

Assessing the accuracy of the client's concerns about intolerance at Cornell is challenging due to the concept of **pluralistic ignorance**. This occurs when individuals falsely believe that everyone else thinks/feels/believes, this is normally caused by the **threshold model**, which is when a person's threshold on an issue, is set by a certain number of persons that they see supporting an idea before they themselves publicly support that issue. If that threshold is low that person is said to be **Expressive utility**, where they can say what they truly think, on the counter side if that threshold is high that person is said to be **Reputational utility**, where in this case the person has a desire to be accepted/ respected even if deep down inside they agree with that current movement. In the context of political views at Cornell, students may hesitate to express dissenting opinions if they perceive a prevailing majority disagrees. To unravel this complexity, a comprehensive and anonymous survey can be conducted, aiming to gauge the true spectrum of political beliefs on campus. This approach allows students to share their views without fear of repercussions, providing a more accurate understanding of the collective sentiment.

If the client's concerns are validated, early steps to organize for change should involve fostering a more inclusive **Public Sphere**. A public sphere is a social space in which different opinions are expressed, problems of general concerns are discussed, and collective solutions are developed communicatively. This can be achieved through initiatives that encourage open dialogues, such as town hall meetings or forums where students from diverse political backgrounds can express their views. Additionally, workshops on media literacy should be implemented to equip students with the skills to critically evaluate information sources, mitigating the impact of potential misinformation. To address the need for Cornell-wide changes, the client can initiate a **Social Movement**, collaborating with like-minded individuals and organizations. These are attempts to intervene in the public sphere through collective, coordinated action. A social movement is both

a type of (counter)public itself and a claim made to the public that a wrong should be righted or a change should be made. This movement should focus on promoting tolerance, understanding, and a culture of respectful discourse, engaging the broader Cornell community in the pursuit of a more inclusive university culture. Furthermore, early steps should involve reaching out to potential coalition partners, including political opponents, emphasizing shared values and a commitment to fostering an environment where diverse perspectives are not only heard but also respected. Through these multifaceted strategies, the client can contribute to a more tolerant and understanding culture at Cornell.