

roadmap

University Innovation Fellows Training, Fall 2020

sessions

1 WAYFINDING

August 31 - Sept 6

2 DESIGN THINKING

September 7-13

3 LANDSCAPE CANVAS

September 14-20

4 STRATEGIC PRIORITIES

September 21-27

5 LEAN STARTUP

Sept 28 - October 4

6 STORY-TELLING

October 5-11

! LAUNCH REVIEW

October 12-16

!! LAUNCH

October 19

assignment timeline

UIF MONOPOLY GAME

DUE SEPT 6

LANDSCAPE CANVAS & CAMPUS OVERVIEW WIKI PAGE

DUE SEPT 20

SCHEDULE, PLAN & HOLD STAKEHOLDER MEETING

DUE OCT 11

DESIGN CHALLENGE: INTERVIEW
NOTES, OPPORTUNITY STATEMENT
& IDEAS FOR SOLUTIONS

DUE SEPT 13

LANDSCAPE CANVAS & CAMPUS
OVERVIEW WIKI PAGE

DUE SEPT 20

UIF PROJECT PROTOTYPE &
STUDENT PRIORITIES WIKI PAGE

DUE SEPT 27

CHANGE MODEL CANVAS &
INTERVIEW SUMMARIES

DUE OCT 4

CHANGE STORY PROJECT

DUE OCT 11

UIF TEAM REVIEWS MATERIALS

CELEBRATE!

WELCOME!

Candidates: Congratulations on being accepted into the University Innovation Fellows training! You are well on your way to becoming leaders of change in higher education. You're now beginning a 6-week journey to understand the innovation and entrepreneurship ecosystems at your schools. Together, we will create new learning opportunities and ways to help students harness their creative potential and design solutions to our world's biggest problems. Be sure to review the tips on page 3 to help you during training.

Faculty Champions: Your role is vital to the University Innovation Fellows movement. Set the right tone early by reviewing the tips on page 4, as well as the pages that follow, which outline the best ways to support candidates during training.

This roadmap provides an overview of the learning objectives and activities for each session, the assignments, how Faculty Champions can best help candidates, and some voices of inspiration from our community.

Our program team practices what we preach, so in true UIF form, this document is a prototype. We look forward to your feedback so we can continue to improve it for future trainings. Please don't hesitate to reach out to Humera with feedback or questions: humera@universityinnovation.org.

Thank you to the faculty and Fellows who shared feedback on early versions of this document, and who provided quotes and inspiration.

Happy training!

The UIF team: Leticia, Humera, Laurie, Lupe and Ghanashyam



TIPS FOR FACULTY CHAMPIONS

BE INVISIBLE, BUT DISCOVERABLE

This is the ability to be known as a resource and a support for student initiatives, but not be the face of those initiatives.

PROVIDE HEARTBEAT (RHYTHM) FOR FELLOWS

If Fellows are the blood of the student movement on campus, then champions should be the heart that pumps it with a rhythm that creates the flow.

ADVOCATE AND ENABLE

Sometimes students just need a formal introduction to a key individual, and maybe those key individuals need a little explanation about the UIF program – just enough to get the door open.

GET STUDENTS CLOSE TO THE CLIFF, BUT KEEP THEM FROM FALLING

We want students to see the cliff, know it's real, and feel the adrenaline when peering over the chasm. We don't want to let them fall in (unless they really want to).

BE THE THREAD CONNECTING COHORTS / LEADERSHIP CIRCLES

Leadership circles (cohorts) of Fellows will have a natural tendency to develop boundaries and work in isolation. Be a connecting thread and remove the boundaries.

BE OPEN TO BUILDING UP THE UIF LOCAL ECOSYSTEM

You are the starting point of an ecosystem that could include multiple Leadership Circles and a community of champions.

BE OPEN TO CONTRIBUTING AND SHARING

Be an active contributor to the community of champions around the country and learn from others. Don't isolate yourself.

INFORM THE EVOLUTION OF THE UIF PROGRAM

The University Innovation Fellows program's evolution will depend on your feedback to the UIF team (directly or through Fellows). Make your voice heard by sharing your thoughts with us.

What is your motivation for serving as a UIF Faculty Champion?

“They are able to accomplish so much more on campus because they don't see barriers to action.”
- Molly Wasco, University of Alabama Birmingham

“Our campus has benefitted greatly from the work of our UIF students. They bring excitement, motivation, great ideas, etc. to our I&E efforts.” - Mary Raber, Michigan Tech

“I have done this for several years. The potential for innovation and change through empowered students is incredible. By working together with the Fellows we are able to get a LOT of stuff done that others find impossible.”
- Nick Swayne, James Madison University

“I believe it is crucial for our reinventing education on our campus. We need to be nimble, adaptive, experiment with change.”
- Suzanne Keilson, Loyola University Maryland

FACULTY INNOVATION FELLOWS

The UIF team is introducing this program for faculty beyond the role of a Faculty Champion.

This two-year program will support faculty and staff working in collaboration with their Fellows and on projects of their own.

To learn more, contact Humera at humera@universityinnovation.org

1 WAYFINDING

Aug 31- Sept 6

OBJECTIVE

Learn the tools, platforms and techniques you'll need for your training journey (and beyond)

CANDIDATE ACTIVITIES

Play the UIF Monopoly game and take part in the activities outlined in each game piece. Share results of your game on your team's Training Mural board.

Develop a plan for the stakeholder meeting, including date, place and invites to be issued.

Get started on the Landscape Canvas (see Session 3), as it requires quite a bit of research.

HOW FACULTY CHAMPIONS CAN HELP

Review your candidates' strategy for completing the Landscape Canvas (Session 3), which requires them to survey the landscape of assets at your school. Due to the substantial research they'll need to do, they should get started right away. Provide them with early guidance on where to look for these assets, but overall, allow them to discover the assets on their own, as they may find something you are not aware of! Returning campuses: see note on page 7 of this document about the importance of not copying predecessors' work.

Meet with your candidates to develop a shared understanding of the weeks ahead and establish a regular meeting during training.

Attend the orientation video conference (or watch the recording).

Join a community of Faculty Champions on our Facebook page: bit.ly/UIF-faculty-facebook



THIS WEEK'S ASSIGNMENTS

Due September 6:

Play the UIF Monopoly game

Decide on the date, location and attendees for the stakeholder meeting

2 DESIGN THINKING

September 7-13

OBJECTIVES

- To learn design thinking as an approach for human-centered innovation
- To practice interviewing and observation skills to develop an empathetic worldview
- To understand how to frame actionable problem statements
- To develop creative confidence and creative thinking strategies
- To gain an initial understanding of prototyping as a strategy to develop and test ideas

CANDIDATE ACTIVITIES

- Watch the documentary “Extreme By Design” (extremebydesignmovie.com). They can watch the documentary individually or as a group (and even invite others to watch it with them).
- Tackle a design challenge on the topic “How might universities support students’ social and emotional well being?”
- Conduct interviews with other students and make inferences about their perceptions, motivations and struggles, especially related to their social and emotional well-being.
- Define opportunities to improve the social and emotional well-being of students at their university.
- Brainstorm many possible solutions for the identified opportunities.
- Meet with your uiguide, share your work, and seek their input

** Note: if candidates are part of a Leadership Circle, they will work together on the challenge, capturing their work on a Mural.*

HOW FACULTY CHAMPIONS CAN HELP

Meet with students after they've processed their interview data. Have them walk you through their work and ask questions that may help them develop deeper insights from their data. Ask students to be bold when ideating solutions instead of focusing on ideas that seem doable from the start, which tends to kill the ideas with the greatest potential before there is a chance to consider them.

Keep in mind that the goal for this session is for them to learn and practice new behaviors, skills and mindsets. While the topic for the challenge may inform their work as Fellows, the ideas they come up with during this session are not intended necessarily to drive the projects they work on as Fellows.



THIS WEEK'S ASSIGNMENTS

Due September 13:

Submit notes from at least 4 interviews with students and a synthesis of one interview.

Share at least 30 solution ideas (products, services, spaces, etc.) and a sketch of one selected idea.

OBJECTIVES

To uncover all the assets and champions within the campus innovation and entrepreneurship (I&E) ecosystem

To understand which resources are already connected and which ones should be connected to one another

To discover and show the gaps that prevent students from entering and moving through the ecosystem

CANDIDATE ACTIVITIES

Complete the Landscape Canvas and produce or edit a one-page overview of your campus on the wiki. On orientation day, you will be given access to this document and have 2 weeks to uncover all the courses, programs and resources available on and off campus.

Meet with your uiguide and present your Landscape Canvas, any surprises you uncovered during your research, and key insights about the strengths and weaknesses of your campus I&E ecosystem.

HOW FACULTY CHAMPIONS CAN HELP

Encourage students to get started right away, pointing them in the direction of key people and places they can learn more.

Ask to review the Landscape Canvas and Campus Overview on the wiki so that you may help them fill in any gaps they may have missed. This should be an honest appraisal that reflects their perspective of the ecosystem and stimulates conversation about improving the ecosystem. Correct factual errors and support them in keeping it authentic.

NOTE: Urge students not to copy from previous Fellows if there are or have been any on your campus. Our data has shown that students who do a comprehensive uncovering on their own have a better sense of what is not visible to students and which resources are connected to one another. This, in turn, helps them speak with confidence about the change that needs to take place and initiate enhancements more effectively.



THIS WEEK'S ASSIGNMENTS

Due September 20:

Submit Landscape Canvas spreadsheet and new or updated Campus Overview page on the wiki

ADVICE FROM A FACULTY CHAMPION

“As a mentor, I participate in the design thinking/landscape canvas process. When I see gaps in their work or approaches that demonstrate to me that they may be lacking in understanding, I try to...direct them to others who can expand their understanding of the situation. Helping them find resources and get to know both champions and saboteurs is an important mentor function.”

- Nick Swayne, James Madison University

ADVICE FROM A FELLOW

“The landscape canvas brought validation to our conversations with stakeholders.”

- Alex Gillis, University of British Columbia

STRATEGIC PRIORITIES

September 21-27

OBJECTIVES

Narrow in on the three to four projects that can significantly enhance the I&E ecosystem on campus

CANDIDATE ACTIVITIES

Conduct the first experiments that confirm or deny hypotheses about the projects being contemplated.

Flesh out three to four possible projects that show promise as a UIF project, and write about these on your campus Strategic Priorities wiki page. The page should include descriptions, key tactics and project leads.

Meet with your uiguide and present your initial prototypes and ideas for feedback.

HOW FACULTY CHAMPIONS CAN HELP

Meet with candidates early this week to discuss their prototypes and urge them to conduct tests with students and/or faculty by October 1.

Help them review their findings and narrow in on projects they define.



THIS WEEK'S ASSIGNMENTS

Due September 27:

Submit the UIF project prototype photos and description

Get feedback on plans from uiguide

Submit the campus Strategic Priorities wiki page

ADVICE FROM A FACULTY CHAMPION

“ I use the “cliff method.” I want them to see the cliff, know it’s real, feel the adrenaline when peering over the chasm, but not let them fall in unless they really want to. We have a few astronauts who know the dangers of space travel but go anyway. That’s fine. One example is Tim Moore. He wanted to change our general education program so that students could work together across majors. I told him how hard I thought that would be, reminded him of the time he had remaining at JMU, and that I wanted him to leave having accomplished something. He backed up and created an outstanding pop-up class program that accomplishes 90% of what he wanted to do, he had it running before he graduated, and it has survived his departure. If he’d gone after the core gen-ed program I don’t think he’d have anything to show for his efforts.”

- Nick Swayne, James Madison University

OBJECTIVES

To create relationships with key stakeholders, understand their metrics of success and factor in their needs so you can define projects that are valuable to the broader campus I&E ecosystem

To find all possible partners, champions, funders and supporters

To build support for your UIF project one-on-one before the stakeholder meeting (see Session 6)

CANDIDATE ACTIVITIES

Meet one-on-one with key stakeholders in the I&E ecosystem to learn from them, not to sell the project. Use the change model canvas (adaptation of business model canvas) to interview leaders to better understand their pain points and determine if the project has a value proposition that will meet this constituent's needs. Use one canvas per project per person.

Hold a Zoom meeting, convening all previously-trained Fellows (those still on campus or who have graduated). Gather feedback on projects prototyped and stakeholders who have supported or detracted from UIF efforts.

Adjust the Campus Overview and Strategic Priorities wiki pages to reflect the knowledge gained through these meetings.

Meet with your uiguide, present what you learned from your individual meetings with campus leaders, and share your plan for (or outcomes of) the stakeholder meeting.

HOW FACULTY CHAMPIONS CAN HELP

Provide an email introduction between the candidates and their desired stakeholders. This can help pave the way for an expedient and timely conversation. Students who plan ahead can ensure that stakeholder feedback is timely.

The UIF staff will include you on an email introduction between candidates and previously trained Fellows. Hit "reply all" to this introduction and provide words of encouragement to previously trained Fellows mentioning that their mentorship is welcomed and important for the campus to continue building the I&E ecosystem.



THIS WEEK'S ASSIGNMENTS

Due October 4:

Submit change model canvas of each UIF project (3-4) viewed through the lens of 5 different stakeholders on campus (4 projects x 5 stakeholders = 20 page PDF).

Submit Google drive link containing either the PDF with photos of the 12+ change model canvases or 12+ digital change model canvases

Submit 3 or more short summaries (using the formula provided), one for each interview, as the names of the candidates who worked on this assignment.

ADVICE FROM A FACULTY CHAMPION

“Advocate and enable – sometimes students just need a formal introduction to a key individual and maybe those key individuals need a little explanation about the UIF program – just enough to get the door open.”

- Nick Swayne, James Madison University

OBJECTIVES

To use storytelling methods and mediums to share the vision for change on campus

CANDIDATE ACTIVITIES

Create a change story video. Prototype a video, share the prototype with your uiguide, produce the video with all candidates making an appearance, and plan how to share it.

Meet with your uiguide, share your initial prototype of the change video, and seek critical feedback that strengthens your message to the broader campus audience.

Hold a stakeholder meeting where you articulate your vision, tell the story of your research and describe the projects you plan to lead as University Innovation Fellows. Share artifacts and notes from the discussion by email to all attendees and those who couldn't make it. Total consensus is not feasible, and this stakeholder meeting is as close as your team will get to the sanctioning you need to continue to experiment and create value for your school.

Make sure you have completed all deliverables and met with your uiguide to confirm your launch.

HOW FACULTY CHAMPIONS CAN HELP

If needed, connect candidates to campus video production resources.

Hit "reply all" to any of the original email invitations to stakeholders and previously trained Fellows, reminding them to attend the stakeholder meeting.

Schedule a dress rehearsal for the stakeholder meeting so candidates can think ahead about their presentations, desired outcomes, transitions, acknowledgements, space layout, photos, notetaking and more.

Check in with candidates to ensure that they completed all their deliverables.



THIS WEEK'S ASSIGNMENTS

Due October 11:

Share outline and prototype of change story video with uiguide, and submit final video

Email meeting outcomes and photographs to stakeholder meeting attendees and those who couldn't make it (copy the UIF team)

ADVICE FROM FACULTY CHAMPIONS

“Stakeholder meeting was excellent. Got administration behind concept of what UIF is and also brought up some great ideas. Was a great discussion among all parts of university about overarching aspects that could be implemented and plans going forward. One key learning was that the administration needs more students to speak up about what they want and how they want to have it.”

- Brittany Nelson-Cheeseman, University of St. Thomas

“We had no expectations and we thought it will be some formality. It turned out to be more than what we expected and all stakeholders took interest in doing something beyond their responsibility and things slowly started moving.”

- Phani Kumar, CMR Institute of Technology

! LAUNCH REVIEW

October 12-16

OBJECTIVES

To ensure that every campus team is poised for success

UIF TEAM ACTIVITIES

This week, the UIF team and the uiguidees will review all of the candidates' activities during training. In order to be launched, candidates must complete deliverables and also play an active part in their teams during training.

If a team's change story assignment needs some work (audio/visual quality is very poor, or the video has been sloppily thrown together), a uiguide or UIF team member will be in touch with the team in the first half of this week so there's time for the candidates to make edits.

Once the UIF team has done their review, we will send Faculty Champions and candidates an email letting them know that they have been launched as Fellows. This is not the public launch, but rather a notification that their training is complete and no further action is needed. The public launch will take place October 19.

HOW FACULTY CHAMPIONS CAN HELP

Although this is uncommon, there have been occasions where one student in a campus team has "vanished" during training and/or has not contributed to teamwork. In these cases, a UIF team member will be in touch with the primary Faculty Champion to alert them of the situation, or to dig further into the situation if need be. If the student has dropped out of training, or not contributed during training, they will not be launched as Fellows.

If your candidates have done all the work and contributed, there's nothing for you to do this week!



ADVICE FROM A FACULTY CHAMPION

“As advisors/mentors, we need to make sure students are aware of certain rules, especially those that pertain to safety. But in general, I've found the forgiveness policy works best in terms of giving students the freedom and flexibility to implement their ideas. This is a learning opportunity for the students and we need to create an environment in which it is safe for them to make mistakes, and to take the heat for them if they do, but to also make sure they learn from the experience.”

- Mary Raber, Michigan Tech

!! LAUNCH

October 19

OBJECTIVES

To generate visibility of new Fellows using campus communications offices and other channels

To create awareness of Fellows' commitment to execute in a way that holds them accountable

FELLOWS' ACTIVITIES

Fellows should begin working on their projects right away, gaining as much traction in the next month and a half before their impact report (see more on the next page).

Review launch materials such as the identity kit and access closed Facebook groups.

UIF TEAM ACTIVITIES

On October 19, we will send a press release to your school's communications contact, CCing Fellows and Faculty Champions. In the following weeks, we will mail a pinning kit to each Fellow containing a UIF t-shirt and UIF pin.

HOW FACULTY CHAMPIONS CAN HELP AFTER TRAINING

Continue to meet with the Fellows regularly. As they run into obstacles, help remove them by giving practical advice or suggesting ways around the obstacle.

Keep the team inspired and just how important it is that the students support one another and create lasting impact for their school.

Celebrate the little wins and put a spotlight on any successes they have. Their success is yours! Your collective success will attract resources, partners and more students.



TIPS FOR CANDIDATES

STAY ENGAGED AND SUBMIT ASSIGNMENTS ON TIME

Training is hard work! It's like taking a class. Staying engaged each week and submitting your assignments on time will help you build on your learning and manage your workload.

MEET WITH YOUR TEAM

Meet with your uiguide to get feedback on assignments, with your Faculty Champion for advice and help with buy-in, and with your team of candidates to work on each session. These meetings don't have to be in person; use your Zoom line to hop on a quick call with one another, your uiguide or your Faculty Champions.

REMEMBER YOUR TRAINING TOOLS

The platforms you'll use during training are:

- the UIF wiki (where you'll view training sessions, create/edit your school pages, and create your bio)
- Mural (you'll use your team board to brainstorm and display your findings)
- Google Drive (where you'll store materials including your landscape canvas and stakeholder meeting artifacts)

COMMUNICATE WITH US

Life can throw us some wicked curve balls. The best way to keep in front of any situation is to simply keep in touch with us and let us know what's happening. If we know what's happening, we can work with you.

COMPLETE ALL OF YOUR REQUIREMENTS

We want to launch you as a Fellow!

UIF COMMUNITY AGREEMENTS

Be present and bring your whole self to everything you do, including this program. Training is not just about filling your brain with information; bring your emotions and passions as well as your intellect.

Give yourself permission to push your own boundaries; don't wait to be anointed by someone else.

Make others look good (the corollary is that others will make YOU look good).

ADVICE FROM A UIGUIDE

“Take this training and experience seriously. The timetable may look simple, but it can get hectic fast. Rely on one another and others around you, and make some epic things happen. Also, be sure to make this experience uniquely yours. You'll hear about lots of different projects that other candidates and Fellows are working on. Apply the ideas that you believe will be helpful, but don't completely “copy/paste” others' ideas into your ecosystem because you're not sure your idea will work. Believe in yourself, your ideas, and those around you.

- Jonathan Puhl, University of North Dakota

LAUNCH PARTY & IMPACT REPORT

Training has ended. Now what? A LAUNCH PARTY! That's what!

After training, we will host a launch party on Zoom to introduce you to some tool sets that will make your work as campus change agent more effective. Stay tuned for the date!

Launch always brings Fellows a lot of kudos for completing training, but now it's time to implement these project ideas in earnest.

In December, you'll hear from us again as we ask Faculty Champions and Fellows to fill out something we call an impact report. This is a way for you and your Fellows to share with us learnings and/or progress on campus projects. Fellows who are able to demonstrate measurable traction or learning with their projects will receive an invitation to attend the Silicon Valley Meetup, March 18-22, 2021. The impact report will be due December 11, 2020.

This report is more than just an update so that we know how everyone's doing. The ultimate goal is for Fellows to be motivated to take action and learn quickly from the successes, failures, and everything in between. It takes small steps to make a difference.

We'll share more details about this impact report when we reach out to you and your Fellows in December.



DEADLINE

Impact reports will be due December 11.

The UIF team will look for one of these items in impact reports:

They **accomplished** one or more of their proposed projects

Fellows **made progress** towards accomplishing one or more of their projects

They **pivoted** from one or more of their proposed projects

They are still early in the planning stages for their proposed projects, but they are doing work that is helping them **learn more** about their goal/audience/need