bbc.com/news/amp/business-51706225

How Corona Virus is affecting millions of college students (video) https://www.cnbc.com/video/2020/03/26/how-coronavirus-changed-college-for-14-million-students.html

> ****In the MLI Collab site, "Project Resources" folder, you'll find numerous articles we've posted that focus specifically on reopening colleges and schools.**

Exhibit 4: In addition to the multiple stakeholders you'll meet via panels, and whom you should consider as you devise your projects, you'll also meet individual UVA Deans who may need to implement what you propose in their schools.

Title/Name	School/Organization
Dean Ila Berman	School of Architecture
Dean Ian Baucom	College of Arts & Sciences
Dean Nicole Jenkins	McIntire School of Commerce
Dean Ian Solomon	Batten School of Leadership & Public Policy
Dean Risa Goluboff	School of Law
Dean David Wilkes	School of Medicine
Dean Craig Benson	School of Engineering and Applied Sciences
Interim Dean Pam Cipriano	School of Nursing
Dean Robert Pianta	Curry School of Education and Human Development
Dean Phil Bourne	Dean of School of Data Science
Dean Scott Beardsley	Darden School of Business
Athletic Director Carla Williams	Virginia Athletics
Director Bill Antholis	The Miller Center
Past Dean, Prof. Carl Zeithaml	Co-Chair of the 2020 Committee