

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



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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 (crowd-sourced 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

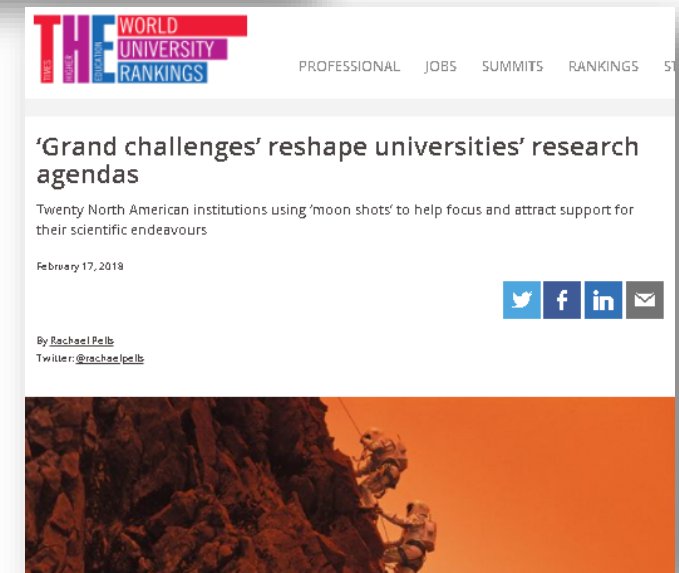
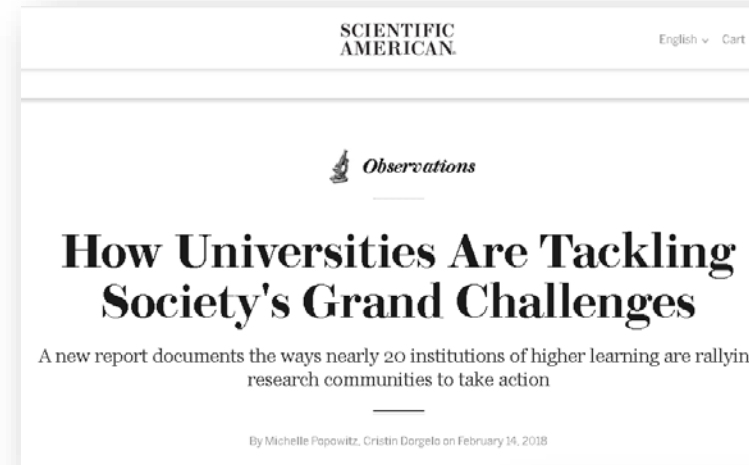
<http://bit.ly/Report-Univ-LedGCs2018>

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>