The Environmental Collaboratory: Feasibility Study and Implementation Strategy  
*Academic Affairs Committee Consultation Draft*  
December 2020

**Purpose & Background**  
The purpose of this document is to present to leadership at Drexel University (Drexel) and The Academy of Natural Sciences (ANS), as well as to the inaugural Executive Director the vision for The Environmental Collaboratory. It contains:

- Context for designing the Collaboratory, including internal and external market opportunities
- Critical success factors with strategic recommendations that form the basis for this document
- A position statement for The Environmental Collaboratory, including vision, mission, and values
- An implementation plan, inclusive of early-phase programmatic approach, governance structure, and summary timeline, action plan and suggested metrics for measuring success
- A review of the design methodology and approach

In Summer/Fall 2020, the Academy of Natural Sciences (ANS) retained advisors from Fairmount Ventures to test and develop the concept of Drexel University’s new interdisciplinary sustainability institute, The Environmental Collaboratory, the broad goal of which is to connect scholarship with community to foster public understanding of the environment, equip people to care for it, and collaboratively devise new approaches for sustaining it. This document is the synthesis of Fairmount’s findings and recommendations across internal and external environmental scans and a participatory design process that engaged a Design Council of 43 faculty, staff, representing leadership across Drexel and ANS. Fairmount Ventures’ work was overseen by a Stewardship Council of leadership from ANS, College of Arts and Sciences, College of Engineering, and Institutional Advancement, the partners who devised the initial Collaboratory concept.

**Context**  
Influencer interviews and the design process affirmed broad enthusiasm for an interdisciplinary sustainability institute at Drexel. The University and Academy have tremendous human and intellectual capital that the Collaboratory would harness for innovative, transdisciplinary collaboration, research, and solutions creation. Faculty, scholars, researchers, and students are hopeful about the Collaboratory’s potential and eager to contribute. They want to build something valuable, lasting, and urgently relevant. Fairmount Ventures’ internal scan also found that the Collaboratory would:

- Advance key goals of Drexel’s emerging strategic plan by forging a new model for cogenerated, problem-focused applied research that is accelerated through inclusive and responsible civic engagement.

- Enhance quality of life within the Philadelphia region and beyond by identifying, solving, and overcoming relevant environmental challenges in equitable partnership with the community and through a social justice lens.

- Drive undergraduate enrollment and tuition revenue through dynamic, intersectional, and societally-relevant course offerings that resonate with a generation of young people mobilized and inspired by...
environmental activists, such as Greta Thunberg, who are anxious about climate change, and who are eager to pursue training and education towards solving global environmental challenges.

- Generate new and additional institutional resources via private philanthropy and industry partnership by emphasizing the Collaboratory’s responsive and adaptable community-based, solutions-oriented work within environmental issues.

In addition to this internal landscape analysis, Fairmount conducted a market analysis and external environmental scan to, first, benchmark Drexel and the Collaboratory concept with other interdisciplinary sustainability institutes and, then, to assess the Collaboratory’s competitive potential for philanthropic foundation support. Salient findings include:

- Though interdisciplinary sustainability institutes at universities abound, scant few centralize community participation and co-generated science as core to their mission or approach. One key exception is the UCLA Institute of Environment and Sustainability’s California Center for Sustainable Communities. The Collaboratory would occupy a regional field vacancy in this space.

- Further, external conditions are converging to underscore the Collaboratory’s urgency and relevance: an intensifying environmental crisis, growing awareness about racism as a public and environmental health challenge, and an incoming federal administration with a public platform advancing “clean energy revolution and environmental justice.”

- There is growing interest, awareness, and appetite among institutional, individual, and corporate funders to demonstrate action and impact for environmental sustainability, racial justice, and equity issues. The Collaboratory would be a vehicle for stakeholders to achieve all.

- Private philanthropy will be more likely to seed program planning and community engagement than will traditional research funders, and private philanthropy is not maximally tapped by Drexel, particularly by faculty and scholars.

The internal and external market considerations certainly suggest that the time to launch The Environmental Collaboratory is now. At the same time, Fairmount’s inquiry also underscored a number of challenges that must be addressed to assure success. They are presented as critical success factors, opportunities, and strategic recommendations in the table on the succeeding pages. More detailed recommendations follow.

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1 Climate change ranks highest as vital issue of our time – Generation Z survey
<table>
<thead>
<tr>
<th>Critical Success Factor</th>
<th>Detailed Findings &amp; Opportunities</th>
<th>Strategic Recommendation</th>
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| Faculty Participation  | Faculty workloads, expectations for publication, and promotion & tenure processes disincentivize participation in interdisciplinary work and civic engagement.  
The Collaboratory presents an opportunity for Drexel to pioneer new models for faculty evaluation. | Incentivize faculty participation through course release, evaluation, promotion, and tenure. |
| Student Enrollment     | Drexel is an enrollment and tuition-driven institution that – like many peer IHEs – is heading towards an enrollment cliff within 5 years as a result of a shrinking consumer base. Competition will only increase.  
The Collaboratory has the potential to drive enrollment and respond to the core challenges facing the modern IHE: declining enrollment and students’ increasing demand for demonstrable impact of post-secondary education for themselves and society. Success will require a sharp value proposition, as well as course offerings and degree programs that respond directly to young peoples’ interests and ambitions. | Work with academic units to design Collaboratory-based sustainability studies aligned with student demand and post-graduate opportunities. In conjunction with Drexel’s Office of Planning and Institutional Research, design institutionally appropriate metrics for benchmarking an assessment of student enrollment, retention, and success in order to quantify the Collaboratory’s impact on enrollment and tuition. |
| Sustainable Revenue    | Private philanthropy will be more likely to seed program planning and community engagement than will traditional research funders.  
Private philanthropy is not maximally tapped by Drexel faculty and scholars.  
Over time, there will be opportunities to develop earned revenue streams, as well as individual giving towards establishing an endowment. | Focus near-term resource development on regional foundations, corporations, and individual donors.  
Provide administrative support for grant research, proposal development, and funder stewardship. |
<p>| Student Engagement     | Students seek practical training, hands-on experience, and educational experiences with real-world application. | For purpose-driven students seeking the real-time impact of their educational and professional development, prioritize the creation of co-op placement and immersive learning experiences. |</p>
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<tr>
<td>Visionary Leadership</td>
<td>At Drexel, entrepreneurial, industrious, and energetic day-to-day leadership is essential to launching initiatives, driving success, and building momentum.</td>
<td>Retain strategic and visionary leadership with direct private fundraising experience and a track record of launching new initiatives in a higher education setting.</td>
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<td>Inaugural Collaboratory leadership will need to lay the groundwork for long-term operational sustainability, namely: advancing the design process for relationship-building within Drexel and with the public; identifying and promoting signature initiatives and early wins; tracking enrollment metrics towards establishing tuition-driving initiatives through the Collaboratory, and securing investment from foundations and corporate partners to seed early-phase projects or support additional planning.</td>
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<td>Unique Value Proposition</td>
<td>The broad mission of interdisciplinary research to solve pressing environmental problems is universal to sustainability institutes. The opportunities for distinction reside in how that mission is activated.</td>
<td>Emphasize The Environmental Collaboratory’s approach as its unique value proposition and case for support.</td>
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<td>Other sustainability institutes support projects with a community engagement aspect, but intentional community engagement or “community science” is embedded in the mission and approach of very few.</td>
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<td>The Collaboratory’s location in Philadelphia presents a significant opportunity for inclusive and equitable urban problem identification and solutions, and for foundation and public sector investment.</td>
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<td>Transdisciplinarity is central to Drexel’s strategic plan and seldom named or demonstrated at other sustainability institutes.</td>
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<td>Community Engagement</td>
<td>The Academy is poised to play a unique role in launching and building the Collaboratory: a bridge between community and academia. As a natural history museum with a reputation for welcoming, inclusive public and family-centered engagement, the Academy does not have an “ivory tower” image in Philadelphia.</td>
<td>Promote the Academy of Natural Sciences across Drexel as trusted experts in community engagement and public partnership in environmental science.</td>
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<td>Academy has not been fully integrated with the University since the 2011 affiliation. Success of the Collaboratory at Drexel will both hinge on and promote the Academy’s further integration with the University.</td>
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2 Community, here, is shorthand for people as well as community-based nonprofits and the City. The Academy brings these relationships to the Collaboratory.
Position Statement
The Environmental Collaboratory is Drexel University’s home for knowledge and solutions creation towards building a sustainable future. More than a place, The Environmental Collaboratory is an innovative approach: transdisciplinary research and community connect to co-generate an understanding of the environment, inspire and equip people to care for it, and collaboratively devise ways of addressing the most urgent issues of our time.

Context
The world is facing environmental catastrophe and time is running out. Over the last half-century alone our species’ unsustainable way of life has initiated a sixth extinction, advanced widespread environmental degradation, and changed the climate of the entire planet. The consequences are escalating and intensifying, while the most vulnerable among us are bearing the brunt.

Conceived in response to these existential circumstances, the Collaboratory was shaped as the parallel emergencies of the COVID-19 pandemic and resulting economic recession raged across the globe, and as a resurgent movement for racial justice, ignited by ongoing incidents of police brutality, gathered momentum across the nation. These events laid bare deep chasms of racial inequality. In the U.S., race is a social determinant of health and Black and Hispanic communities live in worse environmental conditions than their white counterparts. Racial justice is one and the same with environmental justice and essential to forging a sustainable future for all people.

People and institutions must act decisively.

The challenges are enormous and the problems complex. There is no single fix to be found, rather there are many. Real, lasting, and scalable solutions require collaboration that transcends disciplines and traditional divides between the public and Academia.

Drexel University is uniquely equipped to offer a model for this moment.

Conceptually devised by Drexel’s Academy of Natural Sciences, The College of Arts & Sciences, and The College of Engineering, the Collaboratory forges a new approach to interdisciplinary scholarship and community participation to ignite a movement for environmental health and justice.

Vision
The Environmental Collaboratory envisions equitable collaboration between Drexel University and community partners in solving environmental problems. We strive for a sustainable future, where:

- Communities co-create healthy, equitable, and sustainable solutions to environmental problems
- Everyone understands the environment and their role in protecting it
- The Environmental Collaboratory, Drexel University, and Philadelphia are models for environmental justice everywhere

Mission & Approach
The Environmental Collaboratory at Drexel University connects transdisciplinary scholarship with community science to innovate solutions for urgent environmental problems. We are building a movement of environmentally engaged communities towards a healthy, sustainable, and equitable planet. Collaboratory partners:
1. Identify and define real-world environmental problems through participatory community engagement.
2. Generate creativity, civic process, and solutions to those real-world problems through multi- and inter-disciplinary practice informed by diverse perspectives.
3. Identify new conceptual and disciplinary sectors and their intersections with the environment towards new knowledge and innovative solutions.
4. Educate future leaders in environmental disciplines, focusing specifically on recruiting purpose-driven students with a civic orientation and students with background and identities underrepresented in the sciences.
5. Champion civic engagement and stimulating public discourse in ways that increase environmental awareness and knowledge—regionally, nationally, and globally.
6. Support early-stage research through the provision of pilot grant funding.

Values
Shared values anchor the projects, scholars, and citizen-scientists of The Environmental Collaboratory. We believe that:

❖ Solutions-focused collaboration between scholars and the broader community will unlock a sustainable future.
❖ Local efforts seed global impact.
❖ Environmental justice is an ethical and practical imperative across all of our work.
❖ Diversity and inclusion as well as interdisciplinarity produce better solutions and outcomes.

The Environmental Collaboratory prioritizes projects and partnerships that support and advance these values.
Implementation Plan

The following are Fairmount’s recommendations for early-phase implementation, including:

- Programmatic approach
- Governance structure
- Revenue model
- Five-year operating pro forma
- Summary timeline and action plan

These recommendations respond to the opportunities identified in the Observations & Recommendations section of this document and the key strategic questions that emerged from the design process for The Environmental Collaboratory.

Programmatic Approach

What will define the Collaboratory as distinct in a crowded field?

The Collaboratory’s distinction lies in its approach, not its subject matter. From the Latin *collaborare*—to work together—the goal of The Environmental Collaboratory is to connect knowledge creation with civic engagement in order to foster an understanding of the environment, inspire and equip people to care for it, and collaboratively devise new approaches to sustaining it. Drexel is not unique in establishing a sustainability institute; many universities have done the same. The Collaboratory is unique in that co-generative or community science is integral to its mission. Few other institutes centralize community participation as integral to mission expression, with UCLA’s California Center for Sustainable Communities (CCSC) offering one exception in which the Institute specifically names its commitment to “conducting responsible science in the public interest, deeply informed by input from under-resourced communities,” as well as Brown University’s Program in Environmental Civic Engagement, which “translates knowledge into action to benefit Rhode Islanders and to test scalable response to global change.”

There are other examples as well, such as educational or community programming like Rutgers University’s *Climate & Environmental Teen Summit* for middle and high school students, and many institutes offer public lecture or speaker series. That said, few consider community participation as core to platform research activities. The Collaboratory is additionally unique in that it is an initiative of the Academy of Natural Sciences, a 200+ year old, public-facing cultural landmark, within a university committed to being the “most civically engaged”.

Initially, the Collaboratory should focus on demonstrating “proof of concept” and securing early programmatic wins. To do this, the Collaboratory should select a pilot project designed to enhance, accelerate, and amplify existing environmentally focused research partnerships between scholars at Drexel and the community. The selected initiatives should be aligned by “challenge area” or “theme,” which should be announced in tandem with Drexel’s Climate Year. The theme should reflect and reinforce Drexel’s existing strengths, field perspective, and unique competencies. Possible points of intersecting expertise and institutional interest include:

1. **The relationship between climate change and public health**
   According to the WHO, climate change “affects the social and environmental determinants of health – clean air, safe drinking water, sufficient food and secure shelter.” As the primary source of greenhouse gas emissions, the production, use, transport, and management of energy has significant implications on these determinants of health. Between 2030 and 2050, climate change will cause an additional 250,000 deaths annually. With health as one of three broad focus areas for Drexel University’s 2020-2030 Strategic Plan, the Collaboratory is well positioned to focus on the intersection of climate change and health disparities in the near region.
2. **The impact of urbanization on public health and the environment**

According to the U.N., by 2050, 68% of the world population will be living in urban areas as compared to 55% today\(^3\), and this “rabid urbanization is making people more vulnerable to the impacts of climate change.”\(^4\) As an urban research university committed to civic engagement, Drexel is well-equipped to examine, explore, and test solutions to address urban environmental challenges.

3. **Sustainability for urban water systems as a means towards advancing public health, promoting equity, and building environmental resilience**

With the existing Sustainable Water Resource Engineering (SWRE) Laboratory at Drexel University, the Delaware River Watershed Initiative (DRWI) at the Patrick Center for Environmental Research at the Academy, and other related initiatives, Drexel could contribute meaningfully to developing sustainable aquatic and urban water systems and solving environmental challenges related to water.

4. **Accelerating the energy economy transition.**

While the existential crisis of climate change demands a transition to low and zero carbon energy sources, which will bring co-benefits of increased human health and decreased environmental degradation, the energy transition also includes rapid technological disruption and a global mandate for access for all. In addition, energy is shifting from being monetized as a commodity to a service, while also increasingly being generated and managed at the community and even building level. A clean, equitable and sustainable energy economy will rely heavily on expertise in material and computer science, urban planning, community participatory science, and public health. Drexel could contribute across each of these areas.

Critical to the success of the Collaboratory will be consistent messaging across channels conveying a clarity of purpose and reinforcing the Collaboratory’s commitment to transparency, inclusivity, and its unique approach. Careful attention must be paid to the communications and public engagement strategy for the Collaboratory’s roll out, to include forging a distinct identity and voice in tandem with launching a dynamic, visually compelling, and interactive digital platform that is closely monitored and proactively managed. Broad public communication must be supplemented with tailored and personalized outreach efforts to engage disparate stakeholder groups and audiences in dialogue and discussion. Opportunities for cross-promotional partnerships should be explored to strengthen the impact and reach of the Collaboratory’s public identity and presence, and to build trust and credibility among potential partners and stakeholders.

**Governance Structure**

How will the Collaboratory develop and evolve in a manner consistent with the vision and recommendations of its key partners?

The Collaboratory’s governance model must provide a framework that promotes collaboration, supports ongoing inclusive participation, and provides opportunities for community-informed decision-making. The groundwork for this was laid through the participatory design process for the Collaboratory and that dialogue should be sustained through next-stage planning, launch, and ongoing operations.

- **Establish an Advisory Council of Design Council and community members.** In the near term (i.e., as this document is presented to Drexel leadership and the search for an Executive Director is underway) focus should be on maintaining engagement with Design Council members through monthly progress updates and by deputizing them to report out to their respective units, departments, and stakeholders.

\(^3\) [68% of world population projected to live in urban areas by 2050, says UN](https://www.un.org)  
\(^4\) [Rapid Urbanization Increases Climate Risk for Billions of People](https://un.org)
and networks. Design Council members should be asked to share a summary report on the design process in these venues, and report back on learnings and salient ideas. The goal here will be to expand engagement, raise visibility, and identify programmatic partners. To deepen their personal investment and stake in the Collaboratory, key Design Council members should be invited to participate in the executive search process.

Once an Executive Director has been hired, the Design Council should transition into a formal advisory body for the Environmental Collaboratory. The Design Council should receive an opt-in invitation for ongoing engagement as Advisory Council participants. From the “opt-ins,” the Collaboratory should assemble a representative group including faculty, staff, and student perspectives, as well as, ideally, external community and industry perspectives. Together and in coordination with the new Executive Director, this group will define their Advisory Council charge and job description, articulating expectations around governance responsibilities and programmatic oversight.

- **Retain an energetic and strategic Executive Director.** Establishing leadership of The Environmental Collaboratory will be essential for operational sustainability. Initially, the sharp focus of the Executive Director should be on stakeholder engagement, programmatic refinement, and business planning. The ideal candidate will have direct private fundraising experience and a track record of building coalitions of stakeholders, funders, and corporate partners, while engendering trust and credibility amongst staff and faculty. This person should be able to articulate a clear vision aligned with the Collaboratory’s value proposition, energize diverse audiences, and resourcefully and creatively overcome or work around existing structural and bureaucratic limitations. Further, the ED must focus pointedly on community participation, stewarding a strong relationship with the public and nurturing a culture of open dialogue and ongoing participation.

**Revenue Model**

How will the Collaboratory generate new revenue and assuage fears that it will be competing with schools’ and colleges’ existing, limited resources?

The early-phase revenue model for the Collaboratory will be a mix of an initial institutional investment and private philanthropy from foundations, individuals and through corporate and industry partnerships. Unlike government and public dollars, these funders are motivated by novel approaches to community engagement and participation, urban and public health, environmental justice, and climate resilience. Funding decisions are made through an equity lens, success is measured by demonstrable impact or influence, and robust revenue streams are built on fundraising momentum and stakeholder buy-in. This near-term focus on private philanthropy dovetails with the finding that the Collaboratory cannot be perceived as competing for existing resources (e.g., institutional allocation or traditional academic funding). Instead, the Collaboratory must generate independent revenue from new and untapped sources. Further, over time, the Collaboratory will attract enrollment and drive tuition revenue by offering a rich curriculum that meets a market demand for applied and interdisciplinary sustainability studies.

- **The Collaboratory Stewardship Council should directly engage Drexel’s Office of Planning and Institutional Research to confirm and benchmark the Collaboratory’s market potential as an enrollment driver and tuition generator** by reviewing existing consumer data and/or by polling or surveying representative populations, including prospective students, current students, and alumni. This market research should inform the best practices and key performance indicators for monetizing The Collaboratory’s contribution, or participation in, continuing education, certificate, and or degree programs.
**The Collaboratory Stewardship Council should engage a small group of funders and investors with whom they have established relationships.** Approach these prospects as thought partners in the planning, testing, and piloting phase of the Collaboratory. This positioning and strategy guide should be presented as preliminary findings to solicit their input, feedback, and guidance about next-stage actions, which in turn should be used to inform approach strategies for soliciting seed funding. Funding should be secured for pilot programming, to include stakeholder feasibility testing, community groundwork, and defining metrics for impact.

Once seed funding is secured and the inaugural ED is hired, **the Collaboratory should maintain its close working relationship with Drexel Institutional Advancement** (Drexel IA) to assure alignment on advancement and donor engagement strategies and to benefit from IA’s strategic priority to connect Drexel’s institutes, centers and faculty to private philanthropy.

Using market research conducted in partnership with the Office of Planning and Institutional Research, **the ED should devise and collaborate with academic units on the launch of revenue-generating Collaboratory programming**, to include conferences, continuing education programs, as well as – potentially - degree-earning curriculum. Impact should be tracked and measured closely to rationalize ongoing institutional allocation.

Once an independent revenue model has been established and initial programmatic impact has been measured, the Collaboratory’s leadership should shift towards longer-term planning. **Explore earned revenue and fee-for-service market opportunities, as well as endowment funding**, which should be pursued in coordination with Drexel IA.

**Summary Timeline and Action Plan**

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<th>Governance</th>
<th>Program</th>
<th>Revenue</th>
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<tr>
<td><strong>Phase 1: Launch and stress-test with “proof-of-concept”</strong></td>
<td>Develop, post, and publicize Executive Director profile and job description.</td>
<td>Announce launch of The Environmental Collaboratory with an inaugural theme in tandem with Drexel’s Climate Year.</td>
<td>Underwriting for planning and pilot personnel through initial investment from the President &amp; Provost</td>
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<td>Current &amp; Near Term</td>
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<tr>
<td>Current &amp; Near Term</td>
<td>Identify a single, illustrative initiative or project to spotlight with the launch.</td>
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<td>Leverage (1) the design process and strategy document and (2) key design partners’ existing funder relationships (e.g., ANS with William Penn Foundation) for additional planning and/or program support</td>
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<td>Current &amp; Near Term</td>
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<td>Conduct market analysis in partnerships with Drexel’s Office of Planning and Institutional Research to confirm and benchmark</td>
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<td>the Collaboratory’s market potential as an enrollment driver and tuition generator</td>
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<td>Phase 2: On-boarding leadership and laying the groundwork for sustainability</td>
<td>Retain inaugural Director to implement Pilot Year, and plan for beyond</td>
<td>ED to focus on building landscape familiarity of existing projects and initiatives, as well as building relationships with scholars, researchers, and communities to play “match-maker” for synchronistic collaborations</td>
<td>Target private philanthropy, which unlike government/public dollars, is motivated by community engagement and urban health, environmental justice, and climate resilience</td>
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<td>Medium-Term</td>
<td>Recruit and assemble representative Advisory Council to adopt Mission, Vision, and Values, and define Collaboratory focus for subsequent years.</td>
<td>ED to work with Advisory Council to develop ongoing programming that fosters cross-discipline dialogue and public participation</td>
<td>Define a Major Donor strategy.</td>
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<td>Medium-Term</td>
<td>ED, Advisory Council to determine if physical space is needed, and in what form/function.</td>
<td>ED to develop a programmatic and multi-year plan for student and stakeholder engagement</td>
<td>ED to develop Business Plan for earned revenue models</td>
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<td>Phase 3: Fully operational &amp; preparing for the future</td>
<td>ED and Advisory Group to decide on, and determine fee-for-service model, and feasibility of offering certificate programs</td>
<td>Offer summer programs and other immersive field experiences</td>
<td>Deploy Collaboratory as enrollment driver</td>
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<tr>
<td>Long-Term</td>
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<td>Seek industry partnership/fee-for-service</td>
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<td>Build a sustainable endowment and consistent research grant funding stream</td>
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Measuring Success
TEC will use a mix of qualitative and quantitative KPIs to measure impact. The metrics reinforce TEC’s commitment to interdisciplinarity and align with Drexel’s developing Strategic Plan by developing an intersectional, transdisciplinary cluster that will leverage current institutional strengths and present new opportunities for scholarship, research, and collaboration. Possible metrics to measure and evaluate the Collaboratory’s impact include:

- **Enrollment**: # of students reporting TEC as an enrollment driver, # of students engaging in TEC activities

- **Retention**: # of students engaged in “High Impact Practices” provided by TEC (e.g., 1st year experiences, learning communities, undergraduate research), % of TEC-connected students matriculating over baseline

- **Public engagement**: # of public activities, # of program participants, # of engaged digital followers

- **Publishing/research dollars**: $ of grants awarded, # of publications citing TEC involvement

- **Leadership & Influence**: # of conferences, events, and other public forums wherein Collaboratory representatives are invited to speak, present research, or otherwise positioned as experts and thought-leaders in the field.

- **Alumni/Stakeholder perception/satisfaction**: quantitative analysis through surveying
Methodology

The Academy of Natural Sciences retained consulting firm Fairmount Ventures to design & facilitate a participatory process of faculty, students, and staff to test & develop the concept of The Environmental Collaboratory.

Stewardship Council

The positioning plan for The Environmental Collaboratory is the result of a 6-month process that was co-conceived, organized, and facilitated by a Stewardship Council of the following:

Drexel University—Scholarship and Leadership

1. Norma Bouchard, Dean, College of Arts & Sciences, Drexel University
2. Hugh Johnson, Senior Associate, Office of Research and Innovation, Drexel University
3. David Unruh, Senior Vice President, Office of Institutional Advancement, Drexel University
4. Sharon Walker, Dean, College of Engineering, Drexel University

Drexel University—The Academy of Natural Sciences

5. Scott Cooper, President & CEO, Academy of Natural Sciences
6. Maureen Craig, Provocateur, MoStrategy & Board Member, Academy of Natural Sciences
7. Lisa Miller, Vice President, CFO, COO, Academy of Natural Sciences

Strategic Facilitation—Fairmount Ventures

8. Jenny Rubin, Associate, Fairmount Ventures, Inc.
9. Adela Smith, Vice President & Partner, Fairmount Ventures, Inc.
10. Anneliese Van Arsdale, Project Manager, Fairmount Ventures, Inc.

Design Council

The Working Group assembled a Design Council to engage the broader Drexel community in a participatory visioning, planning, and design process for The Environmental Collaboratory. To assure representative participation, the Working Group notified or invited all Drexel University Deans and Associate Deans of Research, along with faculty, staff, and others with relevant expertise, interest, or experience in environmental science, sustainability studies, or adjacent scholarship. The Design Council engaged 43 members from the following Schools, Colleges, Institutes, and other units:

1. The Academy of Natural Sciences
2. The College of Engineering
3. The Dornsife School of Public Health
4. The Office of University & Community Partnerships
5. The College of Arts & Sciences
6. Drexel Solutions Institute
7. Westphal College of Media Arts & Design
8. Close School of Entrepreneurship
9. Kline School of Law
10. The Lenfest Center for Cultural Partnerships,
11. The College of Nursing and Health Professions
12. The College of Computing & Informatics
13. The College of Medicine
14. The School of Education
15. Pennoni Honors College
16. LeBow College of Business
The Design Council participated in virtual planning and visioning work over four sessions in August 2020:

- Opening Engagement and Orientation (38 participants)
- Mission & Purpose (8 participants)
- Programmatic Scope (14 participants)
- Business Model (13 participants)

_Environmental Scans_
To supplement the design work, Fairmount Ventures also conducted an independent environmental scan of: comparable university-based sustainability institutes, institutional background information, extant planning work across Drexel, and the private philanthropic landscape. Fairmount also conducted five confidential interviews with Drexel influencers to define the landscape challenges and opportunities specific to Drexel University.

_Preliminary Stakeholder Engagement_
In September and October 2020, preliminary findings from the Design Process were presented to:
1. Drexel University Provost Paul Jensen and President John Fry
2. Drexel University’s Academic Affairs Committee of the Board of Trustees
3. The Energy & Environment Council of Drexel University
4. The Board of Trustees of the Academy of Natural Sciences
5. The Science Staff of the Academy of Natural Sciences

The salient feedback and takeaways from these discussions are reflected in this document.