Office of Instructional Programs

Senior Vice Provost Helen Chen

Office of University Interdisciplinary Programs

Senior Vice Provost Rob Dunn

Wolfpack 2030: Powering the Extraordinary

Goal 1: Empower students for a lifetime of success and impact.

Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.

Goal 3: Expand and advance our service to North Carolina and beyond — defining the standard for a 21st-century land-grant university.

Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.

Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.

Goal 7: Elevate the national and global reputation and visibility of NC State.

Creation of OIP and OUIP

2021

Jul 1: SVP Miller steps back from DELTA and Continuing Education to focus on Entrepreneurship

Oct 15: Provost's Office announces planned retirements of SVPs Larick and Miller, and planned reorganization

Nov 9: Search for SVP IP begins

Nov 30: Search for SVP UIP begins

Dec 1: Interim SVP IP Courtney Thornton in place

2022

Jan 1: SVP Larick retires, reorganization begins

Jan 17: Interim SVP UIP Rob Dunn in place

Apr 27: Helen Chen named SVP IP

Jun 3: Rob Dunn named SVP UIP

Jul 1: SVP Miller retires

Aug 1: Helen Chen arrives on campus

About Helen Chen

- Joined NC State in 2022
- Professor of Computer Science and Engineering
- Was head of the Division of Experience-based Learning and Career Education and associate provost at the University of Cincinnati
- Previously dean of College of STEM at Johnson C. Smith University

Office of Instructional Programs

Digital Education and Learning Technology Applications (DELTA)

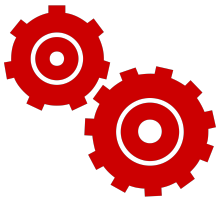
NC State Continuing and Lifelong Education (NCSCaLE)

Universitywide Instructional Programs

Programs and services include:

- New program planning and development support
- Partnership development support
- Enterprise academic and emerging technologies support
- Professional development
- Course design and production
- Online program branding, marketing and communications
- New academic initiatives, including integration of for- and not-for-credit, on- and off-campus, hybrid and distance programs

Academic Planning



Policy, Process and Practice

Academic Structure

Program Offerings

Academic Partnerships

Innovative Programmatic Offerings

Traditional

- Course
- Certificate
- Subplan
- Degree Program

Alternate

- Noncredit Courses
- Micro-Credentials
- Stackable Credentials
- Digital Badges
- Industry-Recognized Certificates

Experiential

- Apprenticeship
- Competency-Based Learning
- Prior Learning Assessment
- Flexible Pathways to Degree

Digital Education and Learning Technology Applications (DELTA)

About

DELTA fosters the integration and support of digital learning in NC State's academic programs, while also supporting online and distance education (DE) programs.

Budget: $15.5M

Employees: 113 staff

Activities (FY22)

Help Desk and Training: Resolved 6,708 help desk calls; offered 120 workshops

Enterprise Academic Technology: 740k hours of Zoom meetings; 6.5M livestream and lecture capture views

Classroom Support: 1,650 hours in 10 DELTA classrooms; 228 NC State classrooms now support classroom capture

Online and DE: 147k SCHs delivered; 124 programs were active; 52k exams proctored

Vice Provost
Donna Petherbridge

NC State Continuing and Lifelong Education (NCSCaLE)

About

NCSCaLE develops and delivers market-driven continuing and lifelong education programs and services for individuals, organizations and communities in NC and beyond.

Budget: $22.6M

Employees: 156 staff (permanent and temporary)

Activities (FY22)

Events/Programs: 1,269 (vs. 672 in FY21)

Participants: 95k (vs 36k in FY21)

Contracts/Grants: Center for Urban Affairs and Community Services generated $9.4M

Internal Partnerships: Working with Data Sciences Academy and Colleges of Design and Management on non-credit programs

Digital Skills Bootcamps: Offered with ThriveDX, 100+ graduates successfully secured employment

Vice Provost
Mark Bernhard

Institute for Advanced Analytics

About

The Institute prepares data savvy individuals for leadership in a digital world. The Institute's flagship program is the Master of Science in Analytics.

Budget: $2.6M

Employees: 20 faculty and staff positions

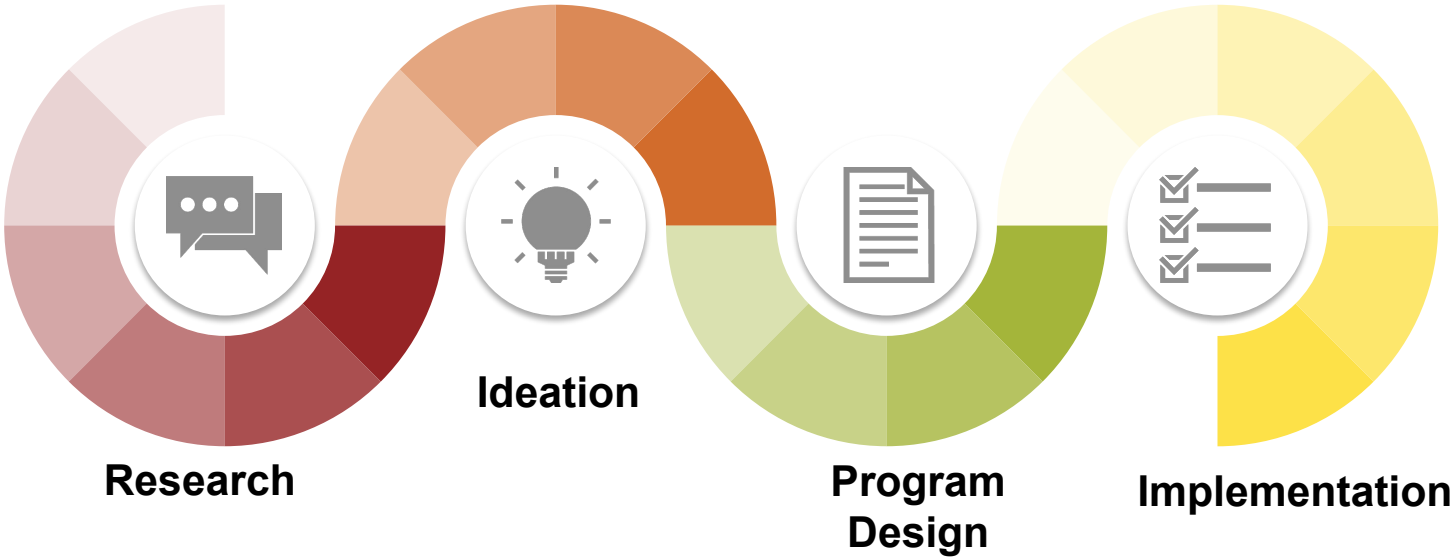
Activities (AY21-22)

Admissions: For the 2022 admissions cycle, received 661 applications; acceptance rate was 24% and 122 students enrolled, with an average undergraduate GPA of 3.67.

Outcomes: Class of 2022 (15th cohort) graduated 115 students (94% graduation rate); employment at graduation was 100%, with an average base salary of $107,900.

Goodnight Director
Michael Rappa

Academic Planning Process



Partnerships and Collaboration

NC State Groups

Council of Deans

Assoc. Deans for Academic Affairs

Administrative Board of the Graduate School (ABGS)

Courses and Curriculum Committee (UCCC)

Council on Undergraduate Education (CUE)

Office of University Interdisciplinary Programs Advisory Committee

SACS Substantive Change Review Team

Provost's Office

Fashaad Crawford

Adrian Day

Rob Dunn

Heidi Hobbs

Margery Overton

Katharine Stewart

Kelly Wick

Liaison

THE UNC SYSTEM

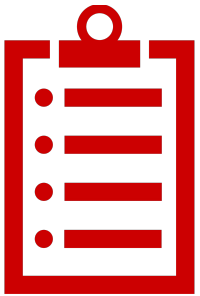
30-60-90 Day Plan

Learning (0-30)

Focus on culture, high priority projects, and process

Aligning (30-60)

Align on vision for the future



Executing (60-90)

Set up for long-term execution efficiency

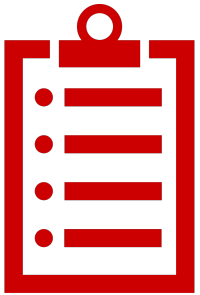
30-60-90 Day Plan

Learning (0-30)

- Understand key responsibilities of the OIP
- Build relationships and trust
- Assess project/process/team

Aligning (30-60)

- Align OIP roles against Provost's Office vision
- Communicate OIP vision with stakeholders
- Explore challenges



Executing (60-90)

- Focus organization on updated priorities
- Ensure teams are unblocked and unlocked
- Take initiative on high priority projects

Outcomes

- Degree programs
- Certificate programs
- Program modality
- Department name changes
- CIP code changes
- Bilateral agreements
- Discontinuation

Lessons Learned to Date

- Strong sense of ownership and pride (in their programs/schools)
- Excitement about the new strategic plan
- Innovative and collaborative thinkers and doers
- **Needs**
  - Desire to better understand program development timelines, policies, processes and funding models
  - Need support to facilitate cross-unit collaboration
  - Look for entrepreneurial/experimental opportunities to build innovative, high-impact academic offerings to meet learners where they are

OIP's Five Pillars

Fostering Universitywide Collaboration

Supporting Faculty/Staff Engagement and Innovation

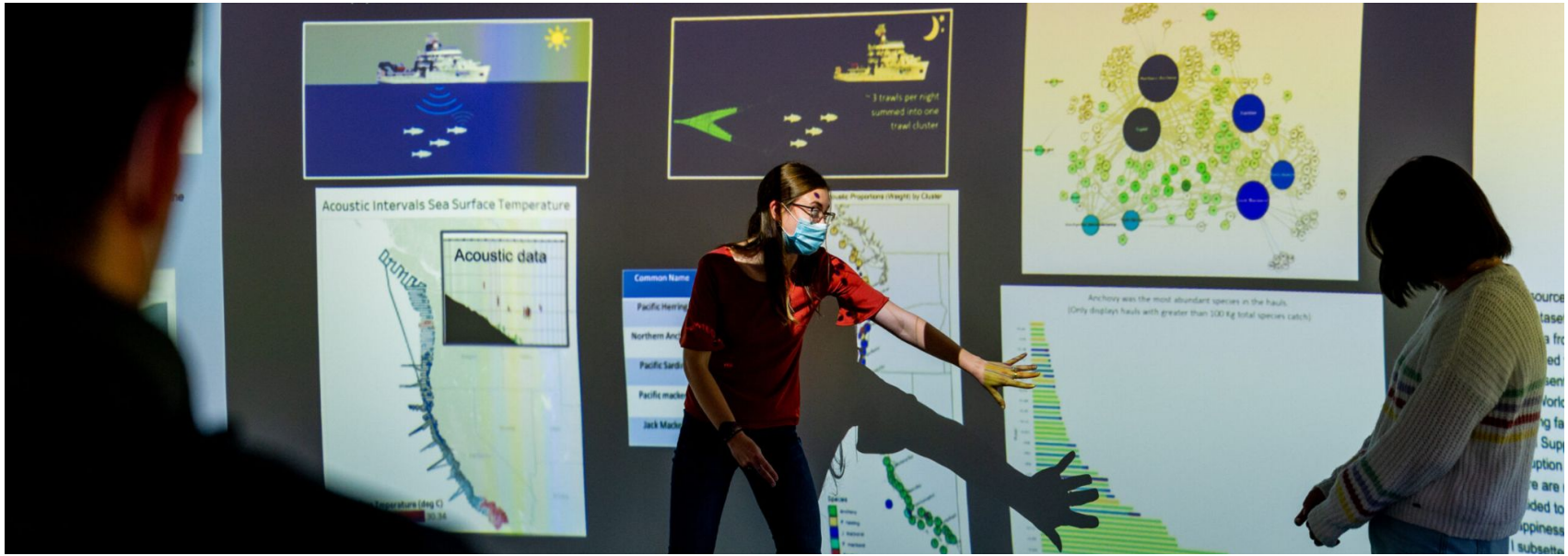
Innovating Programs and Delivery

Accelerating Entrepreneurial Initiatives

Expanding External Partnerships

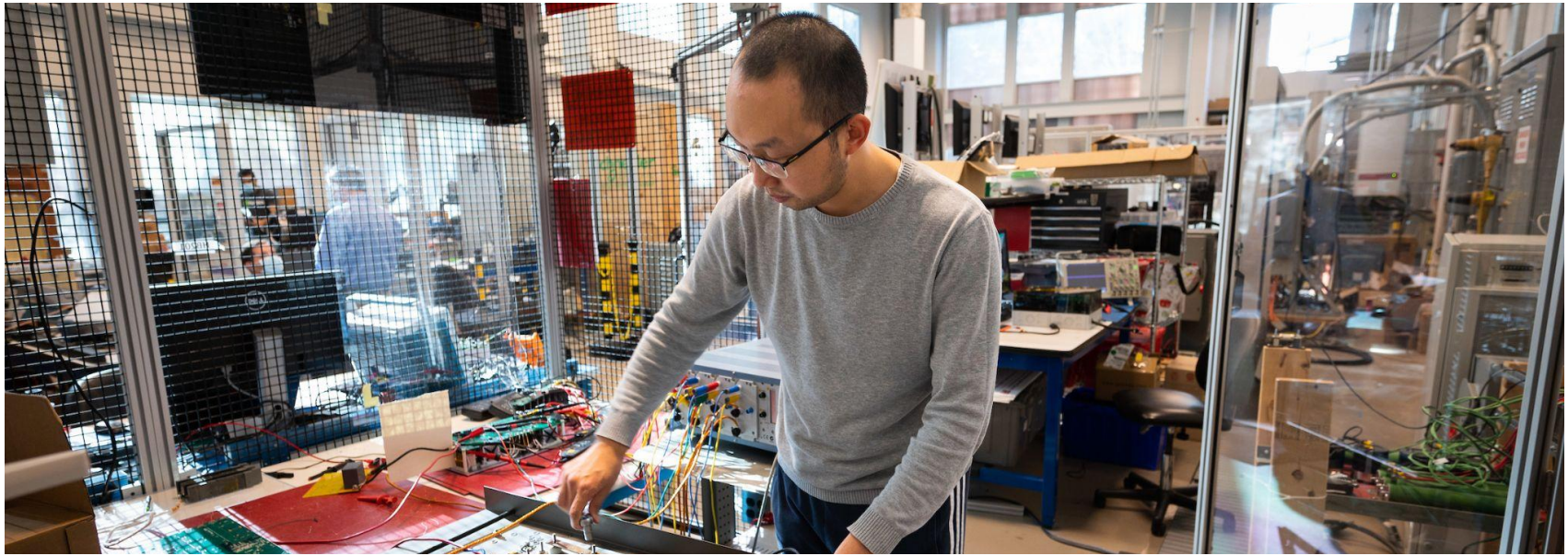
1. Fostering Universitywide Collaboration

2. Supporting Faculty/Staff Engagement and Innovation



3. Innovating Programs and Delivery

4. Accelerating Entrepreneurial Initiatives



5. Expanding External Partnerships

What's Next

Ongoing	Fall 2022	Spring 2023
Strategic and ongoing communication with internal and external constituents share the vision of OIP Work with the Graduate School and the University College to **review standard operating procedures and guidance documents**	**Launch the OIP website** with up-to-date SOPs, forms, resources and newsletters Work with Office of University Interdisciplinary Programs (OUIP) to develop **interdisciplinary courses and curriculum governance** structure.	Create community, resources and professional development to **support interdisciplinary courses and programs** Work with Office for Faculty Excellence (OFE) to promote and support **faculty engagement in program development** Work with Office of Assessment and Accreditation on **SACSCOC reaffirmation program-related items**, e.g. dual degrees, MOUs and off-sites Develop **summer school planning strategy** to promote timely completion

Wolfpack 2030: Powering the Extraordinary
FY22-24 Implementation Plan

Identify the infrastructure to coordinate for-credit/non-credit learning pathways

Develop and implement lifelong learning strategies for the target audience

Develop new certificate offerings to meet the needs of learners

Envision and execute an inclusive process to update the Gen Ed Program

Provide additional opportunities for student engagement in high impact practice

Maximize learning technologies and pursue teaching excellence

Questions

About Rob Dunn

- Joined NC State in 2005
- William Neal Reynolds Distinguished Professor in the Department of Applied Ecology
- Interdisciplinary ecologist (from ant genomics to fermented food pre-history)
- 200 peer-reviewed papers and seven books

Office of University Interdisciplinary Programs

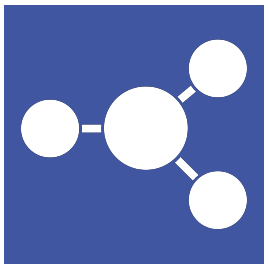
Faculty Clusters

Academies

Integrative Sciences Initiative and Building

Innovation and Entrepreneurship

Shelton Leadership Center



Biotechnology Program

Coastal Resilience and Sustainability

Long View

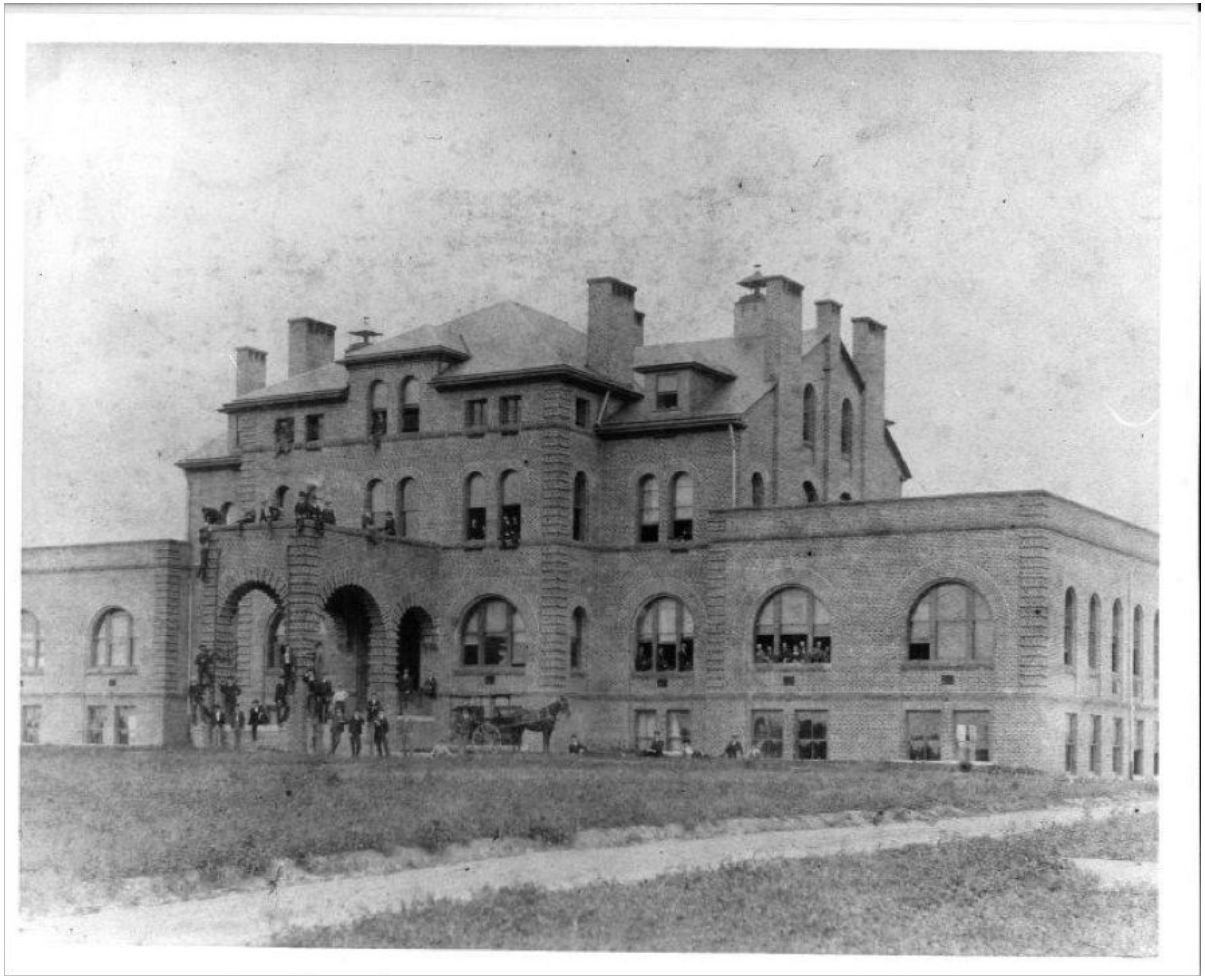
Plant Sciences Initiative

University - Museum Partnership

Wicked Problems

?

L'ÉGLISE ET L'UNIVERSITÉ DE LA SORBONNE D'APRÈS UNE GRAVURE DU XVIIe SIÈCLE.

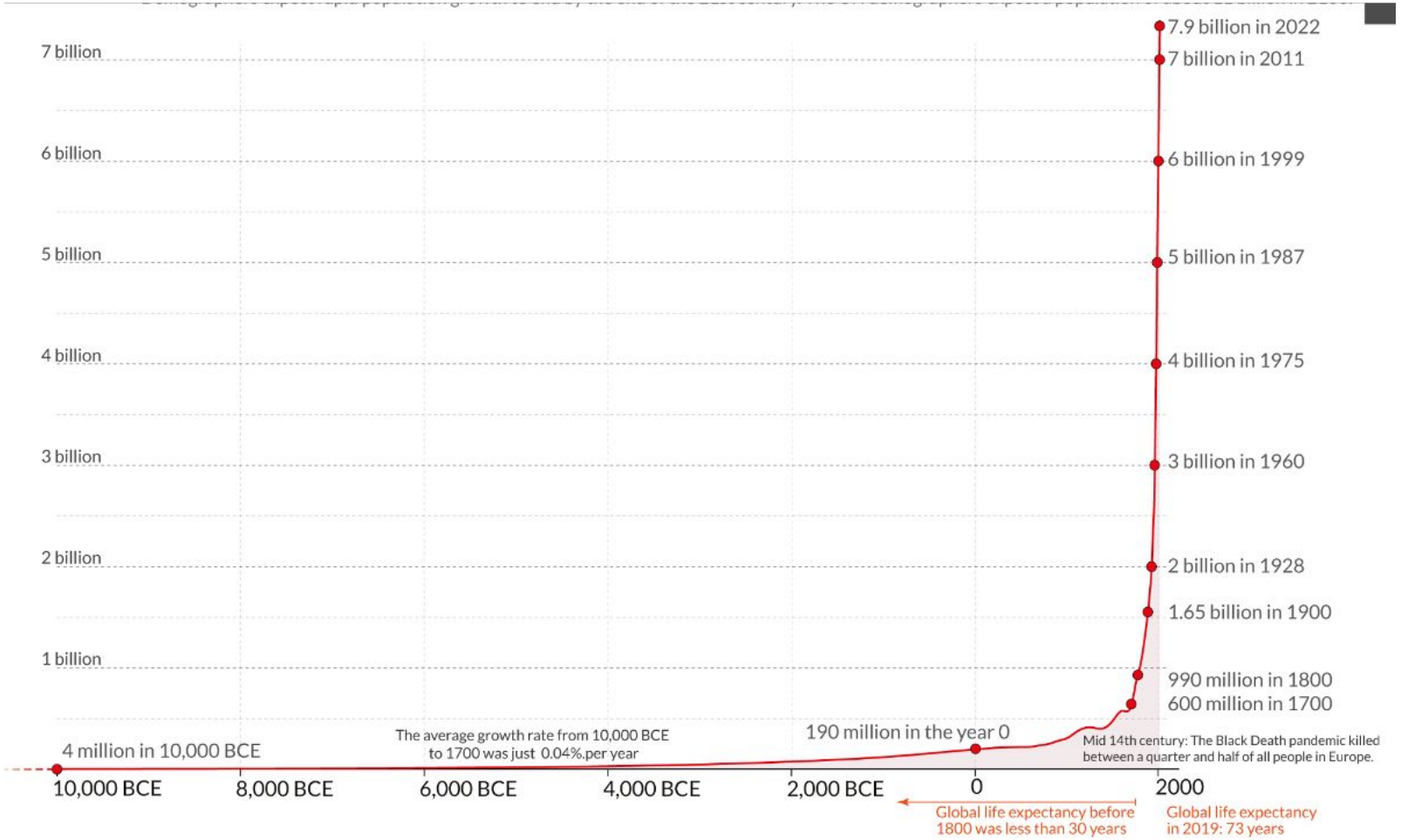


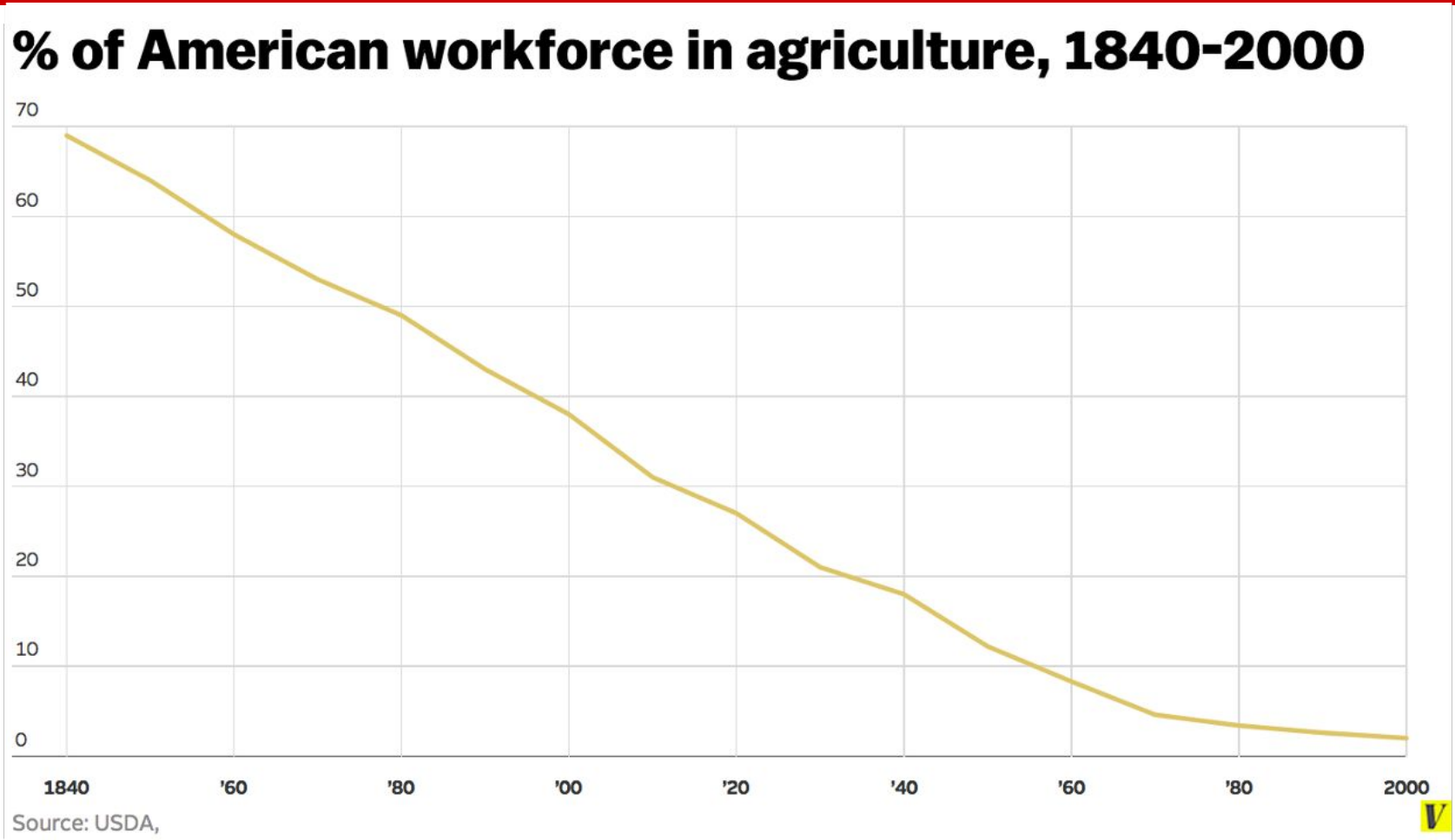
60 Departments and More Disciplines

The Land Grant Mission Requires Interdisciplinarity

Problem-Based Research, Education and Engagement are Foundational

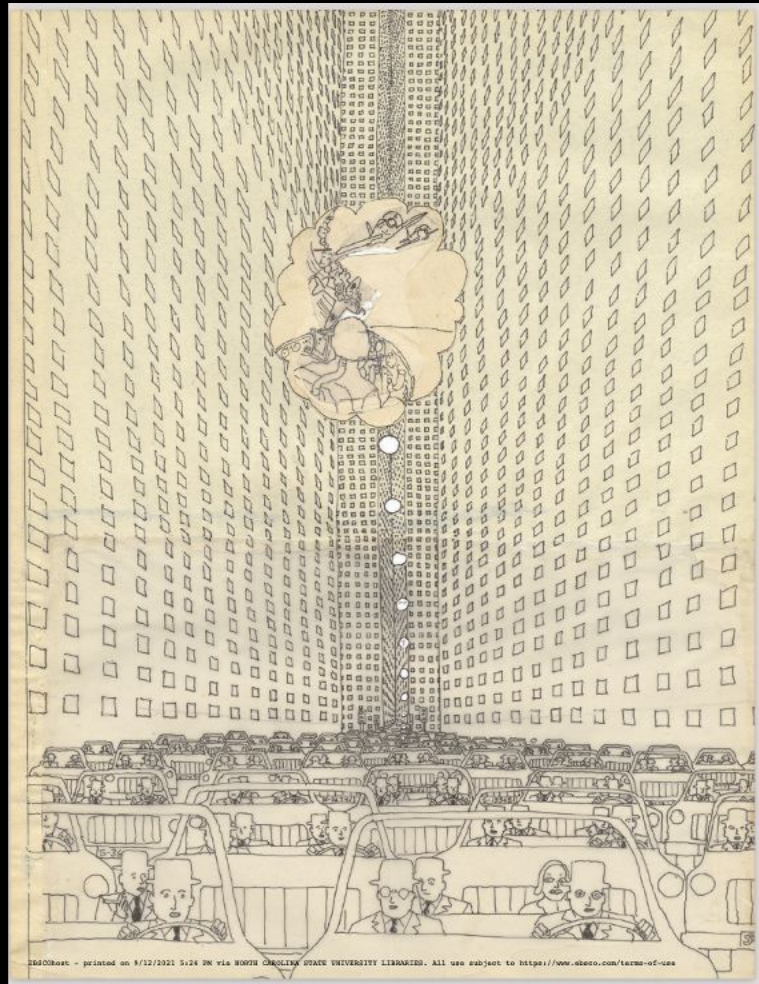
But the Nature of the State and World Have Changed


7 billion
6 billion
5 billion
4 billion
3 billion
2 billion
1 billion
7.9 billion in 2022
7 billion in 2011
6 billion in 1999
5 billion in 1987
4 billion in 1975
3 billion in 1960
2 billion in 1928
1.65 billion in 1900
990 million in 1800
600 million in 1700
4 million in 10,000 BCE
The average growth rate from 10,000 BCE to 1700 was just 0.04%.per year
190 million in the year 0
Mid 14th century: The Black Death pandemic killed between a quarter and half of all people in Europe.
10,000 BCE
8,000 BCE
6,000 BCE
4,000 BCE
2,000 BCE
0
2000
Global life expectancy before 1800 was less than 30 years
Global life expectancy in 2019: 73 years


% of American workforce in agriculture, 1840-2000
70
60
50
40
30
20
10
0
1840
'60
'80
'00
'20
'40
'60
'80
2000
Source: USDA,

8 billion
6 billion
4 billion
2 billion
0
1500
1600
1700
1800
1900
2000
2050
URBAN
RURAL

The Average Life is an Urban Life



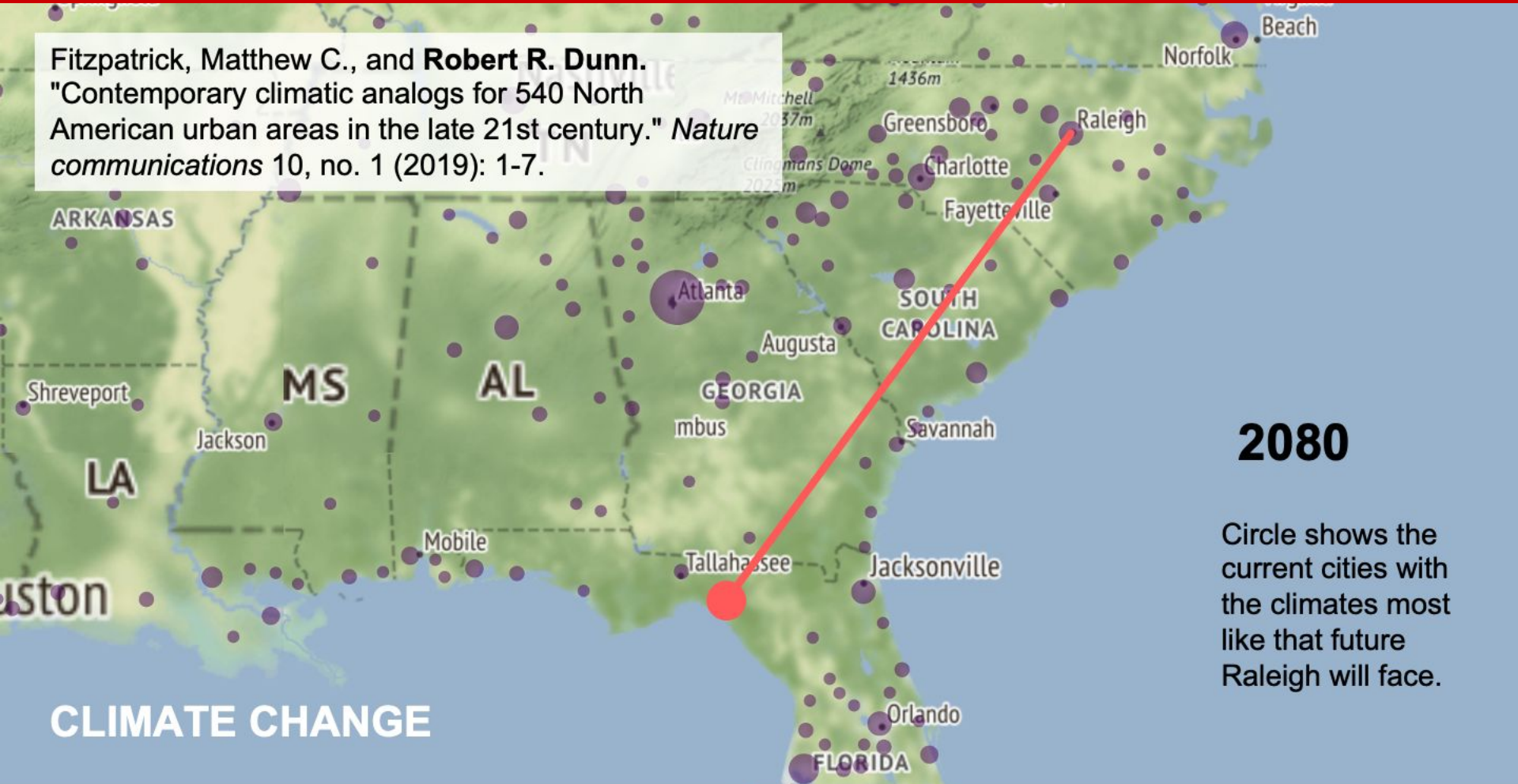
PUSHWAGNER, *SOFT CITY - THERE GOES THE SUN*. DRAWN BETWEEN 1968 AND 1975

Change in the Challenges

Cape Hatteras, 2022

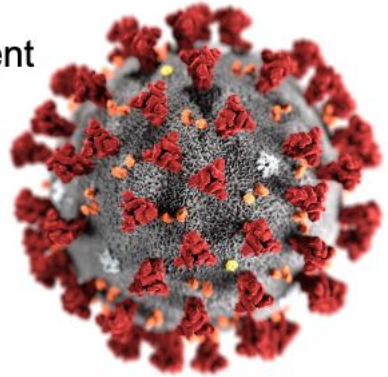
Pea Island, 2022

SEA LEVEL RISE


Fitzpatrick, Matthew C., and **Robert R. Dunn.** "Contemporary climatic analogs for 540 North American urban areas in the late 21st century." *Nature communications* 10, no. 1 (2019): 1-7.
Beach
Norfolk
1436m
Greensboro
Raleigh
Charlotte
Fayetteville
ARKANSAS
Atlanta
SOUTH CAROLINA
Augusta
MS
AL
Shreveport
GEORGIA
Jackson
Savannah
LA
Mobile
Tallahassee
Jacksonville
Orlando
FLORIDA
2080
Circle shows the current cities with the climates most like that future Raleigh will face.
CLIMATE CHANGE

GLOBAL HEALTH CHALLENGES

New emergent pathogens



New vectors

Anopholes gambiae, photo by Alex Wild

We need to produce more food that is more nutritious despite climates and conditions that are less conducive to agriculture.

Office of University Interdisciplinary Programs

Installation by Tomás Saraceno

Interdisciplinarity Across Our Mission

Education

- Undergraduate curriculum
- Graduate training

Research and Scholarship

- Addressing complex problems
- Creating interdisciplinary tools

Engagement

- Includes outreach, extension, translation and tech transfer

Two Levels of OUIP

1) Direct reports and dotted lines
2) Interdisciplinarity on the campus at large

Two Levels of OUIP

1) **Direct reports and dotted lines**
2) Interdisciplinarity on the campus at large

Direct Reports and Dotted Lines

Debbie Acker

Fred Gould

Bob Kelly

Rachel Levy

Science Engagement

Steve Markham

Joshua Pierce

Adrian Percy

Erin Seekamp

Sid Thakur

Direct Reports and Dotted Lines

Debbie Acker

Fred Gould

Bob Kelly

Rachel Levy

Science Engagement

Steve Markham

Joshua Pierce

Adrian Percy

Erin Seekamp

Sid Thakur

Chancellor's Faculty Excellence Program

20
interdisciplinary clusters

80+
faculty hires

- Bioinformatics
- Carbon Electronics
- Data-driven Science
- Digital Transformation of Education
- Emerging Plant Disease and Global Food Security
- Environmental Health Science
- Forensic Sciences
- Genetic Engineering and Society
- Geospatial Analytics
- Global Environmental Change and Human Well-Being
- Global Water, Sanitation and Hygiene
- High-dimensional Integration of Biological Systems
- Leadership in Public Science
- Microbiomes and Complex Microbial Communities
- Modeling the Living Embryo
- Precision Medicine
- Sustainable Energy Systems and Policy
- Synthetic and Systems Biology
- Translational Regenerative Medicine
- Visual Narrative

Chancellor's Faculty Excellence Program

TOOLS

- Bioinformatics
- Geospatial Analytics
- Leadership in Public Science
- Synthetic and Systems Biology
- Data-driven Science
- Digital Transformation of Education
- High-dimensional Integration of Biological Systems
- Visual Narrative

Chancellor's Faculty Excellence Program

TOOLS

Energy

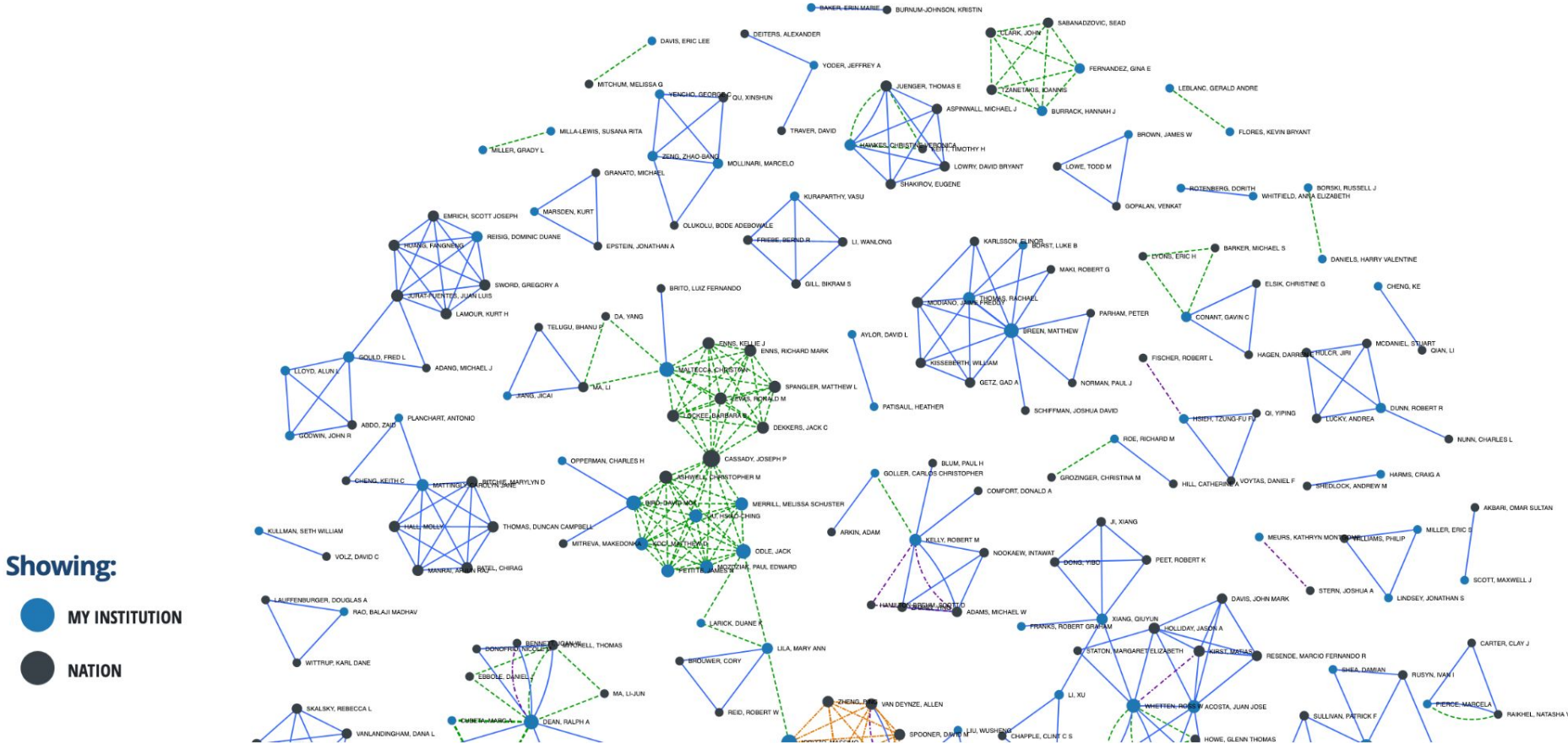
Agriculture

Humans

Water

Climate Change

Bioinformatics	Emerging Plant Disease and Global Food Security	Geospatial Analytics	Leadership in Public Science	Sustainable Energy Systems and Policy
Carbon Electronics	Environmental Health Science	Global Environmental Change and Human Well-Being	Microbiomes and Complex Microbial Communities	Synthetic and Systems Biology
Data-driven Science	Forensic Sciences	Global Water, Sanitation and Hygiene	Modeling the Living Embryo	Translational Regenerative Medicine
Digital Transformation of Education	Genetic Engineering and Society	High-dimensional Integration of Biological Systems	Precision Medicine	Visual Narrative


Showing:
MY INSTITUTION
NATION
BAKER, ERIN MARIE
BURNUM-JOHNSON, KRISTIN
SABANADZOVIC, SEAD
CLARK, JOHN
DEITERS, ALEXANDER
DAVIS, ERIC LEE
YODER, JEFFREY A
FERNANDEZ, GINA E
MITCHUM, MELISSA G
JUENGER, THOMAS E
ZANETAKIS, IOANNIS
LEBLANC, GERALD ANDRE
VENCHO, GEORGE C
QU, XINSHUN
ASPINWALL, MICHAEL J
BURRACK, HANNAH J
TRAVER, DAVID
MILLA-LEWIS, SUSANA RITA
BROWN, JAMES W
FLORES, KEVIN BRYANT
MILLER, GRADY L
ZENG, ZHAO-BANG
MOLLINARI, MARCELO
LOWRY, DAVID BRYANT
LOWE, TODD M
GRANATO, MICHAEL
SHAKIROV, EUGENE
ROTENBERG, DORITH
BORSKI, RUSSELL J
WHITFIELD, ANNA ELIZABETH
KURAPARTHY, VASU
MARSDEN, KURT
GOPALAN, VENKAT
EMRICH, SCOTT JOSEPH
OLUKOLU, BODE ADEBOWALE
REISIG, DOMINIC DUANE
FRIEBE, BERND R
LI, WANLONG
HUANG, FANGNENG
EPSTEIN, JONATHAN A
KARLSSON, ELINOR
BORST, LUKE B
BARKER, MICHAEL S
LYONS, ERIC H
DANIELS, HARRY VALENTINE
MAKI, ROBERT G
SWORD, GREGORY A
GILL, BIKRAM S
ELSIK, CHRISTINE G
CHENG, KE
JURAT-FUENTES, JUAN LUIS
BRITO, LUIZ FERNANDO
THOMAS, RACHAEL
MODIANO, JAIME FREDDY
LAMOUR, KURT H
PARHAM, PETER
CONANT, GAVIN C
DA, YANG
TELUGU, BHANU P
BREEN, MATTHEW
AYLOR, DAVID L
ENNS, KELLIE J
ENNS, RICHARD MARK
MCDANIEL, STUART
QIAN, LI
GOULD, FRED L
KISSEBERTH, WILLIAM
FISCHER, ROBERT L
HULCR, JIRI
LLOYD, ALUN L
ADANG, MICHAEL J
MALTECCA, CHRISTIAN
GETZ, GAD A
NORMAN, PAUL J
SPANGLER, MATTHEW L
JIANG, JICAI
MA, LI
PATISAUL, HEATHER
SCHIFFMAN, JOSHUA DAVID
DUNN, ROBERT R
PLANCHART, ANTONIO
LOCKEE, BARBARA B
QI, YIPING
LUCKY, ANDREA
ABDO, ZAID
DEKKERS, JACK C
GODWIN, JOHN R
NUNN, CHARLES L
ROE, RICHARD M
OPPERMAN, CHARLES H
CASSADY, JOSEPH P
BLUM, PAUL H
GOLLER, CARLOS CHRISTOPHER
GROZINGER, CHRISTINA M
HARMS, CRAIG A
CHENG, KEITH C
BITCHIE, MARYLYN D
ASHWELL, CHRISTOPHER M
HILL, CATHERINE A
VOYTAS, DANIEL F
SHEDLOCK, ANDREW M
COMFORT, DONALD A
MERRILL, MELISSA SCHUSTER
AKBARI, OMAR SULTAN
KULLMAN, SETH WILLIAM
HALL, MOLLY
THOMAS, DUNCAN CAMPBELL
ARKIN, ADAM
JI, XIANG
MILLER, ERIC S
MEURS, KATHRYN MONTGOMERY
WILLIAMS, PHILIP
MITREVA, MAKEDONKA
KELLY, ROBERT M
VOLZ, DAVID C
ODLE, JACK
NOOKAEW, INTAWAT
DONG, YIBO
PEET, ROBERT K
SCOTT, MAXWELL J
MANRAI, ARVIN RAJ
PATEL, CHIRAG
MOZIYAR, PAUL EDWARD
STERN, JOSHUA A
LINDSEY, JONATHAN S
LAUFFENBURGER, DOUGLAS A
DAVIS, JOHN MARK
RAO, BALAJI MADHAV
ADAMS, MICHAEL W
XIANG, QIUYUN
LARICK, DUANE K
FRANKS, ROBERT GRAHAM
HOLLIDAY, JASON A
CARTER, CLAY J
LILA, MARY ANN
STATON, MARGARET ELIZABETH
KIRST, MATIAS
RESENDE, MARCIO FERNANDO R
WITTRUP, KARL DANE
BROUWER, CORY
SHEA, DAMIAN
RUSYN, IVAN I
EBBOLE, DANIEL J
MA, LI-JUN
LI, XU
VAN DEYNZE, ALLEN
PIERCE, MARCELA
SKALSKY, REBECCA L
REID, ROBERT W
ACOSTA, JUAN JOSE
RAIKHEL, NATASHA V
SULLIVAN, PATRICK F
DEAN, RALPH A
VANLANDINGHAM, DANA L
SPOONER, DAVID M
LIU, WUSHENG
CHAPPLE, CLINT C S
HOWE, GLENN THOMAS

Lessons from Clusters

1) There are two key models of NC State interdisciplinarity, instrumental and problem-based
2) There is an unrealized potential for synergies among interdisciplinary units
3) Problem-based contexts offer a potential place for such synergies (boundary items)
4) Interdisciplinary units (and colleges) can benefit from cross-cutting endeavors
5) There are still many “orphan” labs
6) **Funding interdisciplinarity has paid off (3:1)**

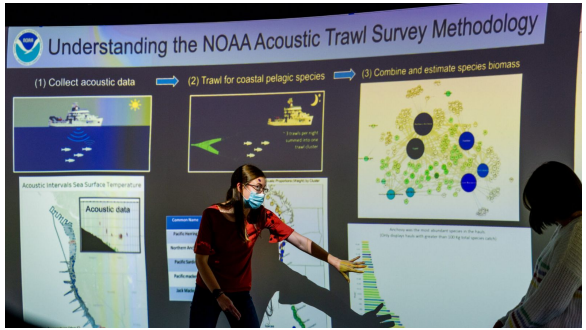
Clusters 3.0?

Academies

At NC State, an academy is a **strategically-focused university-level interdisciplinary unit** with the potential for and **goal of working with all 10 colleges**.

The work of the academies will **address all three pillars of the university's land-grant mission**: excellent teaching, the creation and application of knowledge, and engagement with public and private partners.

Academies



Data Science

Established March 2021

Genetics and Genomics

Established November 2021

Global One Health

Established September 2022

Data Science Academy

Focus

Data science as a language and a critical skill in all sectors

Accelerating data-intensive discovery, teaching and service

Increasing skills, capability and involvement by faculty, students and staff, as well as industry and government partners

Building community, communication and collaboration

Activities

DSC-495-XXX: One-credit project-based courses on 17 topics

Data science consulting: 1-on-1 collaborative support by graduate RAs, in coordination with Libraries

Events: Career expo, DataFest, Hot Topics in Data Science

Interdisciplinary seed grants: $20-50k in collaboration with Research and Innovation (over $300k in first year)

Executive Director
Rachel Levy

Data Science Academy

$1.4M
in external gifts and grants in first year

$1.2M to recruit and mentor 4 two-year **postdocs who will study ADAPT** course model

$110K to be part of Capacity Accelerator Network to **build workforce capacity** in data science for social good

$60K from Consortium for Mathematics and its Applications for **K-12 Data Explorers** program

$50K for **national conference** with NC State Libraries and Academic Data Science Alliance on **data science consulting corps**

Genetics and Genomics Academy

Focus

Building a greater understanding of genetics and genomics to enhance the flourishing of societies and ecosystems

Leveraging collaborations across NC State life sciences research and training to enhance understanding of the genetic and genomic underpinnings of life on earth, sustain biodiversity and enhance social equity

Activities

Genetics and Genomics Scholars: Umbrella program across 16 life sciences programs, open to current and incoming PhD students

Research Interest Groups: Five universitywide groups meeting regularly to share research interests and exchange ideas

Events: Weekly seminar series, annual retreat

Executive Director
Fred Gould

Global One Health Academy

Focus

Building upon NC State's strengths in plant health, animal health, biodiversity health and the health of human societies

Interdisciplinary approach, combining internal resources with current and new partnerships to advance education, research, engagement, innovation and workforce and economic development

Thematic Areas

Research: Driving food and water solutions; combating infectious diseases; and addressing climate change-health disparities

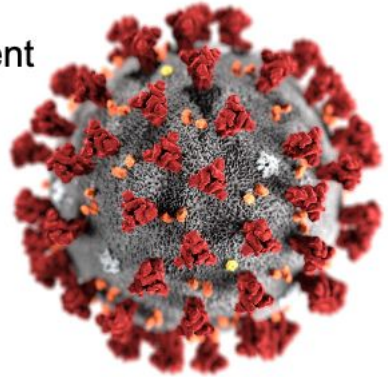
Education: Undergraduate, graduate and leadership

Engagement: In North Carolina and globally

Executive Director
Sid Thakur

GLOBAL HEALTH CHALLENGES

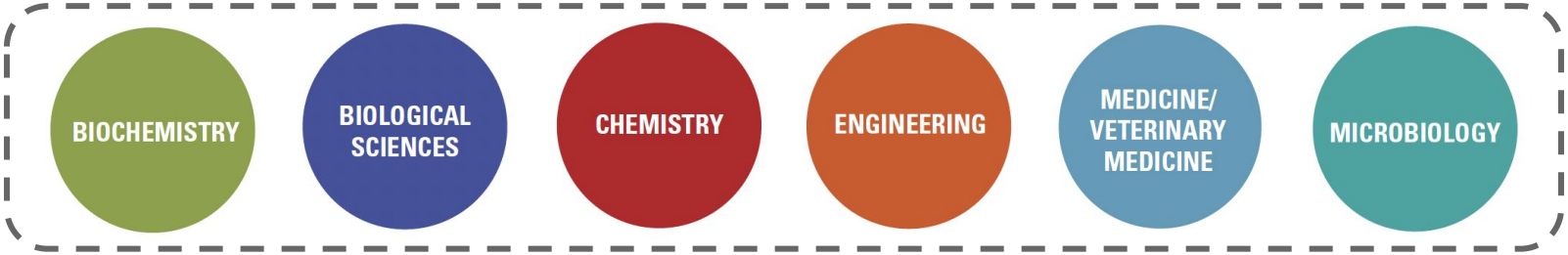
New emergent pathogens



New vectors

Anopholes gambiae, photo by Alex Wild

Integrative Sciences Building and Initiative



Key themes and technologies will serve to connect

Integrative Sciences Initiative

1) A flowering of research based around the key technologies in the building (here we learn from the success of the cores)
2) A new undergraduate first year program that units disciplines (and their examples)
3) A new context for industry partnerships (centered on molecules)
4) Working groups that pull scholars together from across campus and disciplines (here, learning from GES)

Director
Joshua Pierce

NC STATE University Libraries

FOCUS

SPRING 2021

The New Hill Library

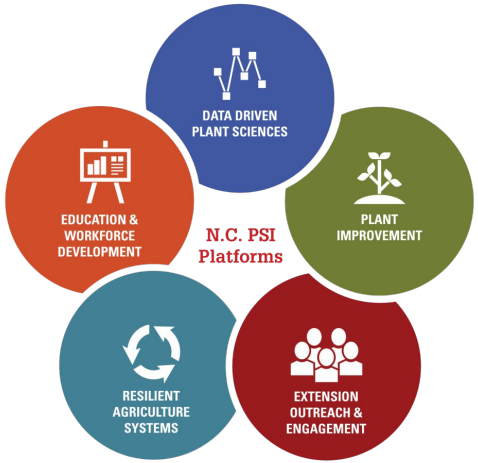
Pentair Fellows 2 | Libraries coronavirus response | Personal Librarian Program

We need to produce more food that is more nutritious despite climates and conditions that are less conducive to agriculture.

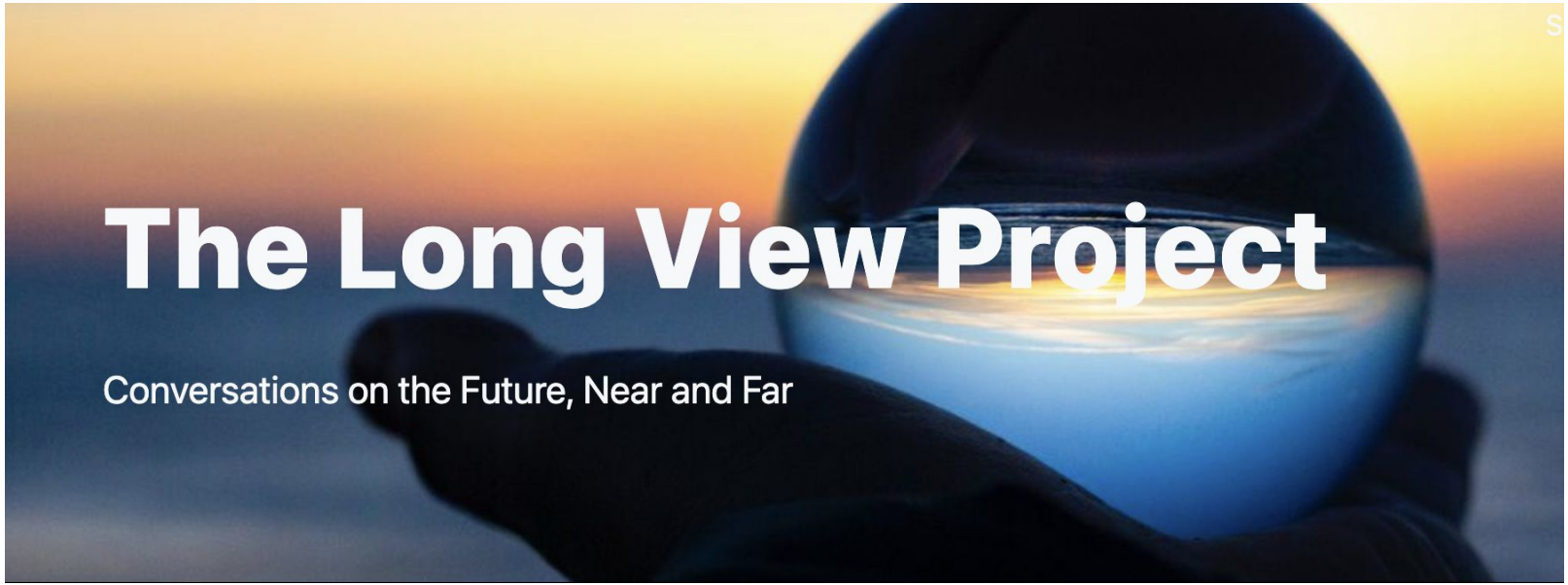
N.C. Plant Sciences Initiative and Building

Improving the World

Through Plant Science Innovation



The Average User Will be in 2126/2122



KENAN INSTITUTE
ENGINEERING, TECHNOLOGY & SCIENCE
NC STATE UNIVERSITY

Two Levels of OUIP

1) Direct reports and dotted lines
2) **Interdisciplinarity on the campus at large**

Challenges/Opportunities

(in response to listening sessions and the occasional angry email)

1) How do we create streamlined scenarios for interdisciplinary courses and degree programs (multiple paths)? Working with Helen Chen
2) How do we (Helen, Rob, Grad. School) create the best scenarios for interdisciplinary graduate programs?
3) What forms of cooperation with ORI make the most sense with regard to nucleating interdisciplinary research?
4) How do we best incentivize and reward faculty who work interdisciplinarily?
5) How do we deal with the radically divergent merit systems in different departments with regard to interdisciplinarity? (e.g., author rules)?
6) What other centralized services do we need to best serve interdisciplinarity while also serving colleges?

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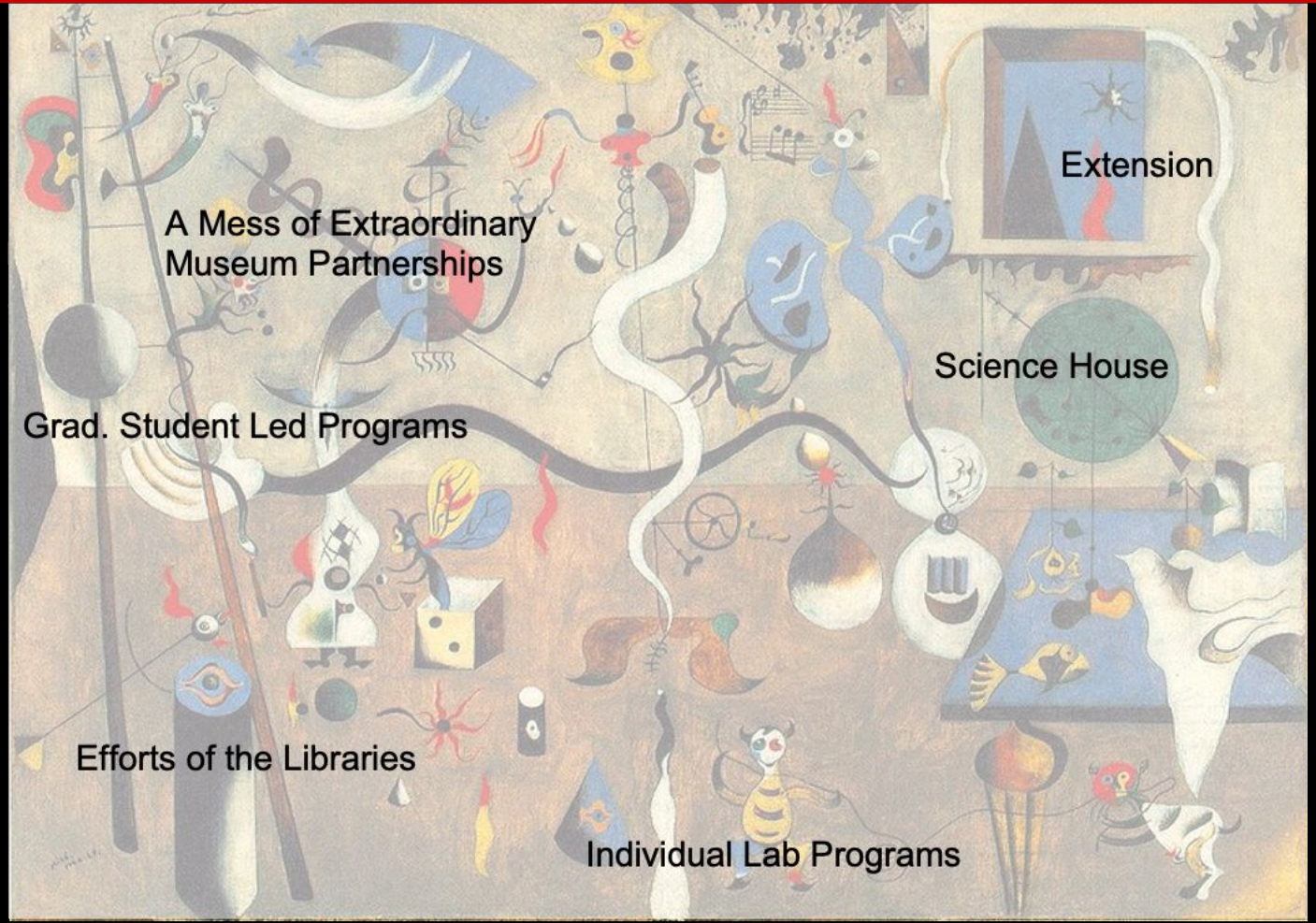

Harlequin 's Carnival, Joan Miró

8 joint faculty hires (even more adjunct appointments)
1.6 million visitors projected this year (one of the most visited natural history museums in the world).

Director of Science Engagement

SAVE

North Carolina State University
Raleigh, NC

Partnering with University Libraries

Greg Raschke

Apply on Tarta.ai | Apply directly on Gigzio.com

Full-time

Job highlights

Identified by Google from the original job post

Qualifications

- Bachelor or Masters Degree from an accredited college or university with five to seven years of experience in a relevant field

Responsibilities

- In addition, they will help connect and expand new programming being developed by individual interdisciplinary programs that report to the Office of University...

OUIP Units, Initiatives and Programs

Biotechnology Program	Coastal Resilience and Sustainability Initiative	Data Science Academy	Genetics and Genomics Academy	Global One Health Academy	Innovation and Entrepreneurship
Integrative Sciences Initiative and Building	Long View	Plant Sciences Initiative	Shelton Leadership Center	University - Museum Partnership	Wicked Problems

TOOLS PROBLEMS TOOLS/PROBLEMS

An Example Synergy (OUIP + OIP) + new Associate Vice Provost

Monthly meetings

JANUARY

Su	Mo	Tu	We	Th	Fr	Sa
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

FEBRUARY

Su	Mo	Tu	We	Th	Fr	Sa
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	1	2	3	4	5
6	7	8	9	10	11	12

MARCH

Su	Mo	Tu	We	Th	Fr	Sa
27	28	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

APRIL

Su	Mo	Tu	We	Th	Fr	Sa
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
1	2	3	4	5	6	7

MAY

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11

JUNE

Su	Mo	Tu	We	Th	Fr	Sa
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2
3	4	5	6	7	8	9

JULY

Su	Mo	Tu	We	Th	Fr	Sa
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

AUGUST

Su	Mo	Tu	We	Th	Fr	Sa
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

SEPTEMBER

Su	Mo	Tu	We	Th	Fr	Sa
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

OCTOBER

Su	Mo	Tu	We	Th	Fr	Sa
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

NOVEMBER

Su	Mo	Tu	We	Th	Fr	Sa
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

DECEMBER

Su	Mo	Tu	We	Th	Fr	Sa
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
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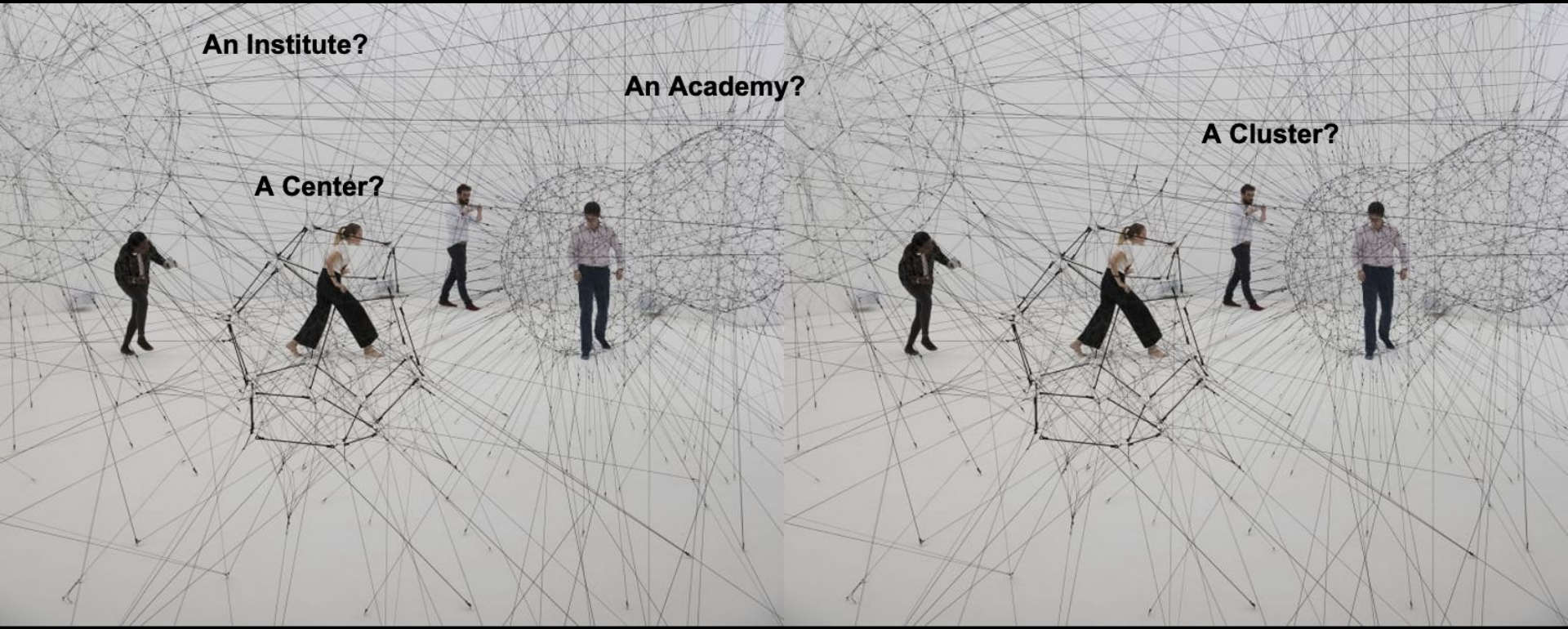
25	26	27	28	29	30	31
1	2	3	4	5	6	7

OUIP Social meetings

Identifying the Most Sensible Structure


An Institute?
An Academy?
A Center?
A Cluster?

Advisory Committee

Debbie Acker

Matthew Booker

Jennifer Capps

Helen Chen

Adrian Day

Eric Dorfman

Jason Delborne

Kimberly Granger

Rachel Levy

Joshua Pierce

Jamila Simpson

Cranos Williams

Image from BBC News

Questions