

Epicenter University Innovation Fellows Program Cohort 7 post-training evaluation

The National Center for Engineering Pathways to Innovation (Epicenter) is funded by the National Science Foundation and directed by Stanford University and VentureWell. Epicenter's mission is to empower U.S. undergraduate engineering students to bring their ideas to life for the benefit of our economy and society. To do this, Epicenter helps students combine their technical skills, their ability to develop innovative technologies that solve important problems, and an entrepreneurial mindset and skillset. Epicenter's three core initiatives are the University Innovation Fellows program for undergraduate engineering students and their peers; the Pathways to Innovation Program for institutional teams of faculty and university leaders; and a research program that informs activities and contributes to national knowledge on entrepreneurship and engineering education¹.

Background

On February 24th, 2015 the 123 candidate fellows that make up Cohort 7 (C7) were launched from the on-line training portion of the Fellowship. The candidates participated in a five week training program designed to prepare them to be change agents both on their campuses and as part of a national movement to promote I & E on college campuses. Participants received an orientation and training in six key areas:

- Orientation: Your Mission
- Session 1: Strategic Resources
- Session 2: Design Thinking
- Session 3: Landscape Canvas
- Session 4: Strategic Plan
- Session 5: Lean Startup Approach
- Session 6: Project Pitch

At the conclusion of the training, participants were asked to complete a survey in which they reflected on perceived value and effectiveness of the training. The purpose of this report is to provide the results from the survey. This feedback is designed to provide the program leaders with formative feedback in which to compare the experiences of this cohort to previous cohorts, to make any improvements to the training for Cohort 8, and to validate the fidelity of program implementation.

Methodology

At the conclusion of the training, all participants were invited to complete a survey reflecting on their training experience. The survey was hosted by SageFox, and invitations to complete the survey were extended to participants by the program leadership. Reminders were sent on a frequent basis (by program leadership through regular communication with candidate fellows). The survey closed on March 6th, 2015.

¹ Program description provided by program.

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Respondents

The survey does not ask about participant demographics. Based on program records, we know the following about C7:

Gender		Major	
Male	67%	Engineering/CS	48%
Female	32%	STEM	9%
		Other	32%

Note: The % of UIF participants that are not engineering or computer science is now less than 50%, which may start resulting in a shift of culture and focus.

Institutional participation:

There were 51 institutions with candidates trained as part of C7. Twenty-three of these institutions are new to the UIF program. Of the participating institutions there are:

Type of Institution	
Women's College	1
HBCU	6
HSI	3
Community College	1
KEEN affiliated school	6
Pathways	7

Thirty of the 51 institutions have Leadership Circles, in which there are multiple UIFs on a campus, typically coordinating their efforts.

Response rate: Eighty-nine candidates began the survey, and 81 fellows completed the survey. All responses, including incomplete survey entries are included in the findings. The response rate was approximately 72%

Key Findings

Once again, the UIF training session were highly praised. Candidates report having learned how to be change agents on campus, felt the sessions were well facilitated and provided important skills. Fellows spent an average of 6.4 hours per week on the training, with 68% feeling that the amount of time spent was "just right." Ninety-four percent of fellows report that the program so far has been worth their time. Ninety-six percent of fellows would recommend the program to a peer.

When asked what the most valuable part of the UIF training was for them, about half of the participants referenced skill development towards understanding their institutional contest and making change and the other half discussed the value of the community and network of like-minded peers. Sample comments include:

The tools/resources given to us to be able to landscape our institution. The credibility of the program allowed us to connect more easily with deans, faculty members and leading figures in our university to help create real change.

The lean startup session brought together the ideas from the previous sessions. I finally understood the holes in our landscape and came up with an innovative solution that would have a sustainable impact and bring low resource high impact change to campus.

The weekly conversations with fellows from other universities provided context of the similarities in the challenges we face and different means to bring about the opportunities we're trying to create.

The network of amazing people who believe in the same values. I used to think I was the only one who suffocated in the traditional academic environment. Now I have a large group of people who feel the pain and are in this together to end it!

Quality and value of sessions:

This was the largest cohort trained to date. As part of the effort to scale the UIF project, the leadership team utilized smaller BlueJeans conference sessions between formal training sessions to support candidates' work.

All sessions were found to be valuable, with the Landscape Canvas (Session 2), Design Thinking (Session 3) and Strategic Plan (Session 4) to be the most highly rated. The Landscape Canvas was, for most fellows, a time-consuming but necessary activity. Comments included:

After completing the landscape canvas with my team, I felt confident as a potential fellow. I understood what we needed (still need) to do to improve the I&E atmosphere on my campus. It's a valuable tool.

This was definitely the most important session in my opinion. It taught me the first step to change is to just look around, access the information about the people in your environment, and start talking to them. I loved session 3

I would prefer more explanation for the terms used in the Canvas.

Landscape Canvas was really enlightening and saddening to see what our campus offers but knowing that very few people use it. I just hope people find this data or I can retool it to make it more user friendly.

For 57% of the candidates, there was already a fellow on campus² (approximately 30% of campuses are "Repeat customers" for cohort 7). Fellows who were from institutions new to the UIF program spent much more time on this task than those who were able to update, expand and/or improve a landscape canvas started by an earlier-trained Fellow. Most fellows continued to add resources and update contact information on the previous canvas. A few fellows report that they changed the initiatives. When candidates come from a different discipline than the previous fellow, the landscape canvas was made to be more comprehensive. Strategic plans were either improved through providing more detail or clarifying objectives, or the candidates plan on building off the work done previously. In some cases the candidate is refocusing the effort. Example comments:

² Several candidates are on a campus that had a previous fellow, and in some cases there are multiple candidates on the same campus, therefore some of the changes in landscape canvas may be overrepresented as they are reported multiple times.

In an effort not to "reinvent the wheel," our priorities didn't significantly change. Our previous fellow has put significant work into getting a makerspace and the school has listened. Now it's up to us to see it through.

His main goal was to approve a new Innovation Space to be built at the University of Portland. He succeeded! Now, our priorities have shifted more towards beginning construction and properly branding the space so that students and faculty can start getting excited about it.

The strategic priorities build on what the previous fellows have accomplished and their visions for what they would like to see accomplished. The previous fellows were able to guide us in identifying ways to change innovation and entrepreneurship on campus. The strategic priorities helped us identify where we should start to create positive change.

[Fellow's] strategic priorities were aimed toward physical changes at the institution; for instance, her project idea was to add an idea-lab, which is coming along right now. My ideas aim more toward course changes, study-abroad programs, and things that are not quite tangible, but have a major effect on students and faculty.

The Design Thinking session was highly rated and many of the comments referenced the excellent use of the documentary "Xtreme by Design." The session appears to have been motivating and inspiring.

The session on Strategic Plan helped focus the candidates. Comments include:

I had no idea so many resources existed that fit my interests. Having representatives speak to us in small groups got me fired up.

Resources and connections are often the most important assets an entrepreneur/innovator has at his or her disposal. This session gave me great insight into the many resources that exist, and some of the ways I can seek them out efficiently and effectively.

The orientation session's content seems to have been appropriate for setting the tone for the engagement. Several respondents noted that having so many participants on the session made it logistically difficult and a bit chaotic. Candidates felt inspired by the UIF mission; however, several requested greater clarity of expectations and content for the training course. One noted "I loved orientation, because I feel that it set the tone for what we are doing and where we are going."

Those that commented on the Lean Startup Approach were mixed. For fellows new to the material, it seems to have been more valuable. They found it to be a useful activity for planning and strategizing, particularly as it gave clarity to getting the team organized while others found it did not translate well into their project or was repetitive of other work.

The Project Pitch activity was an appropriate way to wrap up the training, however fellows would have liked more time allocated to this session.

A common theme throughout the comments concerning the trainings sessions is a request for more advance notice. Candidates are extremely busy, and the activities required are seen valuable, but could have been more valuable with more time. One fellow noted:

Really wish we had a syllabus so we knew what work to expect. Each week I had to rearrange my whole plan of attack between homework due to the unforeseen workload for UIF. I managed, but knowing in advance would make it a lot less stressful.

Faculty sponsors

Roughly two thirds of the candidates report finding value in including the faculty sponsors in the orientation and attending presentations on the Landscape Canvas.

Structure, BlueJeans and logistics

The structure of the training was overall well received. Eighty-seven percent of Fellow candidates report that information shared and feedback provided during the instructor-led BlueJeans sessions was valuable or highly valuable. Most also found the information shared, presentations, and feedback offered by Fellow- and Candidate-led session were valuable.

Ninety-five percent of candidates agreed that the facilitators encourage appropriate levels of participation. Candidates prefer sessions where there is opportunity for participation and discussion.

The BlueJeans format seems to be working, as 83% of candidates report that the scheduling methods and accessibility of BlueJeans was valuable and 72% found that having the BlueJeans recordings was valuable. Eighty-six percent of fellows agree that the format of the required BlueJeans training session was useful. It was challenging; however, to have so many participants on the calls. Candidates cited trouble with people using too much air time; not enough time to present and; highly valuing the time for discussion.

For some fellows, the scheduled sessions conflicted with their academic or work demands.

OpEd

Although it was valuable to have begun the OpEd prior to orientation (76% agreeing valuable/very valuable) only 53% found the community forum around the OpEd pieces to be of value. The overall OpEd activity itself was highly valuable. Fellows found that between the first and last draft of the OpEd, they:

- Better understood the landscape context
- Refined their ideas to be more specific and/or creative
- Changed the tone of their writing, particularly moving from opinion to evidence based strategy
- Some changed their opinions
- Better understood change more generally.

By going through the process, fellows began to see the importance of each of the training activities.

Illustrative comments include:

I was better able to understand the problems I saw on my campus. The OpEd I wrote for orientation was based on my gut feeling about what was wrong. The one I wrote for Session 5 was based on the issues I found in the landscape canvas.

It change 100% which made the first two paragraphs of the oped useless. We really didn't know enough about our campus when we started the oped, which also might have led to some biases when coming up with a final project.

My primary goal did not change much but the way I approached the problem became more practical and considered potential obstacles in implementing my initiative.

Before training, my OpEd consisted of a lot of "fluff." Throughout and after training, I was able to eliminate some of the "fluff", and implement some good aspects that make my argument more plausible.

At first, I was able to recognize the problem. By the end, I was able to see how it could be changed.

Next steps

Candidates are eager to get to work on their campus. Fellows expressed enthusiasm about marshalling people and resources to make change on campus. They are excited to maintain connections and learn from each other as they implement plans.

When asked what kinds of support would be needed, candidates cited the importance of the community of practice among their peers. This community provides a forum to get advice, exchange and critique ideas and provides general motivation and support. Related to the community support, the candidates are looking to the UIF and Epicenter staff to provide a structure for check-ins and on-going support. Candidates also spoke to the importance of having the right people supporting them on their campuses.

Almost all fellow candidates would recommend the program to a peer with a value proposition of empowering students, making change on campus by improving the I & E environment and by engaging with a network of like-minded peers. These candidates are likely one of the best sources of recruitment into the UIF program. Comments concerning the value for potential candidates include:

Although I have gained much throughout the UIF training, the most significant include the ability to confidently speak with persons of high authority, tackle challenging problems, critically consider potential outcomes of an idea and work well in a team. I would encourage motivated and passionate students to become a Fellow.

I think the Fellowship is helpful resource that allows people to really challenge what they have been taught. It allows some of us to rise to the occasion and really think different and expand our boundaries.

I find value in it because it opened my mind to the fact that many institutions need change. The University Innovation Fellows Program gave me energy. It has empowered me to talk of what has upset me in the past in regards to this universities educational experience and now I have a chance to change what I see. I will make sure that the experience for a incoming freshmen will be better than mine.

It requires a lot of work, but the pay-off is invaluable. I feel newly inspired, more knowledgeable and more capable to solve entrepreneurial opportunity areas on my campus.

The input you hear from others is the most valuable, you don't know what you are missing till you hear about thing others are doing

UIF is a program where you go from Luke Skywalker to straight Master Yoda! UIF provides you the training to be an effective leader in anything you do! Dream big, work hard.

Recommendations:

Training activities

The training activities are valuable for the candidates, but many report they would have liked more advance notice concerning the assignments so they could spend more time on them, schedule more meetings, or otherwise strengthen the product. It is the evaluator's opinion, based on supporting other training projects, that there is often a tension between balancing the timing and type of training with the need for experience. Therefore, although fellows request more time/greater clarity, it is not until they've engaged in the activity that they are able to reflect in this way. It might behoove the leadership team to use the orientation session to better explain what is expected, but also to frame the activities as *training* activities, and that they will likely need to refine their products over the weeks after training.

The evaluators will explore how the inclusion of sponsors will change the sponsor engagement for this cohort versus cohorts in which sponsors were not included. It is possible that candidates do not appreciate the value of sponsor attendance at this point in their training.

Clarity of expectations

Fellows were also seeking greater clarity of expectations. One candidate noted that *"we received a lot of different emails with a lot of different links. If there could be one place where all assignments could be kept and distributed to students that would be much cleaner."* With more students participating, and scheduling becoming more difficult, having a centralized system for maintaining assignments, calendars, and BlueJeans recordings will be essential.

Connections to Fellows and other candidates

More opportunity for communication between candidates may enhance the program. Candidates highly value the time they had to communicate, discuss the lessons and share ideas. It is the evaluators' understanding that membership in the UIF Facebook group is contingent upon successful completion of the training series. Having an on-line forum for candidates to collaborate *prior* to completing the training would be of benefit. It would also help develop the community.

Engaging faculty sponsors

To date, there has been limited involvement of faculty sponsors. The training offered to C7 included faculty sponsors in the orientation and landscape canvas sessions. Although candidates report being mixed about the value of including faculty in these sessions, the need for faculty support on campus was clearly articulated as a future need. Engaging faculty in the UIF movement may be a beneficial strategy for the program moving forward. The evaluation team will explore the faculty perspective during spring evaluation activities to better understand the potential for faculty engagement.

Clarity of purpose

As the program scales up to more students, the program has evolved from focusing on I & E in engineering education to providing I & E opportunities more broadly, and now to training students to be change agents. One fellow articulately asked the team to:

Develop a clear goal of what the UIFs should be getting out of this training. Are you training on skills/strategies to change campuses or are you training them on I&E skills?

Fellows are noticing the shift when looking to continue the work of previous fellows on campus. Several candidates are expanding the previous fellows' work by either changing the landscape canvas to reflect the larger campus context or by shifting the strategic priorities all together. Leadership circles have the potential to be powerful forces on campus, however leadership circles are not necessarily focusing on the same priorities. The UIF program should be clear internally and with the participants on the goals and objectives.

Finally, though the program seems to be well-received and fellows report the experience is impactful, the minority of UIFs are in engineering, thus, the Epicenter focus is being diluted. The program want to consider additional unique sessions or activities for engineering students.

Findings in Detail

Based on the amount of time you invested vs. what you got out of the following sessions/activities, how valuable was each one?

	1- Not at all valuable	2	3	4	5 - Highly valuable	4 + 5
Orientation: Your Mission	1	8	12	28	38	76%
Session 1: Strategic Resources	1	3	19	25	41	74%
Session 2: Design Thinking	0	4	10	26	49	84%
Session 3: Landscape Canvas	1	0	12	22	54	85%
Session 4: Strategic Plan	0	2	12	30	45	84%
Session 5: Lean Startup Approach	0	8	10	27	44	80%
Session 6: Project Pitch	1	4	14	33	37	79%

If you have any comments about the value of the sessions/activities please write them below.

Orientation: Your Mission

Positive feedback

- I would just like to comment that the videos chosen for Orientation were absolutely phenomenal. They really got me interested and engaged in the program (specifically Simon Sinek.
- I loved orientation, because I feel that it set the tone for what we are doing and where we are going.
- It is very interesting thinking outside of the box on the way education is structured and how it can be transformed to supply greater experiences.
- It set up the basic overview as to what I will gain from the program.
- It was a great way to put what I want to accomplish into words.
- It was great to get to meet people in small groups.
- Orientation gave a great setup explaining what this program was about and how we needed to change our thinking for us to succeed. The OpEd was a nice way for us to write out our current state of mind before training started.
- The content for the Orientation was very inspiring. It really started the training off well by giving me a feeling that I have the potential to create change. It was also very interesting.
- Clearly defined the mission at hand and what we would be doing over the 6 week training.
- The OpEd was a powerful tool to construct for instilling change at universities. The creation of the OpEd started here.
- Very important but wished it was 2 weeks to get settled in
- Great!
- Loved it!

Needed greater clarity

- Really wish we had a syllabus so we knew what work to expect. Each week I had to rearrange my whole plan of attack between homework due to the unforeseen workload for UIF. I managed, but knowing in advance would make it a lot less stressful.

- I feel like that there should have been a stronger emphasis on what each week would contain, It was nerve racking just knowing the bare minimum that was need and know not know why.
- I feel that this should be the session when expectations for Fellows and what we will do during the training and beyond are clarified. Also, sessions for vocabulary use should be mentioned for the case of international candidates.
- I was still confused about what was going to happen and what this program was. I did talk with my past UIF's and advisor and they explained a little more. It was nice to meet off in small groups and then come together for the bigger conference call.
- It was a little disorganized and would have been better in smaller groups to learn how to use Google drive and the wiki pages
- The mission wasn't very clear. The training milestones also weren't clear. The first video conference spent a lot of time addressing technical issues.\

Chaotic

- 100+ students on a Blue Jeans call was a little hectic to deal with but if we could do different sessions of the orientation it would be a lot better and a little bit more organized too.
- I think it was admirable to try and have all candidates in one video conference, but was a bit disorganized. I would suggest smaller group conferences.
- It is always nice to hear live than recorded version. The orientation was total chaos. I couldn't login for one hour. Next time I hope it won't crash
- The bluejeans platform was not very practical for our numbers, but the UIF leadership handled the situation well and kept us informed. Your hard work in helping things go smoothly was and is much appreciated.
- Too disorganized.

Other

- This session was mostly pointless. It was especially rough given that many of the people were unable to join the meeting due to the capacity limits.
- Prerecording this session and having us watch it on our own time would help with the congestion and slow speeds. The break out sessions were so early in the process that we didn't get much out of them.
- I had to miss class for orientation because it mandatory and it wasn't offered at any other time. I wish orientation would have happened a few times during a day or two so I could pick the best one for my schedule.

Session 1: Strategic Resources

- Being able to find out what resources I needed and figuring out how to use them in the future is an important step in moving forward.
- I believe having a 6-week timeline given to candidates at this point (containing all assignments) would have been invaluable in helping to budget time and contact stakeholders much further in advance.
- I had no idea so many resources existed that fit my interests. Having representatives speak to us in small groups got me fired up.
- I'm not sure what the goal of this session was to be. This time would have been better served developing a landscape or strategic plan.
- It helped me organize the resources in the campus.

- Resources and connections are often the most important assets an entrepreneur/innovator has at his or her disposal. This session gave me great insight into the many resources that exist, and some of the ways I can seek them out efficiently and effectively.
- Strategic Resources really opened up my eyes about what is out there. Somethings I have heard of before so I skipped them so that I could learn about new things like Venture For America and 3-Day Startup.
- The connection with relative resources for feedback is a great communicative experience.
- Awesome!
- This was great!
- Well Develop!

Session 2: Design Thinking

General positive feedback

- Amazing!
- Categorizing the ideas of others leads to acknowledging many new valuable perspectives.
- Design Thinking is always an important avenue to explore when trying to solve institutional problems.
- I loved the design thinking because of how effective it is. I hope to get the professors to incorporate this more into our curriculum.
- I wasn't very familiar with design thinking and this session helped me understand it much better.
- Perfectly Designed!

Documentary

- Design Thinking was another good way of showing how we can change the way we think so we can accomplish our goals. I really enjoy documentaries so I'm biased when I say that I loved learning about Extreme By Design and watching how it worked. // The stakeholder profile didn't really help. Maybe it was the person I interviewed but I don't feel like what I learned from them affected my outcome of the project idea.
- A very well thought out introduction to design thinking. Xtreme by design is in my top 5 favorite documentaries.
- I loved the extreme by design video. I wish there had been more information or a resource on how a course or activity like this could be applied on campus for undergraduates.

Not as Useful

- I would have liked to have a little more insight into the design thinking process. Doing the empathy map was great, but I wish there was more teaching on the design thinking process. But I can see why you maybe wanted to give students a taste, and then teach them more at Stanford and google
- Don't remember the particular of this section; it would indicate that it was not useful afterwards.
- Since this was a lot of what I studied in school, this was not new but it was useful for other students. People don't understand the importance of empathy.
- The bluejeans meeting for this session was not useful.
- What are the official definitions of Design Thinking and Lean Startup? One case study that DT & LS are embedded onto a campus system?
- While this is an interesting strategy to learn and be mindful of, I'm not sure this was a good fit for the activities under way. This was time that could better served developing a strategic plan.

Session 3: Landscape Canvas

- A perfect way to gain a better understanding of what the individual campuses have to offer
- After completing the landscape canvas with my team, I felt confident as a potential fellow. I understood what we needed (still need) to do to improve the I&E atmosphere on my campus. It's a valuable tool.
- Again, this also helped me organize, but mostly for the upcoming students or Freshmen who do not know the campus.
- Encouraged me to speak to deans and departments outside of my field of study. Gave me a better understanding of the ecosystem at CSUF.
- Good content - It is necessary to understand the current university environment before creating any strategic plan.
- I think this was a well-organized assignment that allowed me, and I am sure others as well, to analyze my campus in ways I would have never thought of before.
- I wish this would have been describe in detail more earlier on, There was a lack of emphasis on instructions and how to go about this.
- I would prefer more explanation for the terms used in the Canvas.
- Landscape Canvas was really enlightening and saddening to see what our campus offers but knowing that very few people use it. I just hope people find this data or I can retool it to make it more user friendly.
- Learned a ton about the resources available at my university. If I'd known better I would have scheduled more meetings this week.
- Mapping out the campus helped me visualize what the key points of entrepreneurship and innovation are on campus.
- Placing all the steps of a plan on to one large format that is all encompassing and easily changeable is vital.
- Tedious but Necessary!
- The landscape canvas was super helpful to analyze what resources exist on my college campus and where a gap could be bridged.
- This assignment was pretty overwhelming as a first time Innovation Fellow for my University.
- This is perhaps the most valuable part of the training, as it gave good reason and a guided framework for reaching out across campus. The benefits are two-fold: information to guide next steps and relationship networking to empower next steps. Very good work.
- This was a very time consuming project, but it was essential for developing an understanding of the layout of my school's resources.
- This was definitely the most important session in my opinion. It taught me the first step to change is to just look around, access the information about the people in your environment, and start talking to them. I loved session 3!
- Very tough exercise but I think this was vital for understanding what we have and what we don't.
- Well Structured!

Session 4: Strategic Plan

- Focused my attention on providing solutions to change our education system to push for innovation.
- Good content - It is very important to lay out the specific goals of each team and determine how best to execute on those.

- Strategic Plan this session was interesting. Seeing that most campuses have the same problem proves that Higher Education has a problem. We almost all had the same priority by the end of training. // Having milestones was helpful but the follow through may not happen as rapidly as some would like or suggested.
- It was greatly useful because we had the plans to implement, just by following the steps we proposed.
- Scheduling interviews: Meeting with stakeholders, especially at larger schools, is very difficult to organize within a week's notice. Again knowing further in advance (a month at least), we would've been able to schedule meetings with stakeholder's more easily, and spread the numerous interviews we had across a larger time span, making it more manageable.
- Great Activity!
- I loved this!
- Tedious but Necessary!

Session 5: Lean Startup Approach

Highly valuable

- Another useful way of approaching business; useful to teach when we have our own 3 day start-up event.
- Great Ideas!
- I loved this!
- It was hard planning two video sessions into my week.
- Lean was really helpful for organizing and planning where to start and how to follow through.
- Really Valuable!
- The business model was a good diagram for planning and strategizing.
- The canvas is a powerful tool that helped me understand my strategic plan a little better.
- This was my favorite session.
- Very good session but same wish it was longer period of time.
- Only the fellow led bluejeans meeting was useful for this session.
- I really appreciated the night session

Less valuable

- Business model canvas was not as effective as hoped.
- I don't think this tool translated well to some of the projects being undertaken. This time would have been better served executing the strategic plan.
- Lean Startup Approach was something I was already familiar with. Thinking of combining the two ideas of Lean Startup and Design Thinking in the videos was interesting. I've also created Business Model Canvases before so it may have been more beneficial if my team had helped on it.
- I'm also involved in i-Corp, so the Lean Startup approach seemed a little out of character for this program. I see the point of including it, but I think it might have been better to focus on a design thinking approach to starting a strategic plan rather than introducing the BMC.
- My team discussed how all of us got very little out of this session. This session definitely needs to be spruced up with some more inspiring content + it needs to come across being less theoretical. I think an understanding of how to make an actual business plan in addition to a lean start-up might be valuable.
- This is personal. I have had extensive experience with this so most of the information was repeat. The assignment was helpful as well as making sure everyone is on the same page.

- Reiterated information I already knew but was useful to make sure everyone knows it.

Session 6: Project Pitch

Positive feedback

- I love this as a nice wrap-up and reflection for what we have been doing and what our ideals are!
- I think being able to pitch ones idea in the most effective way possible is vital when attempting to convince an audience.
- A Great Experience!
- Awesome ! Even though we filmed our video late at night and we were super tired :) it was awesome that we had the opportunity to talk about our plan in pitch format.
- Creating a pitch was a lot of fun.
- Perfect Jump Start!
- Project Pitch was a quick and nice way to wrap up training. Having only the video to do we just needed to wrap up our idea into a concise pitch.
- The group video allowed us all to reflect on our ambitions and to connect all of our group members final priorities.

Timing issues

- I think there should be more time allowed for the video and pitch, alot of us have 18 hours plus some and shooting, editing, and launching a video can be time consuming to have quality that will be released to the public.
- I would have liked a heads up on this assignment before the week it was due (similar to how we got a heads up on the landscape canvas during orientation) I think if students had more time to get their video together, they could do a better job.
- It summed up the program, but given the time constraint, it was not possible to make a great video to present to others. It would require much more time and expertise we did not have.
- It was hard to create and edit the video in a week's time. I think it became harder because classes started and it was harder for us to get together to meet.
- These videos were made in too short of a time to have an sufficient quality. I have low expectation of anyone being persuaded by these videos. In truth they may do more harm than good for the cause. This time would have been better served executing the strategic plan.
- It is very difficult to attend sessions within 10 am to 5 pm. So if you could think of putting some sessions after 5 pm

Please rate the value of the following items.						
	1- Not at all valuable	2	3	4	5 - Highly valuable	4 + 5

Scheduling methods and accessibility of live BlueJeans sessions	0	4	11	39	34	83%
Information shared/presentations made by Fellows on BlueJeans sessions	0	4	19	31	34	74%
Information shared and feedback provided during the candidate-led BlueJeans sessions	1	2	19	38	29	75%
Information shared and feedback provided during the instructor-led BlueJeans sessions	0	3	9	34	43	87%
Categorizing the Blue Jeans calls for sessions 4 and 5 as Discover, Learn, Experiment and Pursue (matching the Landscape Canvas) was helpful	3	11	17	28	29	65%
The community forum around the OpEd pieces	2	10	30	20	26	52%
Beginning the OpEd prior to orientation	2	5	14	21	47	76%
Recording of BlueJeans sessions	2	6	17	27	37	72%

How did your ideas for the OpEd change and develop between the first exercise prior to orientation and Session 5?

Better understanding of the Landscape

- My idea not change much. My speculation that the General Education Program at [School] was flawed was proved accurate after our interviews and research. My OpEd expanded to tell of how we are going to solve this problem.
- My OpEd developed more when looking at my initial piece to my final draft merely because I was more aware of the necessities the my campus needed.
- My ideas became more focused because through the process I became more informed as to the opportunities on my campus.
- I a more specific idea of what the situation at my school actually looked like.
- I begin to get a better understand of how the system works and what the meaning behind every assignment as the training continues on.
- I started by op-ed from scratch after the lean startup session because those interviews made clear the actual issues on my campus. I like how starting before orientation got my wheels turning. I recommend making it two different assignments.
- It changed drastically. After conducting research, I obtained a better understanding of what my campus needs.
- It change 100% which made the first two paragraphs of the oped useless. We really didn't know enough about our campus when we started the oped, which also might have lead to some biases when coming up with a final project.

- I honestly didn't have a clear plan at the beginning and after talking with several others and developing the landscape canvas I was able to shape my plan around the problems
- I did not really know what to say when we first wrote the OpEd. I knew that there was a lot of room to change at my campus, but it was not until doing the landscape canvas that I was able to see what the problems really were. I was much more informed when I rewrote my OpEd, and I knew what kind of change was possible and needed.

More specific in terms of:

Better understanding of and/or articulation of the problem and change strategy

- What I believed to be the largest problem with education shifted when I realized that education really is a two way street. A school can do everything on their part to hold events and extracurricular, but it is up to the students and student committees to make them function.
- I knew why I wanted things to change on my campus, but I didn't know how I was going to do that. It was cool to see the pieces come together each time I worked on my OpEd,
- My thoughts were the same throughout. What changed was how I wanted to approach solving the problem.
- My primary goal did not change much but the way I approached the problem became more practical and considered potential obstacles in implementing my initiative.
- My OpEd incorporated more detail as my team began to specify our plans in the student priority list.
- I cannot say that they changed per say, but I was able to better develop my ideas and better understand my views on specific pieces of my OpEd.
- I had a clearer understanding of how to approach and resolve the problem I had to face.
- I focused it more towards the goals identified in the student priorities
- I gained a lot more knowledge of our entrepreneurial landscape

More Focused

- After experiencing the many positive elements the program had to offer, I was able to make my OpEd into a more realistic one. Before training, my OpEd consisted of a lot of "fluff." Throughout and after training, I was able to eliminate some of the "fluff", and implement some good aspects that make my argument more plausible.
- Became more realistic
- I believe that by session 5, my ideas for the OpEd became more plausible. Prior to the training, my OpEd consisted of a lot of "fluff." However, as I went through the training, I began to realize particular faults. I worked to pinpoint such faults in order to adapt them into a more realistic setting, without getting rid of the true meaning behind the ideas
- My op ed was really vague in the beginning. By the end, it had a concrete purpose.
- They became more focused and detailed.
- They became more focused on entrepreneurship
- They grew more focused in scope.
- I developed a clearer plan that was more specific with objectives, rather than a broad based piece.

Better/more/expanded ideas

- Gained a broader perspective and developed a wider range of ideas for solutions to model education in the ideal sense I originally discussed in my first prompt. I also gained more knowledge on what the skills relative to entrepreneurship these solutions should provide.
- My ideas completely changed since the first exercise. I realized that the changes that I can make on campus are things that enhance things that are already there. My OpEd took a new direction and I began looking at bigger things that I could do on my campus besides enhance the college of engineering.
- The OpEd was a great way to track how much I had learned over the 6 weeks of training. My ideas became more focused and my general vision for I&E on campus was expanded.
- My ideas developed into looking for ways to promote experiential learning opportunities that were of interdisciplinary collaboration, entrepreneurship, and innovation.

Evolved from opinion to strategy

- I was better able to understand the problems I saw on my campus. The OpEd I wrote for orientation was based on my gut feeling about what was wrong. The one I wrote for Session 5 was based on the issues I found in the landscape canvas.
- The ideas became more specific as I unbundled the resources available on campus through the Discovery Canvas.
- At first, I was able to recognize the problem. By the end, I was able to see how it could be changed.
- At first it was very wandering. I had no idea how to address that problem. By the end I was able to edit it with ways it could be changed.

Tone

- They became milder. I wrote the op-ed with a fiery energy that seemed to sweep across the cohort. Later, I refined my op-ed into something more calm and substantive and less firebrand.
- I realized that a more constructive and inspirational tone would be more effective.
- I really understood more fully what I had to do, and my language changed to accommodate that.
- I was able to change my ideas into more of an action plan to benefit my campus as I learned more during training.
- My first OpEd draft was just a general piece about my viewpoints on higher education. The final OpEd piece had similar viewpoints, but also included a concrete action plan.

Connecting to others

- I liked that we developed the OpEd throughout the training. I was able to find other fellows who had similar topics to mine. I liked that we did the break out sessions with people who had similar thoughts.
- They were refined and also incorporated into the collaborated answer that us Fellows came up with for [School].

Understanding change

- I learned a lot about changing the course curriculum at my university. It is a 3-4 year process rather than a 1-2 year process. I also learned that the process is longer than what people think it is. Changing required courses requires a multi-level process through many different departments.

- Having the OpEd first written in rough form before orientation was a great way for to see our own minds progress as we went through the program. It really helped to focus our thoughts on root causing the problem we sought to address.
- I think it really showed how much we grew and made us recognize how much there is on campus
- Is called back my idea to be more realistic
- My idea from session 1 to session 5 became more specific which is good because my initial idea was too vague.

Other

- I was transformed into more creative students. It helped to open up more. The ideas which I kept in my heart only started spilling from my mouth. It made me think no idea is bad.
- 100%
- My ideas did not change that much. I found I had more to say by the time Session 5 came around, and I had more things to consider in my response. However, I feel like my ideas changed the most after visiting California this past weekend.
- It wasn't very clear what the oped should be about. So I changed my oped a lot.
- It made me think in a broader aspect.
- My goal towards the end of training was completely different from my original OpEd. A basic idea stayed the same but all else changed so it was interesting to see how they developed as I learned more about my campus.
- The first time I wrote it, I had no clue what to go into detail about. After the session I had a much easier time understanding my goals and objectives that I had to finish.
- Session 5 completely made me change the ideas I was going to propose and how I was going to propose them.
- Thankfully, every additional session became a building block for my OpEd.
- My op Ed improved dramatically

Changed Opinion

- I changed my view towards making a creative space and connecting to local communities and resources.
- I completely rewrote my OpEd piece with a heavily modified thesis.
- I decided that what I wanted to change about my campus was different.
- Put it into perspective that higher education is not a matter of massive reform, but innovation on the current model for its current users.
- It changed drastically since it made me realize that we have a potential of being the solution.
- It gave me a more precise view of how education should change and what direction
- My ideas changed so much that I wanted to change my OpEd topic. I began to think of innovation and entrepreneurship in a new way and saw more ways to incorporate both on campus to students of all academic disciplines.
- I have solidified my project as well as ideas around it, its purpose and its specific approach. The landscape canvas took me a while to figure out how to make the best use of it, but it's definitely helpful to challenge and mold my viewpoint about the problem I see on my campus.
- I had a much, much different theme to my OpEd at the beginning of the training, but changed for the better with the help of the material learned each week.

How many hours per week on average did you spend on the University Innovation Fellows Training?

Mean	6.4
Max	30
Min	2
Median	5.0

Taking into account what you got out of the training, how would you assess the amount of time you spent on the University Innovation Fellows Training?

Way too little	0	0%
Too little Too little	11	13%
Just right Just right	60	68%
Too much Too much	13	15%
Way too much Way too much	4	5%

Please indicate your agreement with the following statements about the overall delivery of the training.

	Totally disagree	Disagree	Unsure	Agree	Totally agree	Doesn't apply	Do not know
The facilitator(s) encouraged appropriate levels of participation by participants	0	0	4	31	50	1	0
The facilitator(s) provided relevant critique/feedback to participants	1	0	8	30	47	0	0
So far, the program has been worth my time	0	2	3	16	65	0	0
The format of the required BlueJeans training sessions was useful	0	6	6	39	35	0	0
I have a clear understanding of what is expected of a University Innovation Fellow	0	5	6	23	49	1	1
I preferred sessions where there was time for discussion afterwards, though fewer presenters	0	2	20	29	34	1	0

I preferred sessions where there were a greater number of presenters, though less/no time for discussion	7	34	18	15	10	1	0
There was ample opportunity each week to participate in BlueJeans sessions	2	17	7	30	27	2	0
It was valuable to include the faculty sponsors in the Orientation	4	4	19	18	26	13	2
It was valuable to have the faculty sponsors attend the presentations on the Landscape Canvas	3	3	16	18	29	14	3

Timing

- Regarding time investment, my issue is not with what we get out of training for the time invested, as much as the issue of balance. As a graduating senior this semester, this has had a major impact on my already stacked class and involvement schedule and I wish I had a better idea of what was expected from the beginning so that I could've prepared to put in the work in advance.
- A majority of Blue Jeans sessions were in the midst of school timings and were difficult to attend.
- Finding time during the day to attend an hour long Bluejeans session was difficult. Maybe if the session were shortened to 30 minutes it would be better.
- It would have been helpful to have more times slots for the required BlueJeans sessions. Because of the few time slots and time change differences, there were two sessions that I had to take an hour off of work to attend.
- There were a few weeks were it was difficult to attend the Blue Jeans session that was right for my campus ecosystem and for my project. However, there were some weeks, were there were plenty of opportunities and so thank you for allowing us more flexibility with our busy schedules.
- The last few weeks only had sessions near Friday.
- The part I disagreed because I couldn't attend the instructor led session which I didn't like from my heart

Faculty sponsors

- My faculty sponsor did not attend the orientation or landscape presentation, but they still got the info through me. So they are not necessarily required to attend. I got the value after talking to them.
- I didn't feel like it was necessary to have faculty at orientation.
- I'm not really sure what the benefit was of faculty sponsor involvement.
- I wasn't even aware that the faculty sponsors attended the Landscape Canvas presentations.
- As for my Faculty sponsor, they weren't very involved. We held a weekly meeting on campus but that dealt with presenting what we had worked on and travel arrangements. Support was there financially but not when we might have needed help contacting people to get things done.
- The sponsors did not interact as much as I thought they would.

- While having the Faculty Sponsors available to see our work in progress, it would have been preferable to do it in our own time.

Air hogs

- Some BlueJeans meetings were rushed towards the end so not everyone could present. The problem lies with having a lot of students on call and then students not obeying the time given to present. Implementing a timer like at the meet up would be helpful.
- Although it was probably not the intent, some students would take much of the airtime questioning the presenter with questions that would be better addressed through email or personal chat.
- Blue Jeans sessions with a large number of people often had issues. One student may speak too much about their answer and others did not reply or there would be more disturbance. If possible, limiting the number of people per call makes it more efficient.

Too many people & Balance of discussion/presentation

- When there was too many people, fewer people paid full attention. The value of these was in obtaining feedback and having conversations.
- I think the smaller the group, the more feedback you are able to get. Sometimes with groups larger than six, people would not have a chance to speak.
- On the matter of Bluejeans sessions and many participants, it was difficult to engage in a content-rich discussion and make discoveries when so many people needed to speak. Discovery through collaboration should be the name of the game.
- Too many students prevented conversations.
- Too much people may feel like a crowd
- Video conferences with more than 5-6 people just aren't effective.

Time management

- There were many sessions where not everyone was able to present. I also found the quality of sessions to be much greater when there were fewer attendees, and more time allowed for discussion.
- There were greater number of presenters in some of the presentations so each had to rush through their presentations
- There were many sessions where not everyone was able to present. I also found the quality of sessions to be much greater when there were fewer attendees, and more time allowed for discussion.
- When there were too many fellows on a "presentation" call, some fellows, like myself, had to rush to present their Business Canvas Model with less discussion. Smaller numbers would be better, in my opinion.
- I don't think there was enough time or room to participate in each blue jeans sessions

Importance of conversations

- I think it was very valuable to have the discussion with the other fellows. Whether it be questions about something, seeing what others responses were, or just being able to share comments to each other was nice. It was also beneficial in helping create bonds between fellows. I wouldn't want to lose that discussion time.
- When one shares how their campus has already solved a problem brought up, we start generating ideas and maybe that idea doesn't completely resolve what is happening but it helps.

- The discussions were very valuable.
- The sessions that had a discussion incorporated at the end were the most valuable to me.
- I disagreed with greater presenters/less time for discussion because getting the time to interact with other fellows and getting to know them was the best part.
- I learn more when I get to have a conversation about something. It was nice to bounce ideas and talk about what was presented. I don't remember there being a lot of sessions with excessive presenters but I do remember it being helpful when I got to talk with other Fellows.
- I really love having discussion time with other fellows, but having respected leaders in the community talk is very important. There should be an equilibrium met between the two for those who learn better from discussion and listening
- I liked hearing what all the other fellows were doing. So, having the presentations by a lot of people made it cooler to see everyone.
- I preferred the BlueJeans Sessions with fewer presenters and more time to talk. There were some sessions during which there was not enough time for everyone to contribute
- I really enjoyed learning about everyone's projects, but I also liked being able to talk about them and provide more feedback and open discussion.
- I liked hearing others in a discussion type environment because it showed me who wasn't afraid to showcase their ideals over a video conference to other people they haven't met before.

Other

- Most of my team slacked off through the program, so I didn't think it was really fair that it was so relaxed sometimes when I took the training so seriously. I think people were encouraged to participate, but that some people got lost since there were too many of us. I would like to see increased accountability of potential fellows. Also, we broke BlueJeans.
- I disagree that the time for discussion should be replaced by the time for presenters. Since UIF Candidates are bright people, very idea-oriented and eloquent, it's very effective for them to learn from each other and from case studies of others' campuses. I think it's not effective, though, if we just present our ideas in order. Current fellows should be responsible for warming up the initial atmosphere and for giving extended feedback on each campus' progress.
- The BlueJeans sessions were nice, but I didn't feel like I gained too much value from the experience. There wasn't always a chance for me to participate in a BlueJeans session during the week either.
- Although a greater number of presenters allowed me to hear about more projects and strategies, I don't feel like I connected with those fellows as much as I did with the fellows from smaller meetings.

What was most valuable about the University Innovation Fellows training?

Skill development

- Hammering the design thinking process and its applications everywhere. Exposure to the people and places in Silicon Valley.
- I believe the most valuable thing I took from the training was how to change your perspective to understand the type of audience we were approaching. This helped me understand that there are many ways to achieve the goals I'm aiming for.
- I found the Landscape Canvas to be one of the most valuable tools I learned to use during training. I was able to learn about all different avenues and opportunities for I&E on my campus that I did not know existed.

- I really enjoyed the resource week, because it showed that there are many opportunities for students to achieve great things. // I really enjoyed the landscape canvas because it allowed me to understand my campus better.
- It has provided the tools, knowledge, and motivation for my team and I to change the face of our campus to one of innovation and entrepreneurship. I'm fully confident that in the future, my school will be known for the creators and innovators that it produces, and I'm excited to spark that movement.
- It is hard to pin point a specific aspect of training but the most valuable part was definitely when everything came together during the session where we made our campus overview page and student priorities page. At this point it had come obvious that we were making huge steps and progress was being made.
- The strategic resources was the most valuable session for me. It was important to find out everything happening on campus, especially since our campus is so large.
- The tools/resources given to us to be able to landscape our institution. The credibility of the program allowed us to connect more easily with deans, faculty members and leading figures in our university to help create real change.
- The resources and knowledge given.
- The resources provided on design thinking and strategic planning. The information and awareness raised on organizations, programs, and events that all students could bring to their schools. In addition, the strong network created through bluejeans sessions and the meet-up are so valuable.
- The training itself. For me, the content helped me shape my project and understand how I need to move forward.
- The understand of how to approach these problems and how to make vauleable networks into the university structure
- It pushed me to understand the current campus environment and develop a plan.
- Landscape canvas
- Learning about design thinking, and talking about what other colleges are doing as well.
- Learning about the business model canvas.
- Learning about your universities innovation ecosystem
- Learning new ways to look at problems both on and off my campus.
- Learning the problems that other campuses are having and what they are doing about it. The information was invaluable for continuing change at our campus.
- The Landscape Canvas Analysis, strategic planning, and sharing of these two materials among the UIF candidates.
- The landscape canvas!
- The last three days training. I was able to practice what I learned throughout the six weeks. Also, meeting awesome people from all over the country !!!
- The lean startup session brought together the ideas from the previous sessions. I finally understood the holes in our landscape and came up with an innovative solution that would have a sustainable impact and bring low resource high impact change to campus.
- The hands on approach to defining your problem and gathering data before you try to solve the issues at your particular institution.
- Understanding the resources and environments for I & E in our schools
- The deep dive into design thinking and problem solving was amazing. Also, meeting everyone and seeing how passionate and excited they are about changing education.
- The Discoveries made during the building of the landscape canvas

- Obtaining the knowledge in order to change people through innovation & entrepreneurship.
- Planning and setting up the Students' Priorities
- Setting priorities and making us determine which tactic we want to head.
- They provided the training I needed to be a scientist of change. I really loved the design thinking, business canvas model, and any business related subject etc.
- Being able to put the learning into action, and having to get out the door and conduct interviews of both faculty and students.
- It has been incredibly valuable to identify areas at our campus that could use improvement. Too often, college communities become "bubble-like" where students are expected to think that their school is the best it can possibly be, and that it doesn't have a lot of room for change. The UIF program has broken through that trend and encouraged me to find those areas that are worth improving and play an active role in enhancing the ecosystem of my school.
- The most valuable thing for me was the lessons of change. The landscape canvas and the stories of others gave me concrete steps for activating change. I no longer feel disempowered. I wish I had been taught this way in High School.

Community of peers

- In my eyes, the most valuable aspect of the training was being surrounded by like-minded individuals, full of ambition, tenacity, and empathy. I will never forget the experience I had with the University Innovation Fellows training, and I will use every aspect of the training to my advantage, to the best of my ability.
- Being able to share ideas with other fellows and gain knowledge of other ideas that I can potentially implement at my university.
- Connecting with students from around the nation who face the same issues and problems as I do. It was quite interesting and intriguing to see the similarities (and also the differences).
- Discussion with current Fellow
- Everything contributed a great deal in helping develop a mission, goal and strategic plan. I believe the most valuable through the hole training was learning through the experience and ideas of others, being about to discuss relevant and similar ideas and expanding to a greater level.
- exposure to the other fellows, assignments that facilitated working towards goals
- Getting to meet other students who are motivated and have interesting ideas.
- Getting to meet the other students one on one. They are incredible people that are inspiring and provide a great network. I wish more time was allotted to meeting the other fellows one on one.
- The different people I have met throughout the process. It has opened up my eyes about current course curriculum across the United States. The relationships that were built will last a lifetime.
- The weekly conversations with fellows from other universities provided context of the similarities in the challenges we face and differnt means to bring about the opportunities we're trying to create.
- The network of amazing people who believe in the same values. I used to think I was the only one who suffocated in the traditional academic environment. Now I have a large group of people who feel the pain and are in this together to end it!
- Weekly interactions over BlueJeans.
- Talking to other people, teaming up, and setting up plans for one's personal goal chosen as candidates go through training.

- The blue jeans sessions
- The collaborative effort pushed throughout each of the sessions. Even though some of us went our own way to come back and discuss what we found, we all did it in a way where one fellow would discover something another fellow needed and so on and so forth. It was like picking up puzzle pieces that one needed to progress his or her findings and those findings would help you out in the end.
- The connections and resources including both the knowledge bases and people. Having a system that will support the fellows as we work through starting and completing our projects.
- Realizing how many people care about students and changing the current education model/way of thinking.
- Getting to speak with other fellows.
- Having a community and knowing that there are so many things that students can do to change the innovation atmosphere in college
- Making connections with not only people on my campus but also people around the nation.
- Meeting like minded people who were willing to share their ideas was beneficial.
- Meeting new people and connecting with the school's key players.
- Meeting people on Blue jeans before meeting them in person. It gave me a chance to be acquainted to them before meeting in real life. // I really liked that I was forced to talk to other people other than the people I normally converse with.
- Networking with like-minded students across the nation.
- The experience of being with other students who shared similar goals and who emitted impressive amounts of ambition, was truly amazing. I felt empowered by the activities and workshops, and I felt "at home" with the other fellows. I can honestly say that it was one of the most powerful and inspiring experiences of my life.
- The inspiration. Seeing that other fellows felt the same way about higher education and that we didn't really know how to solve it or that we are struggling to solve it with limited resources.
- The mindset change (towards design thinking and lean startup) and the connection to other likeminded peers.
- The quirky, intellectual, plus open-minded environment by all fellows is valuable. The discussions during the training and the meetup kicks me in a thought that a collaborative culture with people accustomed to innovation and sharing is all that matters and all that catalyzes further change. I highly value the experience that I take away from meeting people in the organization and build up meaningful relationships from there.

Resource awareness/generation

- Establishing and seeking out resources on campus and in the community.
- The speakers at Stanford

Confidence and Credibility

- It opens the door for me to operate in a position of influence in improving campus in ways that I am passionate about. In this position, I am trusted more than many/(all?) other leadership positions on campus... There is tremendous autonomy here, and that is exciting.
- This training has provided my team and I the ability to improve our university in a way that can benefit all persons affiliated with the campus and potentially the community. After this training, I feel confident that I can help build I&E resources on campus. Thanks for all the help!
- It made me more bold and gutsy
- It provided me with the right mindset in order to change something at my college.

Other

- The entire program was wonderfully structured. It built off each lesson well and moved forward in a logical progression. Each step strengthening the next.
- The discovery of the needs my university has for I&E.
- Becoming a member of a team with a mission in common, and being encouraged to strive to make an impactful change on-campus for the better of the whole community through learning about the underestimated potential of incorporating innovation and entrepreneurship.

How does your landscape canvas differ from and/or build on the previous Fellow(s)'s landscape canvas- What are the biggest differences/changes?

New efforts

- A new startup building organization is the newest thing that differs along with some initiatives to change courses.
- The previous fellow, wanted to bring about change through courses and a possible innovation space. Our goal was to expand his model to eradicate communication silos through an app and also by launching a Lean Start up event on campus.

More detail

Contacts

- I only added more contacts, and changed some of the contacts that [Fellow] added. Not much has changed within the one year.
- There are more contacts added to the list this year than last year. Also, more in-depth content about events going on in our community.
- New contacts
- Contact names
- Minimal changes, mostly personnel

Updated resources

- Our landscape canvas includes coursework in entrepreneurship available at the other [Institution] schools, key club contact information and some newer resources our university has received.
- Our Landscape Canvas is more ample and inclusive of the various departments on campus (not just Business and Computer Science).
- Previous fellow had done a great job. I added the departments which were not covered by her.
- The [name] innovation space expanded
- The learn category added a lot due to the [name] Innovation Space increasing workshops.
- The university had a lot more resources than were listed.
- There are actually, new improvements that our recent fellow saw.
- There are many new resources
- There were more curriculum changes and more resources in the city
- There were more discoveries I made through meticulous research on the College Home page compared to his which were from door to door
- This canvas included more spaces for prototyping and we removed some of the class resources that aren't really helpful for entrepreneurs. An example of each would be adding siloed machine shops and removing a 700 level patent law course.

- Updated to include new opportunities. Structurally re-organized.
- We were able to add many resources that have recently popped up on our campus, or that had been previously overlooked.
- Yes. Our landscape canvas has gotten many new resources on campus. One of the specific changes that I personally love is the Collaborative Learning Center. Originally, the CLC was a coffee center in our main library and it was remodeled to become a space where students were free to collaborate, study, and just enjoy the community. The rooms are glass and have white-board walls and you can even write on the tables.
- We have added a couple programs since he first filled out the canvas. First, the Leadership Certification Program which encourages students to become better and more responsible leaders in their community. Second, the Summer Innovation Challenge, which provides incentives for student teams to create something and compete in a business-style competition.

More comprehensive

- Being a student from the College of Business there was a more broad view of the campus landscape.
- His focused on some of the main resources. Recently we have had a lot of developments and a pus[h] for interdisciplinary resources. We were able to document those and paint a fuller picture.
- My partner and I were able to add I&E opportunities on our campus from other colleges other than Engineering. The previous Fellow focused mainly on the I&E opportunities offered through the College of Engineering.
- The biggest differences came from us being on separate parts of campus. He had resources on there I had never heard of, and we brought resources in that he had not previously known about as well.
- The landscape canvas definitely contains more resources and events related to innovation and entrepreneurship. The past year, our university has grown by hosting more startup weekends, the big idea competition, 1000 pitches, etc. The biggest changes are the newly available events, resources, and existing classes that pertain to innovation and entrepreneurship.
- Our previous fellow did not have a landscape canvas.
- Our previous fellow didn't have a canvas.

Better quality

- The landscape canvas from last year was incomplete, did not have relevant or existent courses and programs were not placed in the correct categories.
- The prior fellows really did not do a good job on any of the assignments. They all seemed very rushed, sloppy, and relatively useless. We provided a much wider range of resources, and feel like we did a much better job of covering all of the I & E entities on campus.

Not much

- Our previous fellow did an amazing job about researching resources. That being said, it was difficult to find our own. Not much changes in a year besides singular events, but we found as much as we could.
- Our previous Fellow did an amazing job with the landscape canvas. I made some minor changes to the canvas but a lot of the information was already set.

- There were very few changes to the landscape canvas. The biggest differences were the number of students involved in certain organizations. Additionally, we added a few new organizations that were left out previously.
- The landscape canvas did not change much. There were several new organizations, but most of them had already been mapped. We elaborated on the explanations and redefined many organizations that had transitioned on the chart. We are putting the information into an easy to read info graphic to distribute to entrepreneurial groups and departments right now.
- We added a little bit, but otherwise, it stayed the same.
- we added several programs that were built this year, but they did a fairly comprehensive job in building the landscape canvas
- Not much change

Vauge

- Many changes were made over the last year
- Much more well planned and thought out. As well as effort and time put in.
- A lot of changes were positive ones.
- Biggest difference is in terms of quality and initiative
- We make significant additions to the existing canvas

How do your strategic priorities differ from and/or build on those championed by the previous Fellow(s)?

Change in Initiative focus

- [Fellow's] strategic priorities were aimed toward physical changes at the institution; for instance, her project idea was to add an idea-lab, which is coming along right now. My ideas aim more toward course changes, study-abroad programs, and things that are not quite tangible, but have a major effect on students and faculty.
- I would like to bring a Fab Lab to AZ which has been attempted before but only through the university
- My strategic priorities are totally different from the previous Fellows in that mine deal with increasing student participation in I&E related activities and revamping some of these activities.
- Some of them overlap with the previous fellows, however our present team expanded on many of them and came up with different ones.
- The previous fellow is looking to create a showcase of ie related ventures abd research as a global NYU hackathon. My main priorities are to: create a university m-wide open source platform to connect students across the university to collaborate on their ideas (whether art, research, literature or venture -related), get corporate sponsors for a "internship makeathon", and getting a makerspace where students can tinker & prototype under the aegis of experienced students.
- The previous fellow was more based towards building a space, while I am more focus towards first providing the students with resources for the evolution of their entrepreneurial mindsets.
- We came up with totally different ideas. Last years student priorities have had a tremendous impact. We didn't build upon any previous priorities, to be honest I hadn't realized that was an option.
- We have the same basic concept but different was of doing it. We both wanted to present what resources we have on campus but we also wanted to give students a new way to work. Our previous Fellow wanted a Coworking space and we wanted a collaboration class.

Evolution

- He aimed to bring more resources. We are aiming to integrate those resources and make them more available to younger students.
- His main goal was to approve a new Innovation Space to be built at the University of Portland. He succeeded! Now, our priorities have shifted more towards beginning construction and properly branding the space so that students and faculty can start getting excited about it.
- In an effort not to "reinvent the wheel," our priorities didn't significantly change. Our previous fellow has put significant work into getting a makerspace and the school has listened. Now it's up to us to see it through.
- The strategic priorities build on what the previous fellows have accomplished and their visions for what they would like to see accomplished. The previous fellows were able to guide us in identifying ways to change innovation and entrepreneurship on campus. The strategic priorities helped us identify where we should start to create positive change.
- There is still a great need for I&E awareness at our university. The priorities this time around were built on what had been accomplished by the previous fellow. Which allows my priorities to take a more evolved and ambitious approach.
- We are building on our previous fellow's by adding to his innovation space.
- We built upon the old, but otherwise, we only created one new thing.
- We have different goals, but one of them does take the resources that we have on campus, both prior to or because of the previous fellows, and encouraging students to take advantage of them.
- We have built on the previous platform and delivered an Innovation lab. In addition, we are expanding to host new events and also a school wide app to eradicate communication silos, throughout the institution.
- we were less focused on the biomedical field, but worked to connect different schools and see if resources may be better connected
- We were more focused on culture and awareness than the previous fellows, who were focused on tangible resources.
- We want to continue building on the thoughts he envisioned, by flourishing the I&E center.
- I believe they build on previous fellow's ideas. We are aiming to break from the "traditional" academia and this training has only motivated us even more to persevere.
- I was able to take the information from the previous Fellow and update and expound upon his research and strategic priorities.
- Maintained the same basic goals, but ours is, I think, a bit more doable over the next year or so.
- Mine is pretty similar
- More engineering focused
- More engineering related
- More focus on interdisciplinary
- More structured approach with a larger impact factor.
- My priorities are more specific than that of my predecessor. Therefore, they should be easier to tackle.

Enhancing previous plan

- Our priorities are not fantastically unrealistic projects. They are within our reach and we have the resources to make them happen.

- Striving for cross disciplinary collisions and initiatives in things other than hackathons - more direction in the execution being taken
- Previous priorities weren't as specific so it made it had make a noticeable effect.
- The previous fellows did not really create any strategic priorities that had potential to spark a movement. We are focused on a much bigger amount of change, although we are being sure to take the proper smaller steps to get the larger plan off the ground.
- They build off of and compliment each other well
- They do not differ. They build upon them
- We all do things that complement each other. Each of us are one color contributed to a rainbow. It's amazing!
- We kept the idea of an innovation studio but decided to start small by hosting a IDEA weekend. Also, we added curriculum change in the General Studies program.
- We updated the existing priorities, and added new objectives. Most other priorities are still in-progress, and the new revelations are reflected appropriately.

Other

- We have already made significant strides in our initiatives. Additionally, they are more impactful.
- Yes difference in thinking. I approached it in different way. There is no right or wrong answer here.
- He did not have it either.

What do you most look forward to in the coming months in your role as a Fellow?

Making change/implementation

- Developing ideas for changing out General Education program and then working with students and faculty to implement the ideas.
- Enacting sustainable change on campus.
- Encouraging more students to explore opportunities in I&E and building up our projects.
- Executing our plan.
- Getting back on my campus and seeing who else I can get excited for the change! I know a ton of people who are excited about similar changes and are eager to help!
- Getting into the process of making the changes that me and my partners have mapped out.
- Getting my ideas implemented and talking to people about them.
- Getting to work
- I am eager to work on the strategic plan that we have put together and I look forward to creating an atmosphere where ideas flourish, in order to make the world a better place.
- I am going to overhaul the [name] Entrepreneur Society into something that is much more engaging and captivating to the members.
- I am looking forward to working on my project and to sharing that experience with the all the UIF community.
- I am really looking forward to promoting the innovation movement and working on my start-up that deals with promoting the innovation movement across the United States
- I am really looking forward to working toward implementing at least one student priority. I look forward to working with the other fellows to try to create a maker space that is accessible and open to all students. In addition, I would like to help open design thinking crash courses to all

students. I am excited to see how we can work within the courses and resources at the school already.

- I look forward mostly to actually making a difference at my university. With the tools I've gained and the connections with stakeholders I would have never made without this program, I can have a very significant impact at my university.
- I look forward to beginning to implement our initial plans. We recognize that change happens over time, but we are going at this full force, and are strategically planning events at a pace that will spark a movement and create change in the most effective way we see possible.
- Simply getting started. It was certainly crucial for us to undergo training and identify the areas that need improvements... However, now its time to start doing it.
- Starting multiple projects on campus. providing makerspaces, introducing symposiums
- Starting our plans and growing the landscape.
- To implement my strategic plan !!!!! and see it flourish !!!!!!! I feel well prepared to do this !!
- Working towards a project with our other fellows on campus, to make a difference somehow.
- Working with my previous fellow to see if some of our ideas can be implemented.
- Working with students on my campus to impelment some of the ideas I learned about.
- Thinking of ways to make a positive change on campus and have a chance to put my ideas out into the real world with the approval and endorsement of others. Also exploring and discovering new ways to gain valuable experience for my career aspirations and testing an entrepreneurial idea.
- To create a channel which will help students and the administration have a common say of what they want and what will be done on campus respectively .
- Kicking ass at my university with the additional tools, resources, passion, and credibility this program has given me.
- Laying the foundations for cohorts of UF UIFs to come
- Leading my campus
- Making change, on the campus and seeing change being done by those students outside of the campus and on the world!!!!!!
- Our most exciting venture already in progress is establishing a makerspace at our Research Park. Our administration is supportive and receptive to our needs and suggestions as students. We are creating a budget, equipment needs and a layout for the new space.
- Putting my initiative into action! I think it will have a huge impact on my university and cant wait to see how it changes and adapts over the next few months.
- Seeing change and the possibilities that will arise from it.
- Seeing progress of I&E on our campus
- Seeing the ideas turn into a reality and showing our campus we can all be change makers.
- Seeing the receptions of the ideas of students to administration.
- Taking design thinking exercises back to my students and faculty.
- Taking my ideas and making them happen/collaborating with other fellows
- The chance to voice what we as a team have come up with and show that change is needed to improve innovation on campus. Also, being able to talk to many different stakeholders who make the university the way it is today.
- I look forward to being pushed by my team to advance our goals and to start taking on our priorities. I am specifically excited to work on our online efforts for an innovation network and a crowdfunding platform.
- I look forward to meeting everyone at the meetup, and then, digging in when I get back to campus.

- I look forward to putting my training to use, and working on ideas that will have a lasting impact on the school. I want to see results.
- I look forward to seeing my teammates projects become realities, as well as my own and to start to see the changes on campus. I am looking forward to finding fellows for next year and helping them to understand what the program is really like.
- I look forward to taking action and getting the ball rolling to build a makerspace.
- I look forward to the networking and idea sharing among other fellows. Most of all, I look forward to launching the projects of my leadership circle..
- i look to start the conference with professors so different professors may join and learn from each other and students in terms of how they may bring innovation into their classrooms
- I most look forward to sharing my skills learned through training with others on my campus as I try to gain traction for my project I wish to start on campus.
- I will start implementing real steps to bring innovation into the campus.
- Implementing change and new programs
- Implementing my project/plan and recruiting another cohort of Fellows from my school.
- Interacting with higher ups

Collaboration

- Being able to stay in touch with like minded peers who are working on very similar things on their perspective universities.
- Building the relationships that I made during my time at the meetup and bringing those skills we learned back to campus.
- connecting with the Fellow network
- Sharing ideas, iterating quickly with my fellow UIF.
- Staying in touch and seeing how successful the other groups are doing.
- The networking and ability to connect with other like-minded individuals to make big changes!
- Keeping in touch with other fellows and executing some events
- I look forward to working more closely with my team as Fellows, hopefully that happens
- I look forward to continuing to maintain connections to other fellows and encourage cross campus collaboration.

Connecting with resources

- Connecting with useful resources
- Expanding our resources and learning about the programs that other schools are doing so that we may all benefit from their success.

Other

- Completing my set project and personal goals. Attending the next annual meet up as I did not attend this one due to economical and academic reasons.
- How becoming a fellow will change my future.
- To experience more as a UIF
- To Change the World
- Cali!!

Based on your experience in the training, what improvements do you suggest for future cohorts- Please describe specific activities, sessions, logistics, information, or other aspects of the training that could be refined or improved.

More clarity/communication

- Develop a clear goal of what the UIFs should be getting out of this training. Are you training on skills/strategies to change campuses or are you training them on I&E skills?
- Again, I stress the need for better clarification of work load coming into the program. For upperclassmen, this is a definite challenge to balance on top of classes and involvements and I had a difficult time being able to do it all. Especially only in a team of two it added extra difficulty. I can't imagine pulling it off if I was the only fellow at my school.
- Clearer communication is essential to getting any task complete. Taking the ideas we have from this year that we may not complete and tweaking them for themselves would also be beneficial. However, collaboration can continue between all of the cohorts.
- We received a lot of different emails with a lot of different links. If there could be one place where all assignments could be kept and distributed to students, that would be much cleaner. I'd recommend a service called "Canvas" (canvas.instructure.com). This site allows for you to create a course, where you could post weekly assignments, have a forum for oped pieces, and post announcements all through one platform.
- Have all of the sessions visible at orientation and their due dates
- I am a perfectionist. Because of this, I like to do a great job and put a lot of time into things. I didn't always love that I didn't know what was coming next until the week of, but I totally understand why we do it this way. It really is the lean startup approach to learning. I understand why, it was just a bit overwhelming as the first innovation fellow from my school.
- I really think having a timeline given to us in the first week with every assignment and estimated time required would be helpful. Perhaps having this in a calendar format on the welcome "UIF Training" Course home page would be most helpful.
- I recommend having an overall schedule available
- I think it might be nice to know more about the upcoming events so that we can prepare more. I think it would be really nice to have that extra time to prepare and to manage our time better. Some weeks were very busy and we had a lot of work to do.
- Increased accountability and clear expectations. I felt lost at times in the program.
- It should be stressed enough at the beginning that this program is NOT something that one can swift through without accountability.

Training needs

- An activity involving testing an actual business model in the real world with a product or idea would be interesting.
- I feel like early on in the training there should be more information and further explanation of the Landscape Canvas. It is necessary to start as soon as orientation is over, but my partner and I were unsure of where to start after orientation. We were pressed for time the week the Landscape Canvas was due.
- I think some of the activities were set in place to take up time. I personally, would like to have more reflectivity. The activities we went through were amazing, but we had limited time for reflection on how we can bring similar tactics to our campus.
- I would love more sessions and talks with awesome people like Trevor from the Lean Startup Movement.
- Lol, scare them straight about the landscape canvas at orientation. Like really instill in them the importance of starting early.

- Less design thinking could help because I think there was too much focus on that. More sessions where students communicate their actual student priorities and meet with others who have common goals to learn from each other.
- More emphasis should be given on project pitch.
- More meeting with each other to discuss sessions/ideas
- More time to focus on helping each school
- More time to get a really good landscape
- More training on how to use google docs and up front due dates at orientation

Advice for future fellows

- Always be open minded to others around you in blue jeans calls and always be on top of the work so you get a better understanding of what is needed on your campus
- Come rested
- Definitely making time for the training if possible and perhaps working it into your schedules as if it were a class.
- I would suggest that future cohorts meet more often with their leadership circles. that was the best part of this experience for me
- Make sure to plan out your time with each session if you are in a leadership circle.
- Try and all be on campus at the time of going through orientation
- My leadership circle set up a time once a week to meet and work on the assignment or discuss our big plan for changing our school. I thought that was very helpful.
- Schedule interviews with prominent members of the university right away. Even if you aren't sure what you are going to talk about, it will make sense. Even if you just ask them about their opinion of the E&I landscape at the school you will gain so much useful information for formulating your student priority.
- Team work is extremely valuable throughout the process. Each member in our leadership circle brought some skill others lacked and this made us a dynamic and highly efficient team. Also, the videos were well-made and motivated me even further to push for I&E.

Scheduling/BlueJeans

- It was a great program, and well devised, the only issue I could think of was having to submit assignments on or before Friday versus over the weekend when we might have more time to cement ideas. I'm sure there's a reason why you chose Fridays, but it might make more sense in the future to make the due date Monday night.
- It would be nice to have more time to work on some of the sessions. Maybe, release one session ahead of time so that if students know they are going to be busy they can work ahead.
- I would strongly recommend the training have more oversight from someone at UIF. There should be more BlueJeans sessions available. There should be less candidates admitted to the program to ensure more personalized training.
- I would suggest making it only mandatory to attend one session led either by a fellow or a mentor on weeks where both are offered. I loved that there were many blue jeans dates available. I would prefer more sessions later in the weeks (Wednesday - Saturday). I would encourage leadership circles to attend sessions together more. I know coordinating schedules is difficult but if it were mandatory, I think I would have benefitted from attending a conference with another candidate from my school.
- BlueJeans were often at conflicting times, and didn't always get the projected amount of value out of them.

- BlueJeans were unnecessary at times didn't provide the return on value the time warranted
- Have the training times to be widely available (blue jeans)
- Individual sessions instead of all institutions on one call to prevent complications.
- Maybe smaller blue jeans sessions.
- One suggestion is having the Youtube Pitch in week 4 or 5. It gives the students a chance to make a very presentable video..i.e more editing time.

Communication among fellows

- Having a textbased communication channel for fellows to relay information or just discuss strategies would be great to gain greater context of the efforts occurring in other schools
- I would have enjoyed a greater facilitation of meeting the other fellows. Maybe in the first week, it is required to go to 3-4 30min sessions with around 5 people and just introduce yourself and talk about interests.
- I think more communication between previous fellows and ones in training would be beneficial.
- More collaboration between students from different locations. More chances for the graduated students to meet up in person.
- They can improve and connect more individuals and students using what we have described already.
- The key takeaway for me in regard to improvement is setting up meetings with former UIF fellows that can give the new candidates an overview and some insight on what can be accomplished...

Other

- They future cohorts should be given the opportunity to view the recorded videos of the previous UIF to inspire them on how to better prepare for the training.
- I would have liked for there to maybe be more overlap or connection between sessions.
- Since I was the first and only fellow on my campus, this was way to much work for one person.
- Nothing!
- Creating "prototypes" of their priorities.
- Make the language easier for Leadership Circles vs individuals.
- Loved it all!!!

Comments relevant to the Annual Meetup

- At first once I arrived at the hotel. The information about where I had to go to meet everyone was unclear. I was in Westin
- Don't have food exactly where sessions are happening. It helps saves walking but it also causes people to lose interest quickly with what is being taught. Maybe keep the food where it was but insure people are in different rooms as it comes in.
- More could potentially be done at Goggle. I am not sure whether they like to keep the majority of things secret, but a lot of us were looking forward to more in depth tours.
- This program actually seems perfectly paced and with just the right mix of sessions. I personally intensely dislike subgroup competition though. The breakup into regions followed by competitive war cries seemed to do more to separate people than unite them. The team exercises were all great, the motivation by geographical "betterness" rubbed me the wrong way.

How would you describe the value of becoming a Fellow to a peer you would recommend to the UIF program?

Empowering students

- A Fellow is important because these students are the ones that are going to help make a difference on campus instead of just going through the motions.
- Although I have gained much throughout the UIF training, the most significant include the ability to confidently speak with persons of high authority, tackle challenging problems, critically consider potential outcomes of an idea and work well in a team. I would encourage motivated and passionate students to become a Fellow.
- Becoming a Fellow lets you see your campus and its education methods and landscape in a whole new light. Furthermore, becoming a Fellow empowers you with the tools and networks you need to affect change at your university.
- Fellows are empowered to effect great change on their campus, and that empowerment translates into other aspects of their life as well.
- I think the Fellowship is helpful resource that allows people to really challenge what they have been taught. It allows some of us to rise to the occasion and really think different and expand our boundaries.
- I think UIF allows students to think outside the box and to gain new perspectives. Students are able to take initiative and decide what changes are possible on their campus and they are able to enter into a conversation with driven students all over the country and get to know what they are planning on doing.
- I would describe the value of this program as a test of one's ability and character. UIF gives you all the information to make change and empowers you with a strong support network, testing your ability to go out and "do." UIF has the potential to be what you make it and it can be life changing when utilized fully.
- It empowers students to believe that they can create change
- The energy from the program inspirational. The program challenges students to think creatively. It shows students that expanding I&E at the institutional level is attainable and that as a fellow, there is nothing we cannot do to impact our ecosystems.
- The program and people within have given me an experience that has changed my outlook on life. I've been able to recognize that changing the ecosystem at my university is possible, and that my team and I have an incredible opportunity to do so. Additionally, the network of like minded fellows is one that I believe will be beneficial for many years to come, even after college.
- It feels very empowering and helps you realize you have the potential to start a movement
- UIF is a structure to empower the things you're already doing. It is open enough to innovate and disciplined enough to grow and learn.
- Understanding the resources for I & E at UF and facilitating large scale impacts in around the school.

Improve I & E environment on campus

- I find value in it because it opened my mind to the fact that many institutions need change. The University Innovation Fellows Program gave me energy. It has empowered me to talk of what has upset me in the past in regards to this universities educational experience and now I have a chance to change what I see. I will make sure that the experience for a incoming freshmen will be better than mine.

- The UIF program provides resources on design thinking, business models, and strategic planning and a network to share ideas, visions, and build relationships with peers across the nation who also want to create impactful change on their campuses and in their communities. This program has shown me the value of innovation and entrepreneurship and how both apply to students from all majors. For the longest time I have felt like school has impeded my creativity. The UIF program has shown me that it's okay to take risks and pursue a big idea. UIF enables students from across the nation to share ideas and work together to redesign higher education.
- Extremely valuable program that takes you through six weeks of training, and after the six weeks of training, you put your knowledge to practice.
- I know there are somethings you want to change on campus...well here is the open door. Walk on through and together we can make this the school of our dreams.
- It is a useful way to learn about tools that may help make a difference in higher education.
- It is an awesome process that allows you to put think outside the box and gain experience in making a difference on your campus in terms of innovation.
- It requires a lot of work, but the pay-off is invaluable. I feel newly inspired, more knowledgeable and more capable to solve entrepreneurial opportunity areas on my campus.
- The value of being a Fellow is because you get to influence how innovation and entrepreneurship is happening at a campus. Additionally, you get to meet a great group of people where you can brainstorm and get ideas from.
- They would learn the basics of learn start-up and design thinking as a background to learning about the school environment and how we may support and expand it. It's the opportunity to make change: I think that is all they would need to hear.
- This is an incredible program that teaches you the value of I&E on your campus and how to bring the models implemented on successful campuses to benefit and educate your peers.

To make change (General)

- The UIF program completely redefines how you envision student groups. By gaining a concrete set of skills you are able to identify key resources and voids in the universities landscape and get the toolkit to fix them.
- As a UIF candidate, you learn how to make great changes in large scale established institutions.
- Becoming a fellow will give you the tools to make profound changes on your campus.
- Being someone who aspires for innovating onto everyday environments and scenarios, along with acknowledging the importance of entrepreneurship for career success and turning your passions into beneficial realities.
- It actually teaches you how to start any kind of project and how to successfully execute them being part of a team.
- It enables you to create change at your university and meet other students doing the same.
- It is an eyeopening opportunity to see how many people are passionate about innovation and how many things a student can influence at their university
- It is an intense program that allows you to understand what needs to change
- It's extremely valuable if you have a passion to change minds.
- learn the importance of continuous change on campus and get to be the change that you want to see.
- UIF provides a platform for real innovative change making

Community of like-minded peers

- A group of like-minded people who want to facilitate change in their University's in order to make the world a better place, through innovation and entrepreneurship.
- I would tell him/her that the entire experience of training is incomparable to anything else. Surrounded by like-minded individuals, discussing various things on BlueJeans, analyzing one's campus for areas that require change, and meeting in a place like California, where one can gather everything that has been done, and collaborate with others is a truly remarkable experience.
- As a fellow, it's one of the few chances to get to be surrounded by hardworking, change-minded people who live in the realm of moonshot thinking and taking massive action. Simply being in their physical presence is inspiring and listening to their thoughts is like probing a diamond mine for gems.
- Eye-opening. You learn so much about your school that you would have never known previously. The connections and people you meet have an everlasting impact on you for the rest of your life.
- I would say that becoming a fellow has introduced me to the latest trends in the innovation, entrepreneurship, and technology industries. It has also put me in contact with the people who are leading this movement in the cradle of innovation (Silicon Valley). Being a part of this network is a great experience and you should really look into it!
- It is an invaluable to your future, the people you will meet will become a great assets to your encouragement to continue change.
- It's an invaluable network of driven individuals.
- The experience is nothing like I've ever seen before. Showing passionate people that they aren't alone ignites a wild-fire and makes us all want to make a difference on our campus.
- The input you hear from others is the most valuable, you don't know what you are missing till you hear about things others are doing
- the network, resources, tools, and knowledge to make transformational initiatives on campus
- The perks of being indulged with smart resources from programs, schools and students who have all different takes of entrepreneurial skills and innovative skill as well. This is the elite or the creme de la creme who aren't stuck up but who will never say no to helping another student progress.
- The value of becoming a Fellow is that you not only meet a people with common interests but your brain is challenge in a way that makes you a better innovator, leader and entrepreneur.
- The value of being a fellow comes from the network we are a part of. I am honored and privileged to be a vessel of change through this program.
- Well, it takes a lot of persistence. No one is going to get through the program and successfully become a fellow without doing the work and spending the time. However, once done successfully, a student is opened up to an entire network of other students that share common traits of implementing change, creating positive impact, and enhancing innovation around the world (by first targeting their own schools).
- You are able to learn about what it means to make change and make impact on campus and in your community. This is a network of people with diverse skills and mindsets, and you are able to learn a great deal about yourself, as well.

General

- You can learn about the campus' resources, current trends in innovation and make great new friends who want to make changes as much as you do.

- UIF is a program where you go from Luke Skywalker to straight Master Yoda! UIF provides you the training to be an effective leader in anything you do! Dream big, work hard.
- An opportunity you would not want to pass up.
- For those who have no understanding of the I&E resources available to students on campus, I can understand the value of the exercises presented in the training.
- I will show everything we did and see if he is interested.
- It is an outstanding experience for a student that helps you save 10 years of intensive study and experience in just 6 weeks.
- It is invaluable-- definitely the most valuable course I have taken in college so far.
- Long training process but well worth it
- It takes up time but you will never regret it because it will change you and your university.
- The value is found in your passion and ambition. The UIF program is a catalyst for the potential within you and your campus to be legendary.
- The training s Gerry useful
- This program provides you with the skills and mindset that are useful in all areas of life. Not to mention the amazing networking opportunities that one could gain from UIF.
- Tools, network, training, and Silicon Valley experience are the highlights
- You will come out much stronger than you are before

Please explain why you would not recommend the UIF program.

- Hard to budget the time
- Once a campus has effectively been landscaped and a plan has been developed, the training time could be better spent actually executing the plan.
- Time consuming during the semester

Describe the level of support you need from both your peers and Epicenter facilitators and staff, to best succeed in your role as Fellow.

Exchange and feedback of ideas

- a high level of support with feedback and pointers
- Having someone to discuss new concepts and different approaches will be very helpful
- I feel like my peers are my motivation and we often bounce ideas off of each other and provide each other support for our ideas, which is very valuable. Our staff also checked in with us every week and provided us with resources that can better our roles
- I need networking, best practices, possibly mentorship. I need dialogue, so when I have an idea or project, there are people out there who will engage with me, help connect me with similar programs and/or provide critical feedback to inform the success of my project. I also need encouragement, a celebratory comradery that inspires me to keep building awesome stuff.
- More connections to experienced individuals who are willing to advise.
- I will need a lot of support from my peers and school faculty. My upcoming work will need to be heavily critiqued and many ideas will need to be generated and many might be thrown out but feedback is whats going to be most important.

The Community of Practice

- A strong support system is beneficial in any case. Your peers and facilitators/staff are your cheerleaders helping you along the way. Do not be afraid to call on them and work together with them to make the change into a reality.

- Administrative support is vital to success as a Fellow. Our advisor was always quick to respond to our questions, meet with us and support us in any way she could, both administratively and financially. Peer support is just as important. It would be incredibly challenging to complete all the tasks alone. Being in a group that shares your passion and motivation for innovation is essential to success as a Fellow.
- As much as possible. Being able to learn from others is a gift and we should attempt to use it as much as possible so that we may in turn help others in the future.
- From my peers I would need reliability. Being able to split priorities and not taking No for an answer so we can speed things along.
- A lot of support. Having the opportunity to reach out for advice when difficult situations arise.
- In my role as a Fellow, I need peers who brainstorm, plan, execute, and reiterate ideas with me.
- The level of support is high mainly because this is our first year having a UIF team so we definitely need open minded people in addition to positive yet constructive support.
- Need moderate guidance to fully understand the proper methods of completing the sessions and feedback is very important from peers and facilitators.

On-campus supports

- Circles are a must! I think at least 2 fellows per institution are vital. I would also say that 3+ fellows are needed for larger institutions. These fellows must know to work well together. I think the Epicenter facilitators and staff offer ample amount of time for assistance, if needed.
- The largest source of support I need is from my faculty sponsor, who I am lucky to have as he is incredibly supportive.
- High levels of support, as my campus in the begins of building the institutional structure for I&E.
- I am going to need a lot of people to buy in, and I definitely want to get more students on board so we can continually have people attending this valuable program. Thank you.
- I feel like through the resources I received from training, my peers, Epicenter staff, and the Annual Meetup I have gained the knowledge and support to be successful as a Fellow. It is most helpful to have the support of your campus' faculty.
- I need administrators who are willing to take a chance, faculty that are willing to bust open their rolodex of contacts, abd a handful of 'beast' students who are willing to gsd.
- We need faculty who are willing to advocate for students and advocate for change on campus. I need faculty who share a vision and desire to redesign the way courses are structured and open more spaces to innovation and entrepreneurship on campus.
- The largest source of support I need is from my faculty sponsor, who I am lucky to have as he is incredibly supportive.
- The level of support sensed fairly high. Everyone was open to talking with us. But maybe less open to actually implementing change.
- The level of support sensed fairly high. Everone was open to talking with us. But maybe less open to actually implementing change.
- Trust me enough to put me in the positions I need to in order to get results from initiatives
- Student support and faculty support are crucial
- It is key that the members of the leadership circle each carry their own weight. In addition, its crucial that the faculty sponsor stays in the loop about ideas and plans, as they know a lot about the bureaucratic structure of the university.
- Peers - I couldn't have successfully completed training without the help of our other fellow as the workload was too much for me to do alone. The staff have been a continual resource and I look forward to tapping into it more as my project continues.

- My leadership cohort will be crucial in my projects success. Its is interdisciplinary in nature and will require the intersection of departments. Other fellows with similar priorities can share experience about how it has worked at their schools. Humera and Katie are always full of wise advice and know exactly who is doing similar projects.

From Epicenter

- Guidance in how to best take advantage of this role.
- Constant guidance. Q/A sessions
- From Epicenter I would need encouragement and the continued ability to share ideas on what works and what doesn't work for people and how we can implement and improve upon that information.
- I know that a lot of work is to be done alone. A fellow has to be diligent and dedicated. However, it will be good and critical that whenever I need help, the facilitators will be widely available. They have already done a great job of ensuring that my mission is connected to their mission and that they will help me as I need it along the way.
- I needed a lot of support. Especially when I first heard about the program. But proper time management can fix most of that. I think I just needed a really big push and that's what Humera did for me.
- I think different checkins once to twice a month would be great for accountability.
- The main level of support I need is going to be from my leadership circle pushing me to be my best. // Peers from UIF will be needed to get help on specific tasks and learn from others successes and failures. // Faculty and staff at UIF will be needed for routine check in, contact about specific issues, and most importantly connection to outside resources (be they Stanford related, national, or local).
- Out of a scale of 10, I believe I need a 7 of level of support. I think it is important to hold weekly meetings with facilitators and peers to keep track on our mission as Fellows.
- Support, for me, would be providing links to different groups that are outside of my reach. Once I get an introduction I am professional enough to get a business relationship going, it's just a matter of the proper introduction.
- Support from peers and the Epicenter groups was integral to the program and my success.
- I would appreciate continued blueJeans in small groups to talk about what projects we've been working on.
- I would like to be put in contact with the right people based on the network of the facilitators.
- I would like weekly support or support every other week
- I would love to just get an updated newsletter of everyone's progress around the country so that we too could be inspired by our colleagues but also get material from Epicenter on new problems that could be solved by us and also would related to our campus needs as well.

General

- Having support is definitely important. Being able to work with someone to stay on task, and keep motivating each other is extremely beneficial.
- I sometimes felt like I was alone in this venture, having a team and a support structure is incredibly important in order to create lasting change on campus.
- I need encouragement as well as helpful ideas during obstacles.
- I think our adviser was supportive. We all learned together what was expected of us with this program. // I think my leadership circle was able to give each other new perspectives as we learned more about each person's field of study. // I think the peers on the Blue Jeans sessions

were often very helpful. Everyone was nice and gave great feedback. I enjoyed hearing their ideas. // I think the UIF staff was very supportive. I think Katie was very helpful. She did a great job of facilitating our conversation for my first Blue Jeans session, the interview for the program. She engaged us in conversation and allowed us to open up and share our ideas. She was very welcoming and friendly.

- I found the annual meet up to be most impactful, the energy was truly inspiring. I think being able to attend more meet ups will be what i most look forward to and is what will best aid me in my I&E efforts. // Beyond that: General feedback, tips, encouragement.
- I need a lot of help because I cannot do anything alone. It would be cooperation, though, and not just blind acceptance of other people's resources.
- I will need a camera, a mac-book with i-movies and other shooting equipments to be able to be more professional, so as to provide a higher quality of service to students and the administration.
- I will need a lot of advisory
- I will need an average amount of support. Most of the support will be counseling.
- Support is crucial because with the support success wouldn't come easy.
- I think that a gentle push from staff is all that you need. Peers can hold you accountable for your goals and objectives. While facilitators can assist you in garnering the tools you need to improve your campus.
- I will need support at a significant level. Not to say that I am not ready for what lies ahead, but my ideas are somewhat lofty, and I know that I will need help.
- A high intensity level.
- As a resource to help address roadblocks when they occur.
- As much as they are able to give.
- High!
- Definitely need their support
- Everyone was amazing, especially the directors. The support is always there.
- Need support to complete my project
- They were very supportive and encouraged me every step of the way.

Not much

- I'm good. Will check in to keep it on an even keel
- I'm not sure, my project as been continuing pretty smoothly
- We have a lot of momentum - things are going well.
- We have a lot of momentum - things are going well.
- What's available now is great. I feel like I can reach out to any Fellow or staff member and they'll be willing to help however they can.
- To be determined!
- Top notch
- What's available now is great. I feel like I can reach out to any Fellow or staff member and they'll be willing to help however they can.
- I am lucky enough to be supported by everyone. I enjoyed sharing my views