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**
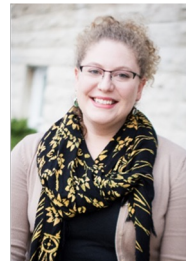- Discussion: What is your strategic growth plan?

VIP@Purdue: Impact through Aligned Messaging

VIP @Purdue

- 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 60+ 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)
- VIP is open to all students at Purdue
  - 82% from CoE
  - Most first year students participate as part of a Learning Community

Dr. Carla Zoltowski
Director

Dr. Nichole Ramirez
Assistant Director

Cyndi Lynch
Senior Program Manager

Rick Womack Lab
Manager, VIP & Honors

Dr. Xing Wang
Lecturer

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

VIP@VCU's profile

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

VCU

NYU VIP

Jack Bringardner,
VIP Director

Maria DiKun,
VIP Associate Director

Founded Spring 2017

Housed in Tandon Undergraduate Academics - connected to General Engineering
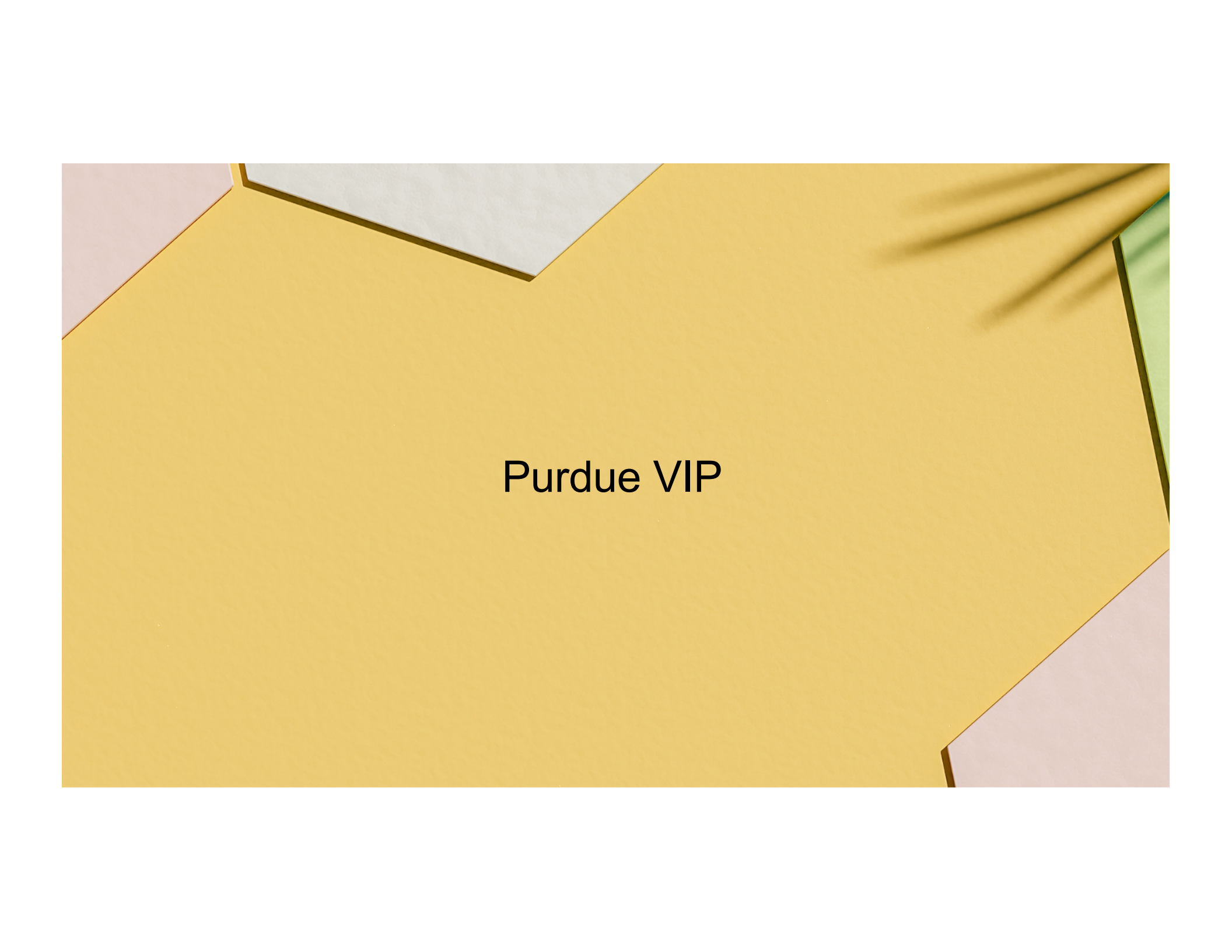
Tandon: 3000 undergraduates, 4500 graduates

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
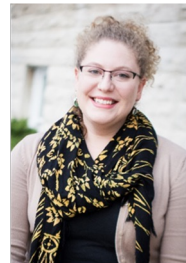
Spring '23: 760 students

Purdue VIP

VIP@Purdue: Impact through Aligned Messaging

VIP @Purdue

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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?
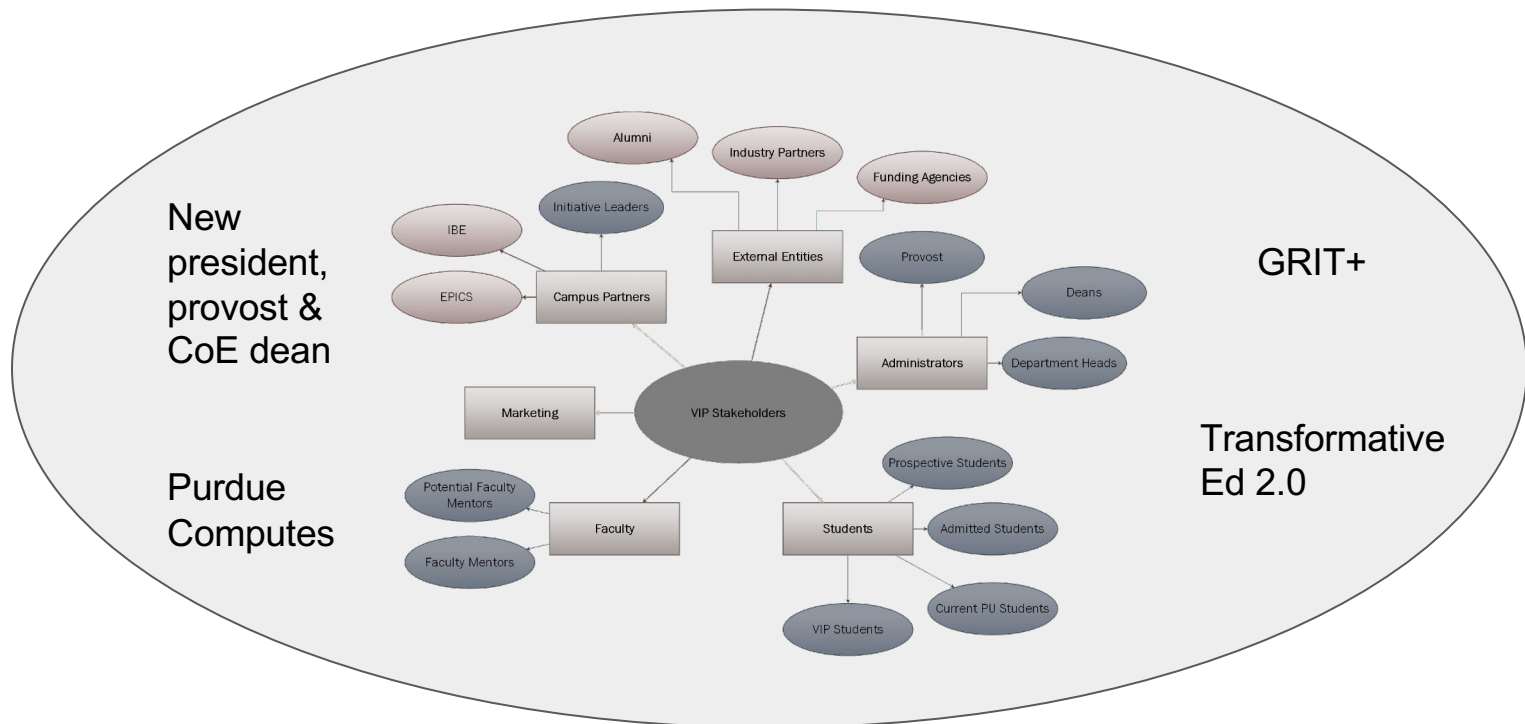
-> Stakeholder Analysis

PURDUE UNIVERSITY | College of Engineering

Key Stakeholders: Purdue
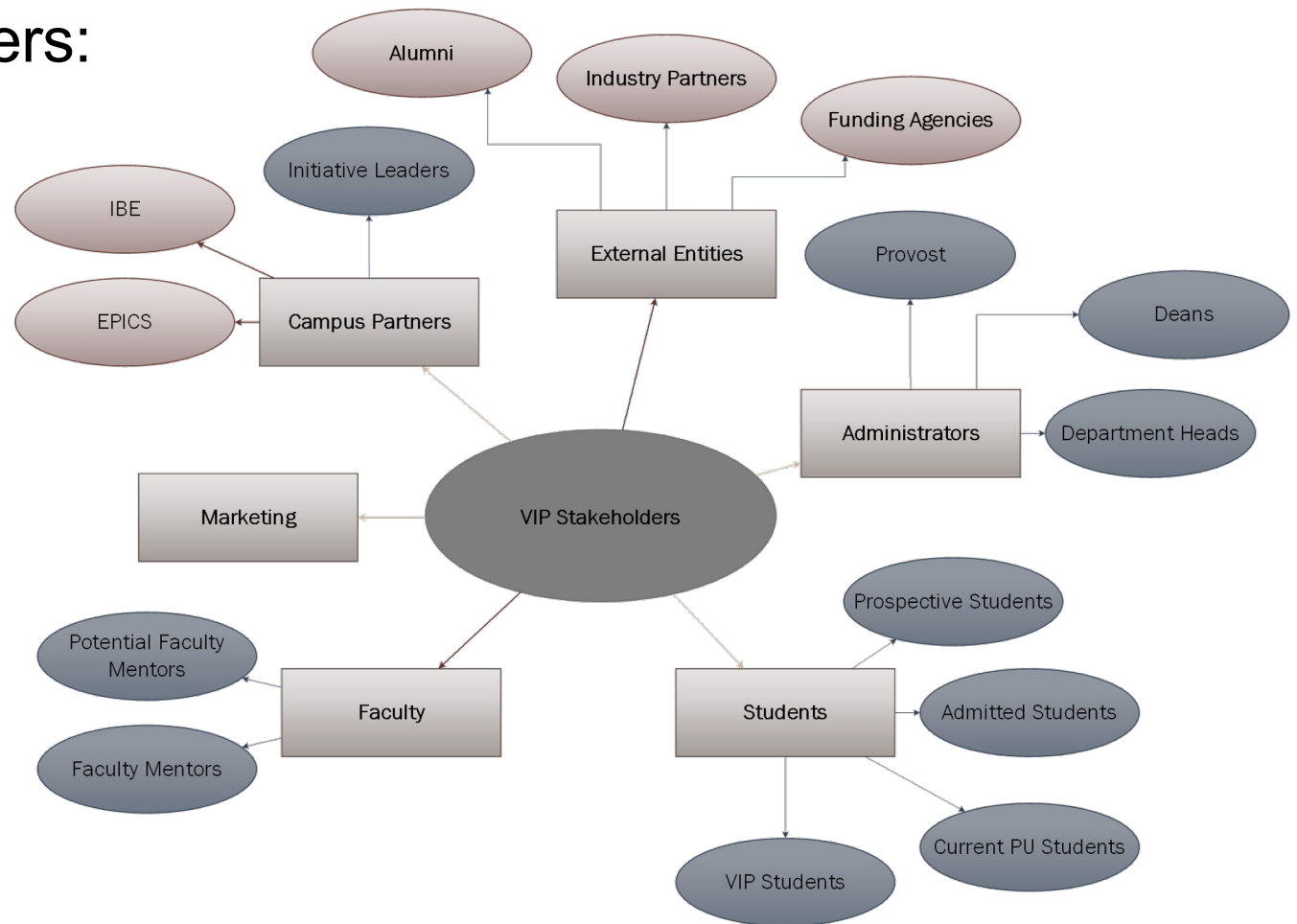
Ecosystem

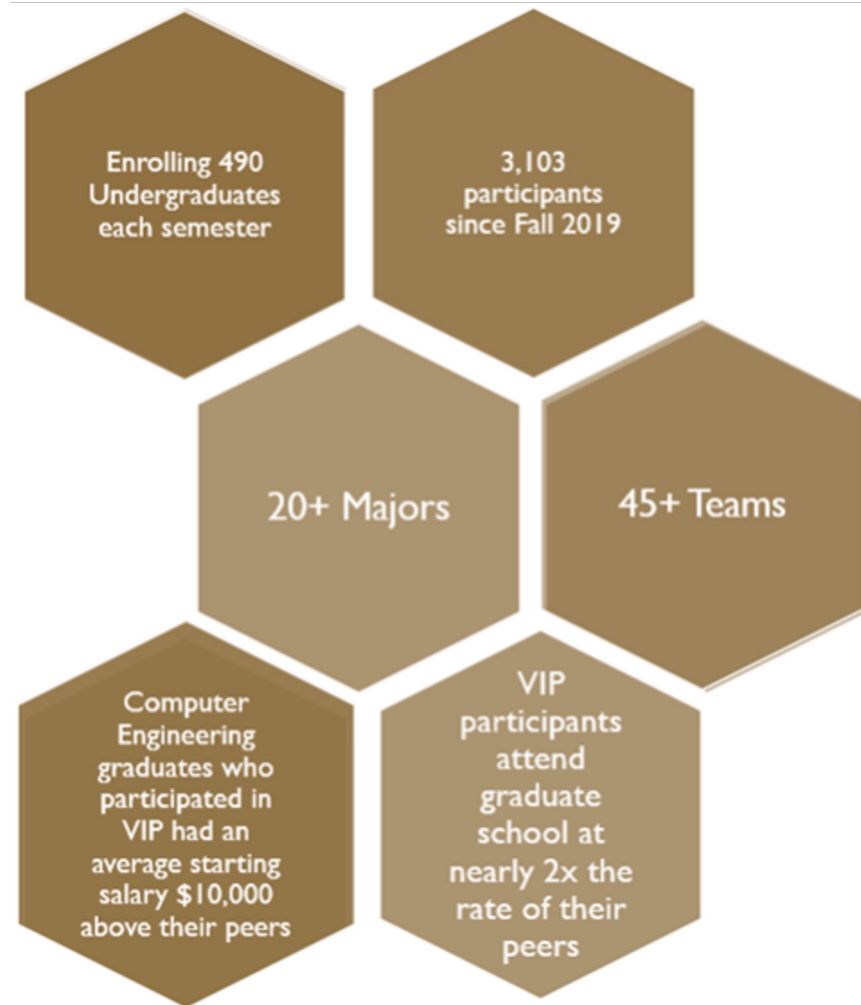What are the initiatives/issues at the college, university, external, …..

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 UNIVERSITY | College of Engineering

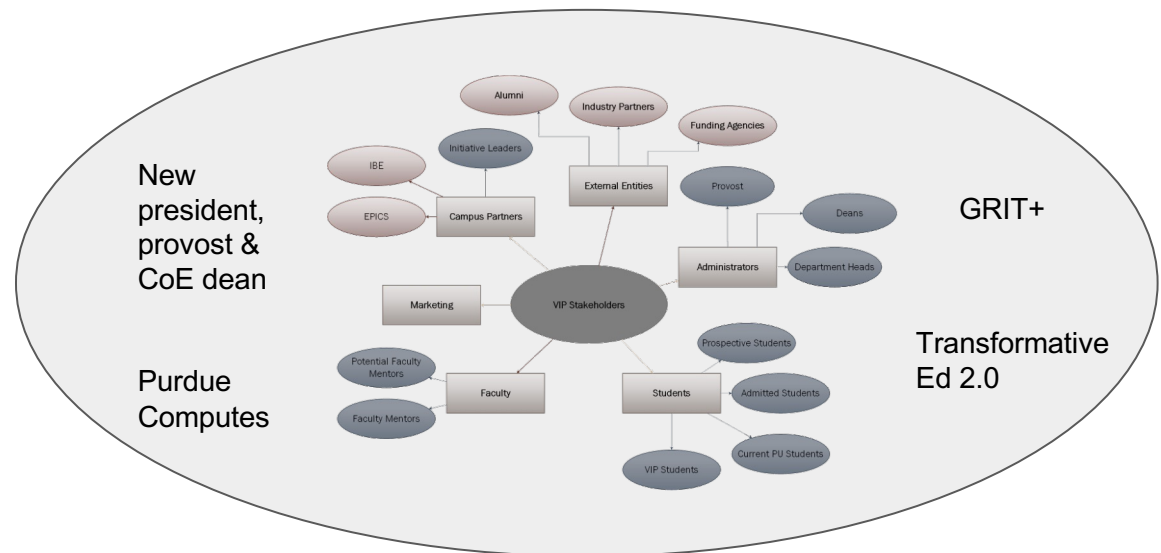VIP @Purdue

Purdue VIP Impact and Alignment

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

PURDUE UNIVERSITY® | College of Engineering

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?

Your turn…

Stakeholder Impact and Alignment Analysis

Stakeholder	Influence and Power	What is important to the stakeholder?	How can stakeholder contribute to or block VIP?	What data is needed? What is collected?	Alignment with broader initiatives	Strategy for engaging stakeholder

PURDUE UNIVERSITY® | College of Engineering

Boise State University

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

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

I loved 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.

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

G1 Improve Educational Access and Student Success

G2 Innovation for Institutional Impact

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VIP B

Student enrollments:

The test of the pudding is in the eating

How do we nurture our ideas so they'll succeed in the world?
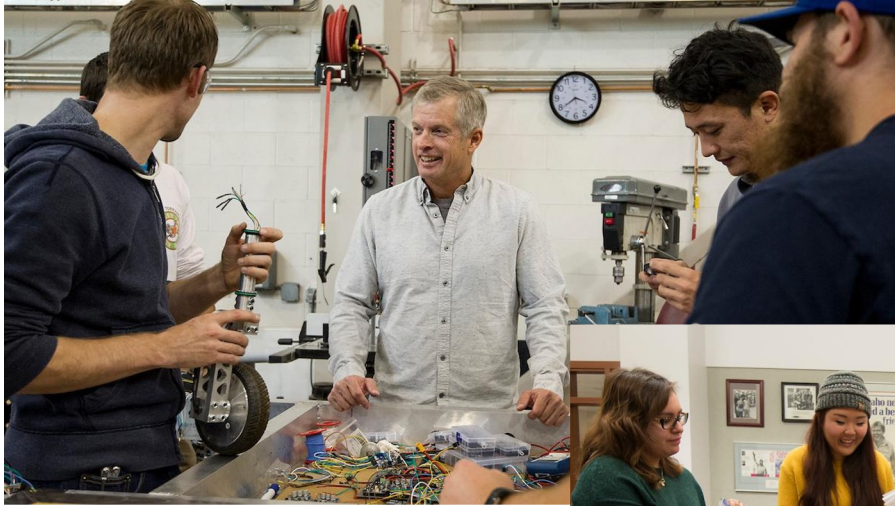
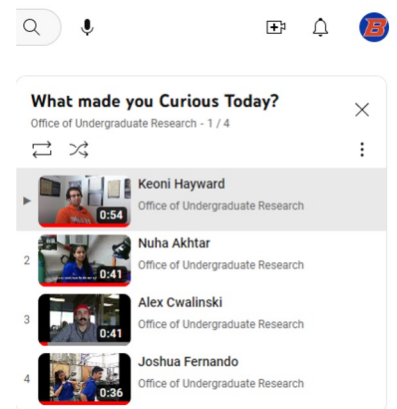Heath and Heath 2007

Sticky

Successful

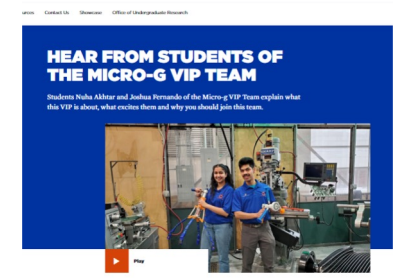**Ideas**

1. Simple
2. Unexpected
3. Concrete
4. Credible
5. Emotional

Making ideas stick	VIP student experiences as revealed through surveys	Potential VIP student
Simple		?
Unexpected	✔	?
Concrete	✔	?
Credible	✔	?
Emotional		?

What's your VIP story?

What did we find?

- Authentic

- Credible

- Relatable

Stories that stuck

Making ideas stick	VIP student & faculty experiences	Potential VIP student
Simple	✔	✔
Unexpected	✔	✔
Concrete	✔	✔
Credible	✔	✔
Emotional	✔	✔

Discussion with handout

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

VIP is a stick-worthy idea.

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.

	Tactic 1	Tactic 2	Tactic 3
Simple *Find your core and express it as a compact idea.*			
Unexpected *Surprise and generate curiosity*			
Concrete *Use easy to remember words and images*			
Credible *Figure out what will make your ideas believable*			
Emotional *Make people care*			

VIP   *B* BOISE STATE UNIVERSITY

Real-world learning

Research

Diversity & inclusion

Interdisciplinary collaboration

Health & sciences

VCU
vision

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.

2014

ENGR	12
LIF	1

2015

ENGR	63
H&S	1

2023: 25 Teams

ENGR	144
ART	4
GOV	1
LIF	1
SocW	4
UND	4

VCU

Partnership between OVPRI and Office of Provost

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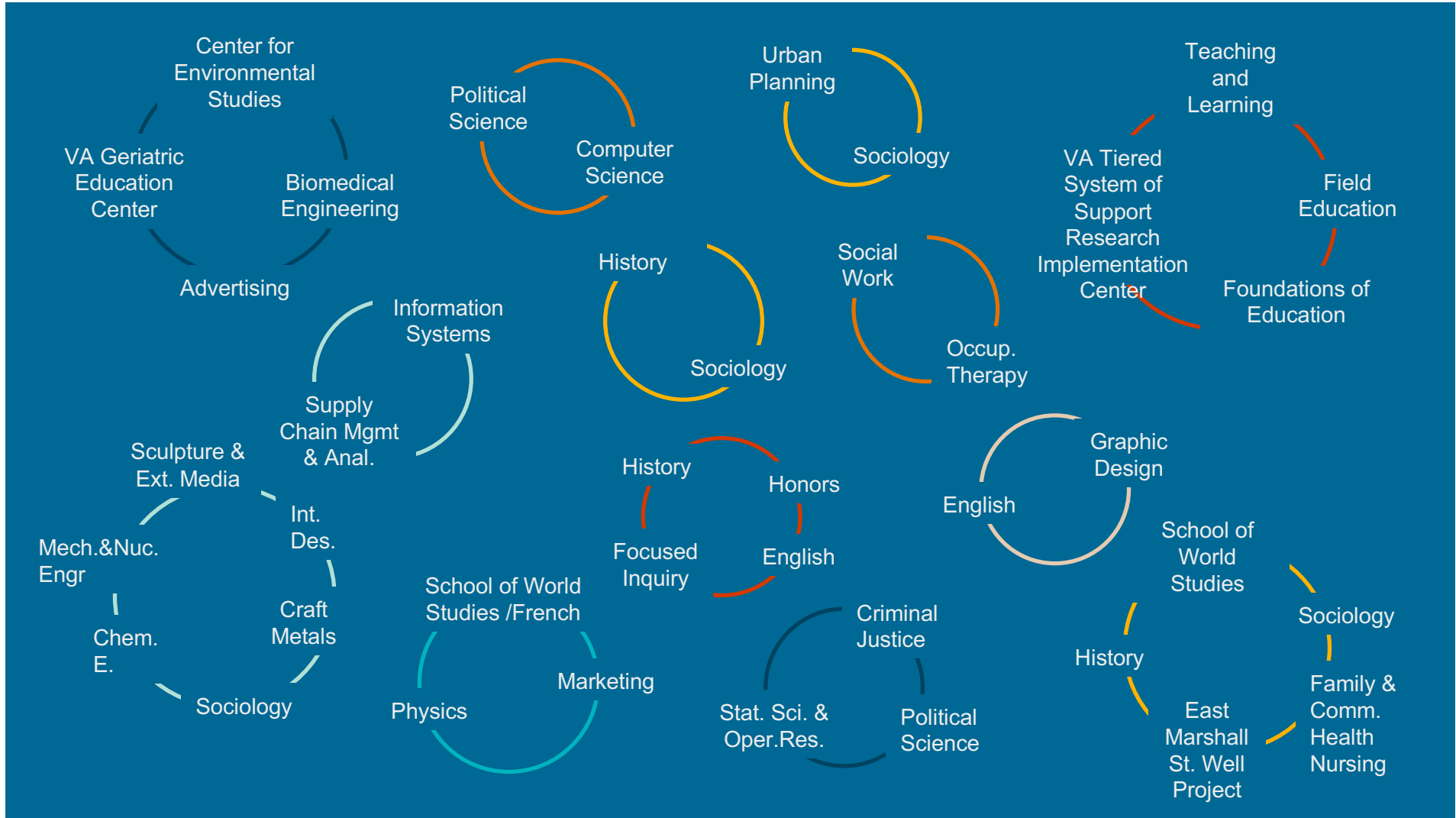Establish a university-level Vertically Integrated Projects (VIP) initiative at VCU.

To:
Support engagement of undergraduate students in faculty-led research, design or entrepreneur projects focused on finding solutions to societal challenges.
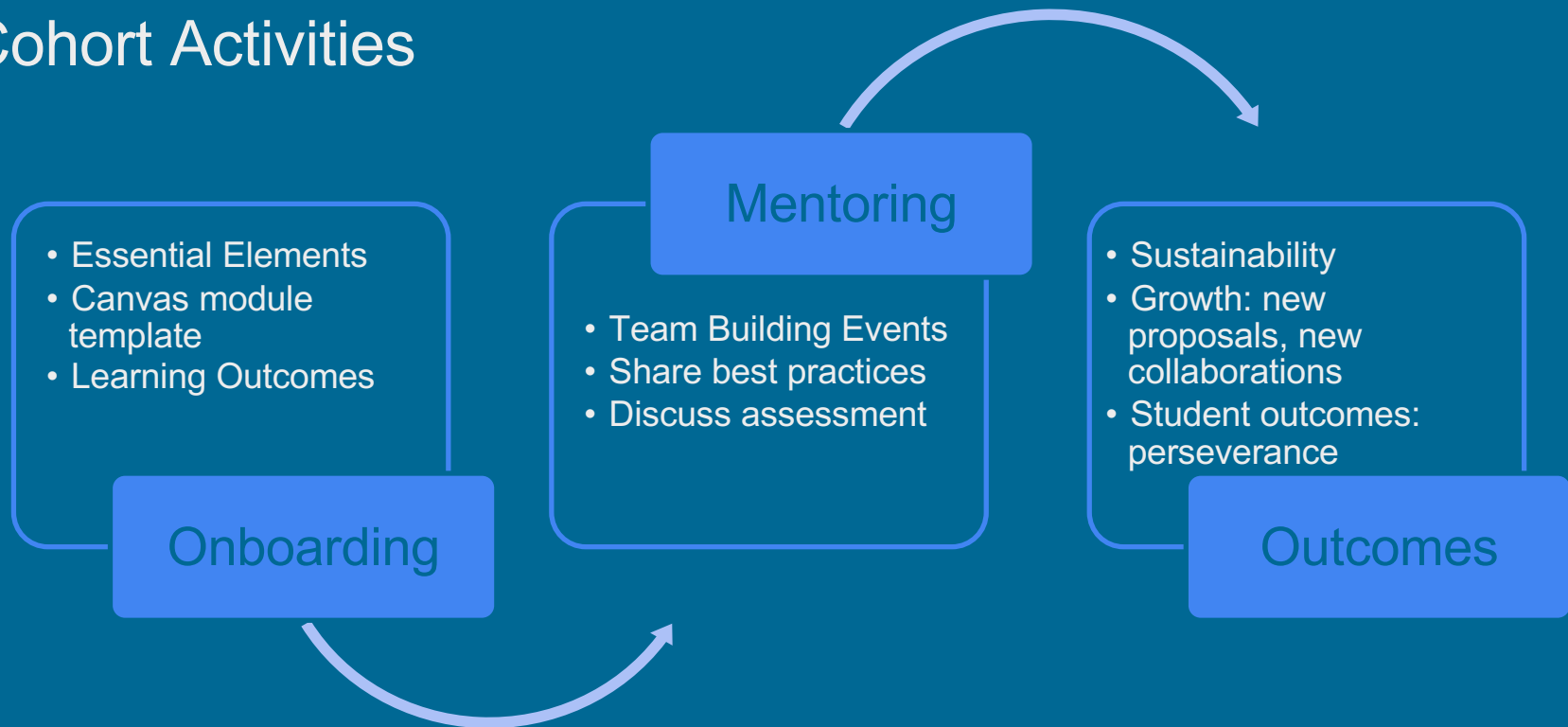
Award amounts:
$10,000 - $20,000 to be expended over two years.

Center for Environmental Studies

VA Geriatric Education Center

Biomedical Engineering

Advertising

Political Science

Computer Science

Urban Planning

Sociology

Teaching and Learning

VA Tiered System of Support Research Implementation Center

Field Education

Foundations of Education

Information Systems

History

Sociology

Social Work

Occup. Therapy

Supply Chain Mgmt & Anal.

Sculpture & Ext. Media

Int. Des.

History

Honors

Graphic Design

English

School of World Studies

Mech.&Nuc. Engr

Craft Metals

Focused Inquiry

English

Sociology

Chem. E.

School of World Studies /French

Marketing

Criminal Justice

History

Physics

Stat. Sci. & Oper.Res.

Political Science

East Marshall St. Well Project

Family & Comm. Health Nursing

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

Jack Bringardner,
VIP Director

Maria DiKun,
VIP Associate Director

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Housed in Tandon Undergraduate Academics - connected to General Engineering

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Spring '23: 760 students

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.
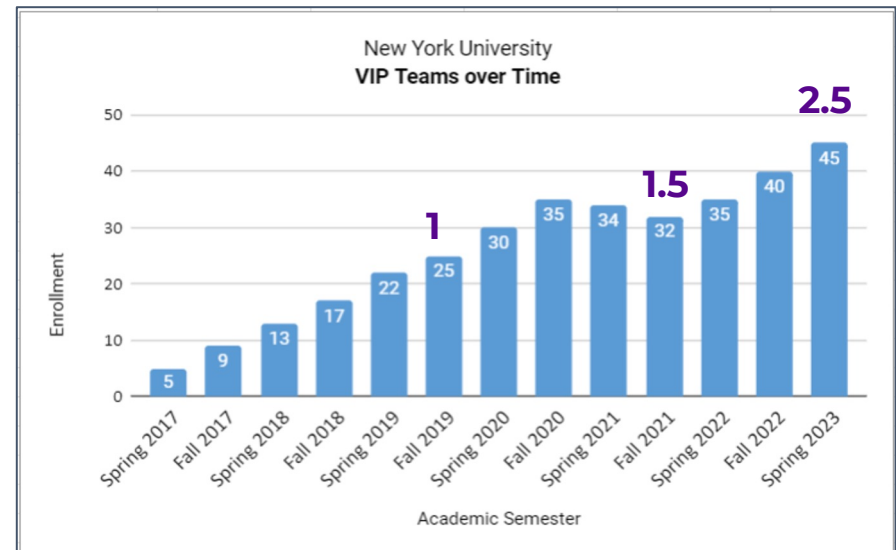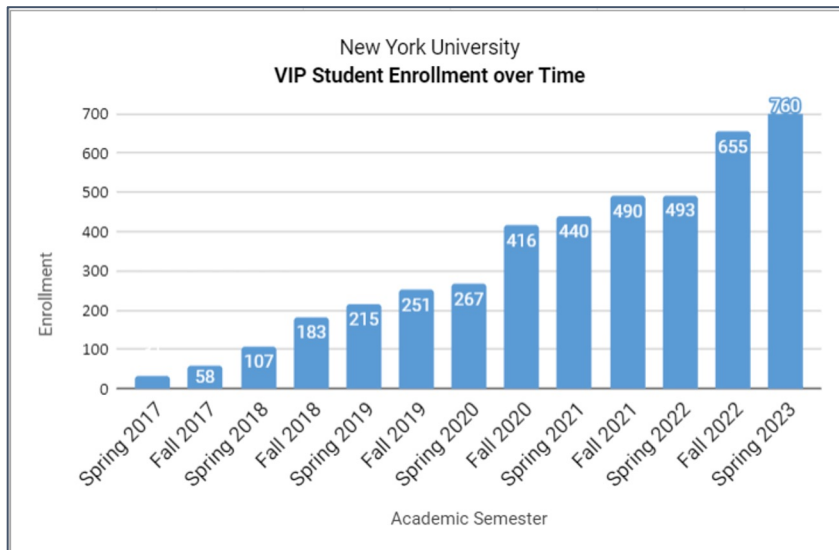
NYU

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

New York University
VIP Student Enrollment over Time

760, 655, 493, 490, 440, 416, 267, 251, 215, 183, 107, 58

New York University
VIP Teams over Time

2.5, 1.5, 1, 45, 40, 35, 32, 34, 35, 30, 25, 22, 17, 13, 9, 5

NYU

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

| End of 2022 - 2023	Five years (2027 - 2028)	Ten years (2032 - 2033)
• 45 teams - 14 new	• 80 teams	• 115 teams
• 55 advisors	• 83 advisors	• 118 advisors

NYU

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
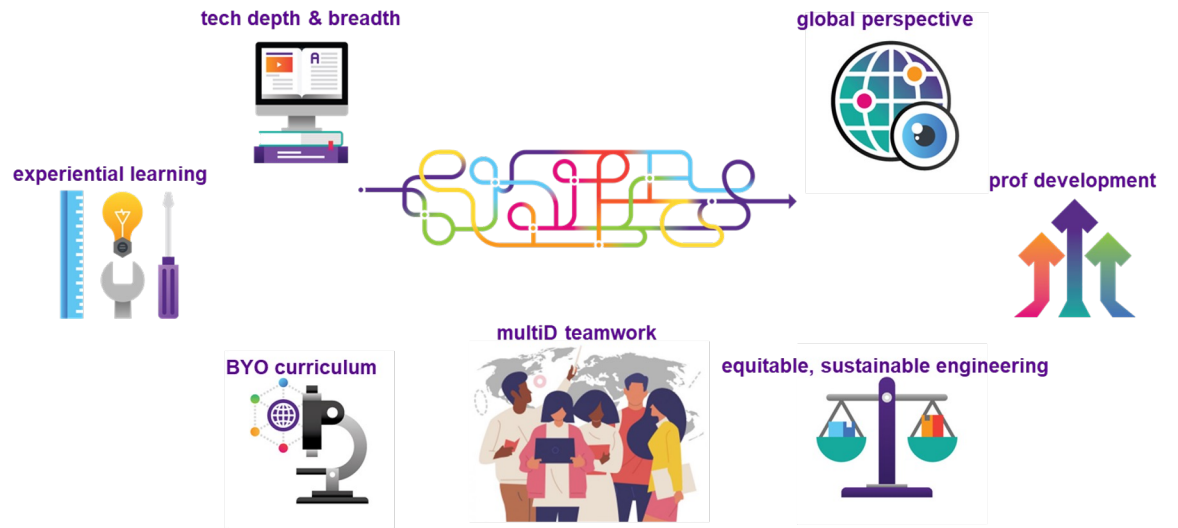 - Present to other NYU schools and global sites

NYU VIP Strategic Growth Plan

Staff Restructure Phases 1 & 2
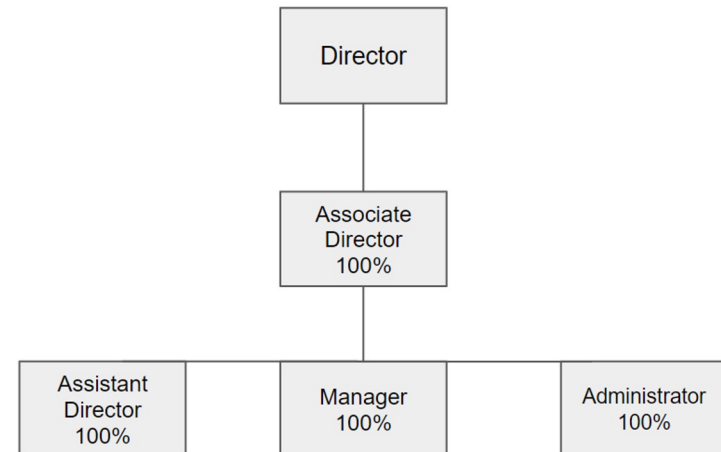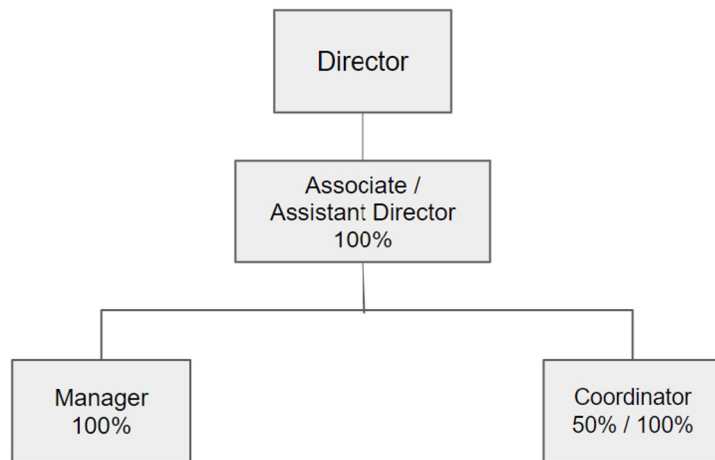
Experiential Learning Center

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

NYU

tech depth & breadth

global perspective

experiential learning

prof development

BYO curriculum

multiD teamwork

equitable, sustainable engineering

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

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

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

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

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

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.

	Program Size	Staffing & Resources	Student Support
1 Year			
5 years			
10 years			

Questions?

Thank you!