Administration: Approaches to Expanding/Scaling/Marketing
Session structure

- Site overview
- **Purdue University** - Impact through Aligned Messaging
  - Discussion: Who are your stakeholders?
- **Boise State University** - Stickiness through Storytelling
  - Discussion: How do you make VIP stick with different stakeholders?
- **Virginia Commonwealth University** - Advancing through Access & Collaboration
  - Discussion: How can your initiative align with other strategic priorities?
- **New York University** - Strategic Growth through Student Pathways
  - Discussion: What is your strategic growth plan?
VIP@Purdue: Impact through Aligned Messaging

- Birthplace of VIP: **2001** (by Edward Coyle, Jan Allebach, James Krogmeier)
- Formal program in the College of Engineering (CoE): **2019**
- Staffing: Director, Assistant Director, Senior Program Manager, Lecturer (½ time), Lab Manager (½ time), 8 GTAs, 5 UGTAs
- Spring 2023: **45+** teams
- Student enrollment: **490** per semester in 2022–2023 academic year from **20+** majors
- Excellence at scale!
  - Main campus in West Lafayette: **50,884 total students (37,949 undergraduates)** and 3,544 faculty, post-docs, and lecturers
  - CoE: **15,727 total students (10,853 undergrads)**
  - 82% from CoE
  - Most first year students participate as part of a Learning Community

VIP is open to all students at Purdue
- 82% from CoE
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Boise State University: Stickiness through Storytelling

Year that your VIP program started: **2014**

Unit that houses your VIP program: **Centrally-housed, IFITS**

Majors of students served: **Across six academic colleges**

Number of teams: **38**

Number of students: **242 undergrads, 33 grads**

Boise State is the middle class of higher ed - blue turf thinking

- G1 Improve Educational Access and Student Success
- G2 Innovation for Institutional Impact
- G3 Advance Research and Creative Activity
- G4 Foster Thriving Community
- G5 Trailblaze Programs and Partnerships
VCU Fast Facts

- Founded 1838, re-chartered in 1968 as a merger of Richmond Professional Institute and Medical College of Virginia.
- One VCU includes the one VCU health system, three campuses (including VCUArts Qatar), three schools, 11 colleges, and 20+ research centers/institutes
- Urban serving, public, R1 (status received in 2011), Carnegie Classification for Community Engagement (renewal class of 2026)
- 2022-2023 milestones:
  - Minority Serving Institution status
  - Ranked among the 30 most innovative public universities in the country
  - Broke into the top 50 research universities by NSF
  - Transformative learning initiative as key student success strategy for recalibrated strategic plan, Quest 2028

VIP@VCU

- Founding member of the VIP Consortium
- Historically housed in College of Engineering; currently being moved to a central structure within the Office of Provost
- Staffing: PT faculty director (CoEngr); collective responsibility of the academic deans; scaling initiative included within the AVP for REAL’s responsibilities
NYU VIP

Founded Spring 2017

Housed in Tandon Undergraduate Academics - connected to General Engineering

Tandon: 3000 undergraduates, 4500 graduates

Staffing: Director, *Associate Director, *Manager, Coordinator, and Student Worker

Spring ‘23: 54 Advisors

Open to any student at NYU - 75% are Tandon students

Spring ‘23: 45 teams

Spring ‘23: 760 students

Jack Bringardner, VIP Director

Maria DiKun, VIP Associate Director
Purdue VIP
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Impact through Aligned Messaging

New Opportunities
- New Leadership (President, Provost, Dean)
- Tell the VIP Story: Sticky Messaging (Boise State)

New “Challenges”
- How do we remain agile to pivot to changes in priorities?
- How do we align with AND support campus initiatives while staying true to our central mission?

-> Stakeholder Analysis
Key Stakeholders: Purdue
Ecosystem

What are the initiatives/issues at the college, university, external, ….
Campus Initiatives

- Purdue Computes (Provost Office)
  - Computing
  - Physical Artificial Intelligence
  - Semiconductors
- Transformative Ed 2.0 (Provost Office)
  - Academic Process Transformation
  - Agile Classroom Innovation
  - World-Ready Experiences
- GRIT+ (College of Engineering):
  - Global, Research, Industry, Teams, Entrepreneurship, etc.
- New performance process
  - Align Key Performance Indicators (KPIs)
    - Growth and diversification (students, types of projects)
    - Event support, alignment, and efficiencies
  - Tied to funding for programs and merit raises for faculty/staff
# Purdue VIP Impact and Alignment

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Influence and Power</th>
<th>What is important to the stakeholder?</th>
<th>How can stakeholder contribute to or block VIP?</th>
<th>What data is needed? What is collected?</th>
<th>Alignment with broader initiatives</th>
<th>Strategy for engaging stakeholder</th>
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</thead>
<tbody>
<tr>
<td>Provost: Purdue Computes</td>
<td>High and high</td>
<td>Student credentialing/ experiences</td>
<td>Highlight VIP contributions to initiative</td>
<td>Workforce data; teams aligned with Purdue Computes</td>
<td>Student success re: Experiential education experiences; Workforce Development</td>
<td>Demonstrate teams &amp; students who contribute to Purdue Computes metrics</td>
</tr>
<tr>
<td>Students</td>
<td>High and low</td>
<td>Degree requirements Skill development</td>
<td>Through participation (or not)</td>
<td>Enrollment; Student work and reflections</td>
<td>Overall GRIT+ and student success engagement; Website, targeted emails; seminars; learning communities</td>
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</tbody>
</table>
Gathering data that appeal to stakeholders for key (sticky) messaging
Your turn....

- Who are key stakeholders for your VIP Program?
- What are initiatives/issues at the college, university, external, etc. that are important for you to consider?
## Stakeholder Impact and Alignment Analysis

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Boise State University
73% agreed highly that their overall experience in VIP was exceptional.

I love it and wish more students knew about VIPs...Then maybe we could have more options for VIPs..

52% agreed highly that VIP provided them with opportunities to evaluate readiness to apply for graduate school.

70% agreed highly that their VIP gave them the chance to apply what they've learned in classes to a more 'workplace' like environment.

I really enjoy the VIP course options..It really helps build career experience..

Participating in VIP has showed me that there is much more to science..I have been able to assist in furthering research..

73%

52%

70%
Student enrollments:
The test of the pudding is in the eating
How do you make the idea of VIP stick with students?

How do we nurture our ideas so they’ll succeed in the world?

Heath and Heath 2007
Sticky Successful Ideas

1. Simple
2. Unexpected
3. Concrete
4. Credible
5. Emotional
<table>
<thead>
<tr>
<th>Making ideas stick</th>
<th>VIP student experiences as revealed through surveys</th>
<th>Potential VIP student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simple</td>
<td></td>
<td>?</td>
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<tr>
<td>Unexpected</td>
<td>✔️</td>
<td>?</td>
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<tr>
<td>Concrete</td>
<td>✔️</td>
<td>?</td>
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<tr>
<td>Credible</td>
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<td>?</td>
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<tr>
<td>Emotional</td>
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</table>
What’s your VIP story?
What did we find?

- Authentic
- Credible
- Relatable

Stories that stuck
<table>
<thead>
<tr>
<th>Making ideas stick</th>
<th>VIP student &amp; faculty experiences</th>
<th>Potential VIP student</th>
</tr>
</thead>
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<tr>
<td>Simple</td>
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<tr>
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<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Emotional</td>
<td>✔</td>
<td>✔</td>
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</tbody>
</table>
VIP is a stick-worthy idea.

Discussion with handout

What are you doing now or can you do to make your VIP stick?

In this discussion section, write down some tactics that you are already doing or want to pursue in order to make VIP stick at your institution - thinking about the five characteristics that research shows makes things “stick.”

<table>
<thead>
<tr>
<th>Tactic 1</th>
<th>Tactic 2</th>
<th>Tactic 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Simple</strong>&lt;br&gt;Find your core and express it as a compact idea.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Unexpected</strong>&lt;br&gt;Surprise and generate curiosity</td>
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<tr>
<td><strong>Concrete</strong>&lt;br&gt;Use easy to remember words and images</td>
<td></td>
<td></td>
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<tr>
<td><strong>Credible</strong>&lt;br&gt;Figure out what will make your ideas believable</td>
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<td></td>
</tr>
<tr>
<td><strong>Emotional</strong>&lt;br&gt;Make people care</td>
<td></td>
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</tbody>
</table>
Scaling Transformative Learning Through VIP

Excellence through Access and Collaboration

Erin Webster Garrett, Ph.D.
Associate Vice Provost

Afroditi V. Filippas, Ph.D.,
Director of VIP, College of Engineering
Real-world learning
Research
Diversity & inclusion
Interdisciplinary collaboration
Health & sciences
TRANSFORMATIVE LEARNING EXPERIENCE for ALL VCU STUDENTS BRIDGING the GAP BETWEEN the CLASSROOM and the REAL WORLD
VIP@VCU: Engineering

One of the founding members of the VIP Consortium

→ **Fall 2014**: CoEngr piloted a VIP Project engaging twelve (12) undergraduates, one (1) PhD student and one (1) post-doc.

→ **Fall 2015**: CoEngr piloted the first sequence of VIP courses with 3 teams and 63 students

→ **Spring 2023**: VCU has:
  → **24** teams in Engineering,
  → **1** team in Pharmacy,
  → **144** student participants,
  → **16** proposals for the creation of interdisciplinary VIP teams.
Partnership between OVPRI and Office of Provost

**Goal:**
Establish a university-level Vertically Integrated Projects (VIP) initiative at VCU.

**To:**
Support engagement of undergraduate students in faculty-led research, design or entrepreneur projects focused on finding solutions to societal challenges.

**Award amounts:**
$10,000 - $20,000 to be expended over two years.
Cohort Activities

• Essential Elements
• Canvas module template
• Learning Outcomes

Mentoring

• Team Building Events
• Share best practices
• Discuss assessment

Outcomes

• Sustainability
• Growth: new proposals, new collaborations
• Student outcomes: perseverance

Onboarding
VIP@VCU will ...

Educate entrepreneurs & innovators
Motivate Design Thinking
Build professional skills
Establish lifelong learning
Develop research skills
NYU VIP
Strategic Growth through Student Pathways
NYU VIP

Founded Spring 2017

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Jack Bringardner, VIP Director

Maria DiKun, VIP Associate Director
VIP at NYU Tandon

Key part of ABET Accreditation
VIP was named a top institutional education strength, and received ABET’s 2019 Innovation Award for promoting excellence in experiential engineering education.

IDC Gift
VIP was the recipient of a $100k gift from the IDC Foundation in the ‘21 - ‘22 year to support the expansion of AEC - focused teams.

Experiential Learning
VIP is proposed to become one of three required experiential learning opportunities for all Tandon students, along with being focal point of the Student’s First branch of Dean Kovacevic’s strategic plan.
NYU VIP Strategic Growth Plan

Goals

- **Grow the number of teams** (*based on past years and other VIP Programs*)
  - 3 - 7 teams launched per academic year
- **Expand diversity of teams - including non-Tandon**
  - Research and design teams
  - New genres of team: Entrepreneurship (VIP+), Hot topics, Liberal arts
- **Possible projected team growth**

<table>
<thead>
<tr>
<th>End of 2022 - 2023</th>
<th>Five years (2027 - 2028)</th>
<th>Ten years (2032 - 2033)</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 teams - 14 new</td>
<td>80 teams</td>
<td>115 teams</td>
</tr>
<tr>
<td>55 advisors</td>
<td>83 advisors</td>
<td>118 advisors</td>
</tr>
</tbody>
</table>
NYU VIP Strategic Growth Plan

3-Pronged Approach to Expansion

● General
  ○ Presentations on VIP for faculty interested in forming a team

● Explicit Request
  ○ “We want to create a research team in cyber security. Are you interested?”

● Broadened-Specific Request
  ○ Present to other NYU schools and global sites
NYU VIP Strategic Growth Plan

Staff Restructure Phases 1 & 2
Experiential Learning Center

- Minors
- General Engineering
- VIP
- Capstone
- Summer research
- Internships
- Study away
- GLASS
- Student clubs
- Teaching & research
NYU VIP Featured Student Pathways

Emmalyn Romero

- Junior in civil engineering
- Vice President of TUSC
- Head General Engineering TA
- Internship at Walter P. Moore
- Concrete Canoe VIP Team Captain
- President of EERI & VIP creation
NYU VIP Featured Student Pathways

Ameya Palav

- Senior in mechanical engineering
- GLASS & Tau Beta Pi honors student
- Head General Engineering TA
- Internship at Amazon, full-time offer
- RoboSub VIP Team Founder & Lead
- Building car for capstone
NYU VIP Featured Student Pathways

Kaitlin So

- Senior in chemical engineering
- General Engineering Purchasing Lead
- NYU Langone Tech4Health Intern
- Levon Lab Undergraduate researcher
- President of SASE & AIChE
- Chem-E-Car VIP Team Founder
- Minors in math & psychology
NYU VIP Featured Student Pathways

Vu Nam Phan

- Junior in mechanical engineering
- GLASS honors student
- General Engineering Purchasing Lead
- Research assistant at NYU AD
- Tandon Dean’s list
- RoboMaster VIP team mechanical lead
NYU VIP Featured Student Pathways

Bharti Kakkar

- Senior in mechanical engineering
- SURP in computational materials
- General Engineering R&D Lead
- TRIO Scholars Program peer tutor
- Minor in Aerospace & Business Studies
- Tandon Motorsports VIP team captain
NYU: Strategic Growth through Student Pathways

What are your main goals in terms of growing and/or sustaining your VIP program?

In this discussion section, write down where you want to be in 1 year, 5 years, and 10 years in terms of institutionalization, growth, and sustainable resources.

<table>
<thead>
<tr>
<th></th>
<th>Program Size</th>
<th>Staffing &amp; Resources</th>
<th>Student Support</th>
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<tbody>
<tr>
<td>1 Year</td>
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<td>5 years</td>
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<td>10 years</td>
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Questions?
Thank you!