Icebreaker

Take a minute to think of a recent project success on your campus or that you have heard others discuss.

Write down two things that made you think it was successful.
Icebreaker - Sharing

In 2 minutes or fewer, tell your neighbor about the project and your success criteria. Switch when asked.
Ideas Lab Workshop:
Starting a Grand Challenge Initiative & Picking/Proposing a Grand Challenge Topic: Issues & Decisions from the University & Research Team Perspectives

Organizers:
• Eva Allen, Indiana University*
• Sarah Archibald, University of Wisconsin-Madison
• Jennifer Lyon-Gardner, The University of Texas at Austin
• Michelle Popowitz, UCLA*
• Sarah Rovito, APLU*
• Amy Spellacy, The Ohio State University*

*present in room
Goal of Session: share factors to consider if starting a Grand Challenge program & selecting a Grand Challenge

Topics to cover:

• Drivers for starting a program
• Grand Challenge goals vs. themes
• Funding approaches
• Ideation approaches
• Other considerations with picking a goal or theme
• Thoughts behind selected Grand Challenge goals and themes
Format of Session

Mix of reflections, brainstorming and report outs.
Right now, figure out who will be your scribe.
Topic 1 Reflection: Underlying **drivers** of a program should influence/inform the design of a program.

- Take 2 minutes to consider the ways the drivers might influence the design.

*Tip: If you need more context, think about how a program might be structured differently if the primary objective were for student engagement vs. raising the public research profile.*
Topic 1 Group Discussion/Capture: Discuss as a Group how different drivers affect the design of a Grand Challenge-type initiative.

Take 3 minutes to capture ideas at your table.
Topic 1 Report Out: How do different drivers affect the design of a Grand Challenge-type initiative?

2 minutes to report out; new ideas only
Factors influenced by drivers (crowd sourced in room)

- Reviewers/Decision-makers
- Format of RFP/solicitation of concepts
- Types of projects/concepts selected
- What selected concepts or projects receive
- Target audience/responders to RFP
- Who is engaged in the process (stakeholders & partners)
- Scale and scope of program and concepts
- Timing and timelines
- Whether the organization is reactive or proactive
Topic 1: Real Life Examples of Drivers of Existing Programs

• Georgia Tech: student engagement-focused
• UCLA, The Ohio State and others: increase public research profile
• Indiana University & The Ohio State: faculty hiring
• Wisconsin-Madison: collaboration with the arts
• The University of Texas at Austin & UCLA: new funding resources

Topic 2: Design of Program/Initiative
Goal vs. Theme

• UCLA & Indiana University have specific Grand Challenge goals such as:
  • Prevent, reduce and treat addictions in Indiana
  • Cut the burden of depression in ½ by 2050

• Washington State University and The Ohio State University have announced themes. WSU has 6 GC themes; OSU has 8 discovery themes.

• UT-Austin is a hybrid with Bridging Barriers. The first Bridging Barriers theme is Planet Texas with “making Texas resilient” identified as its Grand Challenge.
Topic 2: Brainstorm Advantages of either the Goal or Theme Approach (as assigned)

Spend 5 minutes and capture results
Topic 2 Report Out: Advantages of Particular Approach

2 minutes to report out. Only share new ideas.
Advantages of Grand Challenges with SMART Goals (crowdsourced in room)

• Unified vision - Easier to have alignment because the goal is shared and known across the team including stakeholders and partners
• Easier to communicate societal impact - public understands the purpose and can understand how the effort will benefit them
• Inspiring for participants and intended beneficiaries—promise of defined impact
• Measurable—you know whether you are achieving it
  • Defined outcomes
  • Able to benchmark progress
  • Easier to course correct
• Time limited; endpoint built into the goal
• Roles are more easily defined
• Better positioned for partnerships
Advantages of Theme-based Effort (crowd-sourced in the room)

• Flexible
• Campus is able to define or declare success at any point
• Failure isn’t as obvious.
• Inclusive for the academy (can be augmented)
  • Can reflect many views
• Scope can be variable
• Could be more exciting because not restricted
• No time restrictions or endpoint
Topic 3: Funding a Grand Challenge-type Initiative

- The Ohio State University monetized parking and energy. Income from these endeavors is funding the Discovery Themes.
- UCLA began as a start-up initiative with no funding. Funding is now a mix of campus contributions, philanthropy and grants.
- Indiana University is internally funded with contributions from the President, Chancellor/Provost, and Deans.
Topic 4: Framework for Identifying Grand Challenge Goals or Themes – A number of approaches have been used

• Pick a topic area and bring people together to brainstorm
• Open call for concept papers
• Open call for seed funding
• Picking a particular person whose work is central
• Campus administration decides on Grand Challenge
• External partner asks university to take on issue
• Others?
Topic 4: Popcorn approach: what factors might influence the approach or framework for identifying a Grand Challenge goal or theme?

5 minutes allocated for this activity
Crowd-sourced in room response to Factors that Influence the Approach/Framework for defining a Grand Challenge

• Drivers for the program
  • Whether intending to build on a particular strength or build a new one, changing culture, etc.
• Timing restrictions
• Leadership & decision-making structure
• Who is intended to be engaged
  • i.e., regional approach
• Available funds
• Emerging topics
• Donor interest
• Collaboration networks
• Life cycle factors
• Right-sizing
• Institutional culture
• University administration
Topic 5: Other considerations in establishing a program (refer to Report or contact organizers for details)

• Identifying stakeholders who must buy-in (on or off campus)
• Whether to include external stakeholders and when
• Appropriate level of transparency
• Funds/carrots and whether they might be leveraged
• Technique for soliciting ideas and partners (open, invite-only, phased)
• More details about ideation and selection of goal or theme.
• How faculty teams will be supported; what resources are available
• Who are the deciders and when are they engaged?
• Factors influencing timelines
• Promotion strategies and how supporters might be engaged
• Building in flexibility, space for course corrections
Topic 6: Hear from participants who has picked a Grand Challenge goal or theme

• What was picked?
• Why this idea?
• How did the goal/theme align with program or campus priorities?
• What was special about the team?
• Why this idea now?

*Please limit response to 2 minutes*
Learn more: Download the Report

Report on University-Led Grand Challenges

Report Released in February 2018
Features Current State, Best Practices & Opportunities

Current State

• Varied drivers
• Varied formats
  • Includes comparison to HIBAR
  • Advocates for “SMART” framing of a goal
    • Specific
    • Measurable
    • Aspirational
    • Relevant
    • Time-bound
Thank you. And if you are interested, join the Community of Practice

- Formalizes what was happening on one-on-one basis
- ~40 participants so far
- Forum for asking questions and collaborating
- Repository for sharing sample materials
- Shared calendar
- Working together to determine programming at national meetings

TO JOIN, VISIT:

https://groups.google.com/forum/#!forum/universitygcs