

# **DEA 4500– Policy Meets Design:**

## **High-Impact Facilities of the 21st Century** Fall 2025

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## **POLICY** meets... **DESIGN**

**Credits**

3 cr.

**Date/Time**

MW / 2:55-4:10 PM, Savage Hall (SVG) Rm 200

**Instructor**

**Rana Zadeh**, PhD, M.Arch, Assoc. AIA, EDAC, LEED AP  
Associate Professor, Co Director HDIL [rs952@cornell.edu](mailto:rs952@cornell.edu)

**TA**

**Ruth Wang** office hours via appointments by email  
[Iw756@cornell.edu](mailto:Iw756@cornell.edu)

**Invited Guest lecturers**

**Mark Furgeson**, Industry expert and visionary, Former President of FreemanWhite, Senior Managing Director Healthcare Real Estate, Ankura  
mark.furgeson@ankura.com

**Michele Flanagin**, Vice President, Delivery System Planning, Kaiser Foundation Health Plan

**Patricia Morsch**, PT, PhD, Advisor, Healthy Aging, Family, Health Promotion and Life Course – Healthy Life Course, World Health Organization

**Jay Koo**, Senior Director, Finance, Kaiser Permenente

**Yazdi Bagli**, Executive Vice President of Enterprise Business Services, Kaiser Permanente

Class Zoom link for speakers online: <https://cornell.zoom.us/s/98969730285>

Meeting ID: 989 6973 0285, Passcode: Transform phone: +1 646 518 9805 US (New York)

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Office hours for Prof Zadeh in person at MVR 2425 or online at the link below.

<https://cornell.zoom.us/j/94617787783?pwd=T2pKYjZMTUEySzIUL2ZWekITVXZBUT09>

Meeting ID: 946 1778 7783, Passcode: Strive

## I. Overview

This course has been co-created and co-led by forward-thinking community, national, and global leaders. This course challenges our notions on ways policy and design can empower people, organizations, and communities to achieve health-related operational and business objectives.

In this class, we think critically together to analyze policies, identify environmental strategies, and propose and design solutions to improve lives. Course modules examine how concepts such as environmental psychology, behavioral economics, spatial analyses, human-centered design, LEAN, and systems approach can be used to optimize environments and policies to produce healthy, and sustainable facilities and communities.

We study the issues from multiple stakeholder perspectives, explore bottom-up and top-down approaches to catalyze positive change. The lessons learned and case studies shared are from health and healthcare and can be applied by the students to their area and sector of interest. Students contribute actively to the course content by customizing their readings and leading discussion sessions on a weekly basis.

Seniors and grads welcome juniors and sophomores with permission of instructor may enroll.

## II. Format and Procedures

The class entails readings, lectures, debate discussions and reflections, and real-life data collection.

## III. Course Aims and Objectives

The class will prepare students for career positions in industry, government, and academia. Students will practice critical thinking and strategic decision-making about how policy and design can shape and improve lives. The course objectives are:

1. Learn and apply the concepts of evidence-based design, environmental psychology, lean thinking, human-centered design, systems approach and behavioral economics to address real-world issues.
2. Identify and understand multiple stakeholder perspectives, evaluate impacts of various policy and design decisions on people, and approach solutions from a systems and multilevel perspective.
3. Think critically, challenge perceptions, and explore multiple perspectives to envision possible roadmaps and solutions to enable organizations to meet the needs of people and communities through design and policies.
4. Document and communicate the business and social benefits for good design to help accelerate change and transform the focus of healthcare from disease care to community health and wellness in an effective manner.
5. Practice effective communication, dialogue, and negotiations (verbal and written), build alliances and co-create initiatives to strengthen social and societal connections for positive change, work in teams, and engage in effective communication and dialog with classmates, instructors and speakers, demonstrating accountability, respect, and responsibility to individuals and groups.

## IV. Readings

**Required readings. Students customize their readings weekly.**

- Follow weekly modules on <http://canvas.cornell.edu/>

### Other optional readings

- Flower, J. (2012). *Healthcare Beyond Reform: Doing It Right for Half the Cost*. Boca Raton, FL: Taylor & Francis.
- Gawande, A. (2011). *The Checklist Manifesto*. New York, NY: Henry Holt & Company.
- Gordon, S., Mendenhall, P., O'Connor, B. B. *Beyond the Checklist: What Else Health Care Can Learn from Aviation Teamwork and Safety*. Ithaca, NY: Cornell University Press.
- HERD Journal: <https://newcatalog.library.cornell.edu/catalog/7864527>

## V. All Milestones, Activities & Grading

Class Activities	Grade Points	Due Date
a) Readings, Q&As (individual)	22	Aug26-Nov4
- Virtual discussion Q & As on readings and lectures, individual assignment (Due twice weekly for thematic weeks, one submission on Sat & one on Weds. Two submissions of your choice, equivalent to 1 week, are optional and if completed will count extra credit.)		
Class Activities	Grade Points	Due Date
a) Moderation (group)	28	Aug-Nov
- Moderation for one of thematic weeks (Wed of your selected week) and a follow up journal summary (Sat for your selected week) - Moderation teams 1-2 slide summary slide takeaway, group project		Dec 1
b) Decoding Environment and Behavior Poster Project	30	Nov 17
- Photo project, <i>individual assignment</i> (due Sept 27th on Canvas) - Milestone: Group Nominate topic, and proposed approach (due Oct 6th in class) - Milestone: Group Project proposed methods (due Oct 8th in class) - Milestone: Group Project Analysis and presentation plan (due Nov 1st) - Group Poster digital version due (due Nov 15th) - Group Poster Presentation (due Nov 17th in class) - Reflection statement on experience and presentations, <i>individual assignment (Nov 18th)</i> - Graduate students only on leadership in research		
c) Final Reflection (individual)	10	Dec 8
- Final personal reflection - Graduate students only leadership lens		
d) Professionalism	10	
- Active and constructive participation in class - Respect for class environment, attendance, Timeliness, and teamwork		
Other		
- Read and sign course policy (due Aug 30th) - Complete course evaluation (due Dec 4th)		
<b>Total</b>	<b>100</b>	
h) Extra-credit activities		
- Proactively engage in discussions	2	
- Exemplary literature nomination for class	1	
- Completion of all thematic weeks	2	

## VI. Agenda \*subject to change

### PART I: DESIGN & POLICY BOTTOM UP APPROACH

#### Week 1: Design & Policy for Catalyzing Change

##### **Mon Aug 25: Opening Theme - Design & Policy for Catalyzing Change**

###### Assignment for next session

- Fill out the entry survey (tell us your background/ aspirations) AND
- Submit a paragraph **Summary** reflection of class lecture as well as two questions for class discussion, due on discussion board by TUES 10 PM EST (AUG. 26).

##### **Wed Aug 27: Discussion & Reflection**

- *In Class:* Hands-on discussion. Students choose moderation teams.

###### Assignment for next session

- Read syllabus and course policy, sign and submit course policy by 10 PM SAT (AUG 30) before class.

#### Week 2: Labor Day, Meet and Greet

##### **Mon Sept. 1: Labor Day (NO CLASS) - Enjoy!**

###### Assignment for next session

- None

##### **Wed: Sept 3: Team Building Day, Class Out & About!**

**In Class:** Meet at class location for class outing! Moderation teams meet and team building activities.

###### Assignment for next session

- Watch the recorded lecture, complete topical readings, and post **two discussion questions** each accompanied by a context summary of related course material (see description in syllabus), due on discussion board by 10 PM EST on SAT (SEPT 6).
- Watch video of lecture on Beh Economics before class time (classes flipped).

Week 3: Design & Behavioral Economics**Mon Sept 8: Theme 1-Design & Behavioral Economics**

**In Class:** Discussion of behavioral economics

Assignment for next session

- **Respond to two questions** along with justification summary, one of your own and one of peers, due on Discussion Board by 10 PM on TUES (SEPT 9).

**Wed Sep 10: Theme 1- Discussion & Reflection**

**In Class:** Photo project introduction and exploration. Moderation Team leads hands-on activity.

Assignment for next session

- Watch the recorded lecture, complete topical readings, and post **two discussion questions** each accompanied by a context summary of related course material, Due on discussion board by 10 PM EST on SAT (SEPT 13).
- Begin preparing ideas for the Individual Photo Project.

Week 4: Design & Environmental Psychology**Mon Sept 15: Theme 2 – Design & Environmental Psychology**

**In Class:** Discussion of the individual photo project.

Assignment for next session

- Based on class discussion, **respond to two questions** along with justification summary, one of your own and one of your peers, due on discussion board by 10 PM EST TUES (SEPT 16).

**Wed Sept 17: Theme 2 – Discussion & Reflection**

**In Class:** Moderation team leads hands-on activity. Decoding Environment Project, introduction and team meet and greet time.

Assignment for next session

- Watch the recorded lecture, complete topical readings, and post **two discussion questions** each accompanied by a context summary of related course material, Due on discussion board by 10 PM EST on SAT (SEPT 20).

Week 5: Design, Business & LEAN Thinking, Decoding Env. and Beh. Preparation**Mon Sept 22: Theme 3 – LEAN Thinking, Quality, & Efficiency****In Class:** Mark Furgeson guest lectureAssignment for next session

- Based on class discussion, **respond to two questions** along with justification summary, one of your own and one of your peers, due on discussion board by 10 PM EST on TUES (SEPT 23).

**Wed Sept 24: Theme 3 – Discussion & Reflection****In Class:** Moderation team leads hands-on discussion.Assignment for next session

- **Individual Photo Project:** Submit a photo that you took, along with one paragraph description, sharing with class about a way features of the environment may alter behavior, due on Canvas by 10 PM EST SAT (SEPT 27).

Week 6: Presentations, Decoding Environment and Behavior Intro, and Team Meet & Greet**Mon Sept 29: Photo Project Presentations****In Class:** Students present the photo project. Discussion and review of Decoding Env. & Beh. Project timeline.Assignment for next session

- None
- **Before end of class:** Decoding Env. & Beh. Project teams sign up for Meeting 1 with Prof Zadeh & Ruth by SAT 10 PM EST (Oct 4th).

**Wed OCT 1: Team Meet and Greet, Class Outing!**

- **In Class:** Meet at class location and head out for a class outing! Poster project teams meet for introduction to discuss potential topics.

Assignment for next session

- **Decoding Env. & Beh. Project:** Teams jointly prepare 2 or 3 potential topics/ideas, and share via a printed copy or a google doc link with Prof Zadeh & Ruth, in class on during their designated meeting time on Monday OCT 6.

Week 7: Decoding Env. and Beh. Project Meetings on Topic & Methods**Mon Oct 6: Decoding Env. & Beh. Project – Meeting 1: Topic & Approach Feedback**

**Bring:** Teams bring and share a google doc discussing proposed topics and approach.

**In Class:** Teams jointly meet with Prof Zadeh & Ruth during designated meeting time to share proposed topics and approach. Teams use remaining class time to continue work on poster project methods.

- **Before end of class:** Teams jointly sign up for Meeting 2 with Prof Zadeh & Ruth discussing and refining methods.

Assignment for next session

- **Decoding Env. & Beh. Project:** Teams advance on forming the methods. During the next class, teams share their idea and informal outline of the proposed methods in a sharable google doc, or print for feedback.

**Wed Oct 8: Decoding Env. & Beh. Project – Meeting 2: Methods Feedback**

**Bring:** Teams bring and share an informal outline of proposed methods for feedback.

**In Class:** Teams meet with Prof Zadeh & Ruth during designated meeting time. Teams work together on data collection and data management during class time and meet with instructors for 15 min during their designated meeting time.

Assignment for next session

- **Decoding Env. & Beh. Project:** Teams jointly plan for conducting a short observation/pilot study to better understand the research context.

Week 8: Fall break and Pilot Data Collection Fieldwork**Mon Oct 13: Fall break (NO CLASS)**

Assignment for next session

- None
- **Optional Sign Up for Meeting 3:** If teams have questions they have the option to sign up for meeting #3 with Prof. Zadeh & Ruth for data collection.

**Mon Oct 15: Pilot Data Collection Fieldwork & Optional Team Meetings (Out & About)**

**Field Research:** Each team goes to the community and conducts a short observation/pilot study to better understand and test the research context. Teams note observations that could inform and refine their methods and improve their future data collection plan.

**Sign up:** Teams that have opted and signed up for Meeting 3 meet with Prof Zadeh & Ruth at the designated meeting time.

Assignment for next session

- Watch the recorded lecture, complete topical readings, and post **two discussion questions** each accompanied by a context summary of related course material, Due on discussion board by 10 PM EST on SAT (OCT 18).

Week 9: Policy to Impact World Health Organization**Mon Oct 20: Theme 4 –Policy to Impact World Health Organization**

**In Class Visit:** Dr. Patricia Morsch, Pan American Health Organization (PAHO), World Health Organization (WHO)

Assignment for next session

- Based on class discussion, **respond to two questions** along with justification summary, one of your own and one of your peers, due on Discussion Board by 10 PM EST on TUES (OCT 21).

**Wed Oct 22: Theme 4 – Discussion & Reflection**

**In Class:** Moderation team leads hands-on discussion.

Assignment for next session

- **Decoding Env. & Beh. Project:** Teams proceed with main data collection for entire next week.

Week 10: Decoding Env & Beh. Project Data Collection Fieldwork**Mon Oct 27: Decoding Env. & Beh. Project - Data Collection Fieldwork**

**In Class:** Teams conduct data collection fieldwork.

Assignment for next session

- **Decoding Env. & Beh. Project:** Teams proceed with data collection, fieldwork and data management.

**Wed Oct 29: Decoding Env. & Beh. Project - Data Collection Fieldwork (Out & About)****Teamwork Period**

**In Class:** Teams continue data collection fieldwork.

Assignment for next session

- **Decoding Env. & Beh. Project:** Project teams proceed to strategize data for analysis and presentation plan. An informal plan to be submitted on Canvas by 10 PM EST on SAT (Nov 1) for discussion and feedback during team's designated times with Prof Zadeh and Ruth.
- Watch the recorded lecture, complete topical readings, and post **two discussion questions** each accompanied by a context summary of related course material, Due on discussion board by 10 PM EST on SAT (Nov 1).

Week 11: Systems Thinking in Action**Mon Nov 3: Theme 5 – Systems Thinking in Action****Yazdi Bagli, Executive VP of Enterprise Business Services, Kaiser Permanente****Jay Koo, Senior Director, Finance – Strategic Initiatives, Kaiser Permanente**Assignment for next session

- Based on class discussion, **respond to two questions** along with justification summary, one of your own and one of your peers, due on discussion board by 10 PM EST on TUES (NOV 4).

**Wed Nov 5: Theme 5 – Discussion & Reflection****In Class:** Moderation team leads hands-on discussion.Assignment for next session

- **Before end of class:** Teams sign up for meeting 4 with Prof. Zadeh & Ruth for analysis and reporting discussion.
- Decoding Env. & Beh. Project: In preparation for meeting 4 to discuss progress on analysis and presentation plan, teams provide a progress update on data analysis and management. Teams can share progress in google doc format with instructors during their meeting time.

Week 12: Decoding Env. And Beh. Project Final Meeting and Presentation Prep**Mon Nov 10: Decoding Env. and Beh. Project: Project Team Meeting 4 - Analysis & Presentation Plan Feedback****In Class:** Teams discuss their analysis and presentation plan with Prof Zadeh & Ruth for review and feedbackAssignment for next session

- **Decoding Env. & Beh. Project:** Project teams apply feedback and proceed to preparation for final preparations for visual and verbal presentation.

**Wed Nov 12: Decoding Env. & Beh. Project: Final Team Meeting & Preparations for verbal presentation****In Class:** Teams work in class for to finalize visual and verbal presentation, and check in with instructors as needed.Assignment for next session

- **Decoding Env. & Beh. Project:** Complete poster and upload digital copy of your team's Final Poster by 10 PM on SAT (NOV 15).
- Teams prepare to print and bring a final physical printed copy of their poster to Monday class (NOV 17).

Week 13: Final Poster Presentations Decoding Env. and Beh.**Mon Nov 17: Decoding Environment & Behavior Project Presentations**

**Bring:** Teams bring final physical printed poster to class and jointly present to audience.

**In Class:** Teams present their finalized Decoding Environment & Behavior projects.

Assignment for next session

- Submit on Canvas a short statement on informal observations and experiences on the poster project and presentations (any learnings, surprises) by Tues (Nov 18<sup>th</sup>). Students will share these with each other in class on Nov 19<sup>th</sup>.
- Moderation teams prepare to share their 1-slide takeaway of their week to share in the beginning of the next class.

**Wed Nov 19: Decoding Environment & Behavior Project Individual Oral reflections**

**Prepare:** Individual students share verbal summaries and collective observations in class.

**In Class:** Individual students and share their reflections on the Decoding Environment & Behavior projects.

- Moderator teams share a 1-slide takeaway summary for their designated week and topic.

Assignment for next session

- None

Week 14: Poster Reflection and Thanksgiving**Mon Nov 24: Moderation Teams Huddle**

**In class:** Moderation teams prepare 1 slide take away of their week.

Assignment for next session**Wed Nov 26: Thanksgiving Break (NO CLASS) - Enjoy!**

**Thanksgiving Break:** November 26 – November 30

Week 15: Course Reflection**Mon Dec 1 Students 1:1 meetings with Prof Zadeh & Ruth**

**In Class:** 1:1 meetings based on sign-up sheet with Prof Zadeh & Ruth

Assignment for next session

- Final reflection due by 10 PM EST on Dec 8<sup>th</sup>.

**Wed Dec 3: Students 1:1 meetings with Prof Zadeh & Ruth**

**In Class:** 1:1 meetings based on sign-up sheet with Prof Zadeh & Ruth

Assignment for next session

- Complete University Course Evaluations due by 10 PM EST Dec 4th.
- Reminder to complete final reflection by 10 PM EST on Dec 8<sup>th</sup>.

Week 16: Final Reflection**Mon Dec 8: Final submission of individual reflections & 1:1 meetings**Assignment for next session

- Complete University Course Evaluations.

**Scheduled Final Exams:** December 12-20

**Final Submission: Policy & Design Reflection due on Canvas by SAT Dec. 8<sup>th</sup>**

**See Detailed Description of Projects and Assignments Next.**