



**PennIUR**  
PENN INSTITUTE *for* URBAN RESEARCH

# Building on a Decade of Growth

Penn Institute for Urban Research

Strategic Plan

July 2015 – June 2020 (FY16 – FY20)

**Building on a Decade of Growth**  
**Penn Institute for Urban Research Strategic Plan,**  
**July 2015 – June 2020 (FY16 – FY20)**

May 2015

*This final draft has been revised with input from Penn IUR’s Advisory Board, Executive Committee, and Faculty Fellows.*

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## I. EXECUTIVE SUMMARY

In 2014, Penn IUR celebrated its tenth year of operation and underwent its second successful provostial review process, which resulted in the renewal of the Institute for another five years. To guide its activities over this period, Penn IUR has developed *Building on a Decade of Growth, Penn Institute for Urban Research Strategic Plan 2015-2020*. This plan is a working document that has drawn and will continue to draw on extensive stakeholder consultation. It reaffirms Penn IUR's mission and functional roles and refines its goals and objectives. It takes stock of signature programs and identifies emerging opportunities. It outlines new broad themes for Penn IUR's research agenda but leaves the details for further elaboration through a consultative process. It identifies areas for deeper investigation including communications and delivery systems and long-term funding strategies. Overall, this plan provides a framework for strategic thinking and ongoing stakeholder engagement that will continue over the next academic year. Finally, the plan concludes with suggested metrics for benchmarking and monitoring Penn IUR's progress in meeting its goals and objectives.

In sum, we have prepared *Building on a Decade of Growth* in the knowledge that it represents a critical moment in Penn IUR's development – a moment of opportunity to build on the work of the past decade and a moment of challenge to shape the work of a more mature Penn IUR while sustaining and strengthening its first principles: fostering approaches that engage a wide community of academicians and practitioners in innovative, cross-sectoral, and multi-disciplinary urban research at Penn and beyond.

## II. BACKGROUND: PENN INSTITUTE FOR URBAN RESEARCH 2004-2015

### *A. Penn IUR's Launch, 2004*

In 2004, the University of Pennsylvania Board of Trustees chartered Penn IUR to strengthen the University's assets in urbanism. It called on Penn IUR to find ways to bring together Penn's students, faculty, and staff engaged in urban-focused research, instruction, and service and to gain broad recognition for this work locally, regionally, nationally, and globally.

Preparatory to Trustee approval, President Judith Rodin nominated Eugénie L. Birch and Susan M. Wachter as founding co-directors. Her instructions were: "make the University of Pennsylvania preeminent in urban research, education, and service... bring together disparate elements of our university that currently focus their research or educational activities on the...city, [and] work closely with the deans of our twelve schools as well as with individual faculty in order to accomplish this synthesis and to move your agenda forward."

### *B. Past Strategic Planning Efforts and Provostial Renewals*

With this charge, the co-directors shaped Penn IUR with guidance from *Institute for Urban Research, University of Pennsylvania, Strategic Plan 2004-2009*, the first strategic plan, crafted through consultation with a wide variety of stakeholders drawn from the University and Penn IUR governing boards. Under this plan, they developed such signature programs in research, instruction, and service as the Penn IUR national impact conferences, Penn IUR public interest series, publications (including in partnership with Penn Press *The City in the 21<sup>st</sup> Century* series, a newsletter, and periodic reports and white papers), a masters degree in spatial analytics, an undergraduate research course, and a doctoral presence. They aimed to bridge the academy and field, link research and practice, and complement the University's existing initiatives.

In 2009, Penn IUR underwent its first provostial five-year evaluation, as is customary for university-wide institutes. Receiving positive reviews from the internal and external committees, President Amy Gutmann and Provost Vincent Price re-appointed Penn IUR's co-directors through June 2015. In their renewal letter (June 30, 2010) President Gutmann and Provost Price stated: "From the outset, the mission of the Institute for Urban Research was simple but compelling: to make the University of Pennsylvania preeminent in urban research, education, and service. To accomplish this, [you] have brought together distinctive elements of the University focused on the problems of the city. You have worked closely with the Deans of our twelve Schools as well as with individual faculty members, in order to accomplish this synthesis and to move your agenda forward. With so many of today's challenges involving critical issues of urbanism, you have positioned the Institute and Penn to be leaders in both policy and practice. In short you have done stellar work."

To guide Penn IUR over the subsequent five years, the co-directors developed two documents, the *Penn Institute for Urban Research, Strategic Plan 2011-2014* (2010) and the *Penn IUR Communications Plan* (2012), again consulting with a broad group of stakeholders. The strategic plan called for the continuation of signature programs and for

the strengthening of Penn IUR's external impact in order to make Penn's expertise more visible and accessible globally. The communications plan detailed the approach.

Between 2011 and 2014 Penn IUR implemented the recommendations. The co-directors forged key external and internal partnerships to explore national and international urban issues. They collaborated with faculty from across the University to host multi-disciplinary symposia on topics of international importance (for example, Penn IUR has explored urban food security with Penn's School of Veterinary Medicine; global women's health with Penn's School of Nursing and International Council on Women's Health Issues; ecosystem services, the mortgage crisis, and affordable housing with the Wharton School). They magnified the reach of its external communications through several new outlets (a redesigned Penn IUR website, the e-digest *Urban Link*, the SSRN-based *Urban Research* e-journal, and the website *Global Urban Commons*). They strengthened the Penn IUR Faculty Fellows program and launched the Penn IUR Scholars network. They continued to raise funds from diverse sources to support all aspects of this work.

In 2014, the Office of the Provost initiated Penn IUR's most recent five-year review. The internal review committee unanimously recommended renewal of Penn IUR and its co-directors for another five years, from July 2015 to June 2020. Dawn Bonnell, Vice Provost for Research, who directed the review process, summarized the results in a memo dated January 27, 2015: "The committee reports that Penn IUR has been a tremendous success. The Institute has fulfilled our highest expectations by encouraging cross-disciplinary networks, promoting Penn urban research among researchers and practitioners, and providing strong educational research programs for both graduate and undergraduate students. The members enthusiastically acknowledge Penn IUR's success in bringing together urban focused researchers across the University, disseminating research and raising the profile of Penn's contributions to urban questions locally, nationally and internationally. The committee highlights the value of The City in the 21st Century book series, the Penn IUR Faculty Scholars program, the PIUR leadership in convening over 130 events, and the educational programs. The level of admiration for the leadership of Genie Birch and Susan Wachter cannot be over stated." In the conclusion of the memo, Vice Provost Bonnell asked the co-directors to develop a strategic plan for 2015-2020.

### ***C. Strategic Planning Process for 2015-2020***

To guide Penn IUR for the next five years, the co-directors, in consultation with the Institute's governing boards and other stakeholders, have engaged in a planning process over the course of spring 2015. This has included 1. composing a self-study, documenting programs and outcomes conducted over the previous five years (January 2009 through June 2014); 2. reviewing the Penn IUR Internal Review Report issued in December 2014 and the subsequent memo from Vice Provost Bonnell in January 2015; 3. surveying Penn IUR Faculty Fellows; 4. sponsoring a Penn IUR Faculty Fellows Retreat in March 2015; 5. conducting interviews with key members of the Penn community; and 6. engaging ongoing discussions with members of the Penn IUR governing boards.

#### ***D. Situating Penn IUR in the Global Landscape Going Forward***

As part of the self-study/internal review process, Penn IUR researchers undertook a survey of university-based urban-focused research centers around the world, identifying more than 200 such entities. These vary in mission, size, administrative location, and budget but, among them, Penn IUR is unique: to date, it is the only university-wide resource with a comprehensive research mandate. Most centers are closely aligned with a school or department, have quite narrow research agendas (e.g. a focus on transportation or health), and are single-purpose in that work. In contrast, this review identified Penn IUR's niche in the world of urban-focused research, instruction, and service as an institute that recognizes and respects the strength of multi-disciplinary research when addressing urbanism. In the twenty-first century, dubbed "The Century of the City," no one discipline can encompass the manifold dimensions of cities and metropolitan regions. Understanding cities and their complex dynamics requires the application and coordination of the social sciences, humanities, and sciences. Fortunately, Penn provides an ideal environment to pursue this approach.

#### ***E. Reaffirming Penn IUR's Mission, Goals, and Objectives***

As part of the planning process, the Penn IUR co-directors have revisited the Institute's mission, goals, and initiatives. After testing their applicability, the co-directors have reaffirmed them with modest revisions. They are:

##### **Mission Statement:**

Penn IUR is a university-wide body that informs urban decision-making and public policy on issues of sustainable urban growth and development based on multi-disciplinary research, instruction, and outreach.

##### **Goals:**

To realize its mission, Penn IUR pursues the following goals, aligned with Penn Compact 2020:

1. **Increase access (Inclusion):** To foster and disseminate the research of urban scholars at Penn and beyond through diverse means to a wide audience. To enhance urban research opportunities for Penn students at all levels of study.
2. **Integrate knowledge (Innovation):** To strengthen connections between the academy and the field in order to identify, shape, and share urban research to inform urban policy and real-world best practices.
3. **Engage locally, nationally, and globally (Impact):** To continue to position the University of Pennsylvania as a local, national, and global leader in integrative research, instruction, and outreach in urban policy and practice through programs that examine Philadelphia, cities throughout the United States, and cities around the world.

**Objectives:**

To advance these goals, Penn IUR aims to:

1. **Define critical themes, new multi-disciplinary research opportunities, and assets at Penn** by working with the Penn IUR Advisory Board, Penn IUR Executive Committee, and Penn IUR Faculty Fellows to identify topics, external funding opportunities, and existing resources across the University by initiating a series of dialogues around sectors of interest.
2. **Strengthen connections across the scholar-practitioner divide** by sponsoring programs and identifying and advancing research to inform urban policy. This includes mapping Penn's assets in urban research and identifying opportunities for multi-disciplinary research that Penn IUR is uniquely suited to pursue as well as working with Penn Faculty and Penn IUR's Advisory Board to identify the critical topics of investigation.
3. **Build bridges within the University and across schools** by expanding and fostering the Penn IUR Faculty Fellows network and exploring multi-disciplinary grant opportunities. These efforts include showcasing Fellows' work by publishing books and white papers, hosting book talks and panels, highlighting on-going research, convening conferences that highlight Fellows' work, and connecting emerging scholars with fresh perspectives with senior scholars who can provide mentorship.
4. **Connect students to urban research throughout the University** by continuing to sponsor programs open to students at all levels of study that promote cross-disciplinary exploration and provide opportunities for professional development; increasing promotion of these opportunities to Penn's undergraduate and graduate students who are exploring the urban world in their studies; and providing for grant-funded Ph.D.-level work on Penn IUR grants where possible.

***F. Reaffirming Penn IUR's Functions***

In addition to reviewing Penn IUR's mission, goals, and objectives, the co-directors have also tested the Institute's primary functions for their applicability for the next period. In the past, Penn IUR has organized its programs around three primary functions: to serve as a voice, convener, and laboratory for urban research, instruction, and service. Feedback from the five-year review and the engagement process confirms that these functions are an effective means of organizing its work; Penn IUR will continue to pursue them in the future.

### ***G. Conclusions***

In conclusion, Penn IUR co-directors, cognizant of Penn IUR's unique position among global urban-focused university-based research institutes, reaffirm Penn IUR's guiding principles. They have also identified areas of strength, including several signature programs. They also recognize that to remain relevant, they must systematically and regularly review and evaluate past research foci, retaining those that are strong and initiating new ones to meet the needs of the times.

Thus, to maintain its position, Penn IUR will continue to sustain and expand the key research efforts and signature programs that have established its reputation (see Section III). Simultaneously, Penn IUR will identify additional researchers and research programs at Penn that can support and be supported by Penn IUR going forward. Penn IUR will inaugurate a process of asset-mapping and convening of key constituencies, as articulated in the objectives listed above, to identify new initiatives to support and grow its work and to nurture the next generation of urban-focused scholars (see Section IV).



### III. ON-GOING ACTIVITIES: ENDURING SIGNATURE PROGRAMS WITH GLOBAL REACH

In the past decade, Penn IUR has focused its research, instruction, and outreach on three themes: building the sustainable and inclusive twenty-first-century city; exploring innovative urban development strategies; and illuminating the role of anchor institutions in urban places. It has developed signature programs around these themes aligned with its functions of voice, lab, and convener. In these efforts it has aimed to engage Penn's community of academics and students and other urban experts working in all corners of the world. Penn IUR will continue to cultivate the resulting networks, initiatives, and activities, employing them to pursue current interests, identify emerging research topics, and widely disseminate the new knowledge.

The following list identifies the networks, initiatives, and activities by function and illustrates their impact or reach. Note that this classification is somewhat limiting, as many activities fill more than one function. For example, a national impact conference is a convening effort but also gives voice to urban researchers on a timely subject.

#### *A. Voice*

Penn IUR gives “voice” to new and established scholars and their work. The following programs do this by providing the forum for integrating knowledge across disciplines, from academy to field, and from developed to emerging economies.

- **Penn IUR Faculty Fellows:** The internal university-wide network of Penn's urban-focused faculty, all of whom have engaged with Penn IUR in a variety of ways, has 93 members.
- **Penn IUR Scholars:** The external global network of urban experts, all of whom have participated in Penn IUR programs, has 91 members with special designation for emerging scholars.
- **Publications:** Penn IUR has launched and maintained four significant publication outlets that reach different audiences:
  - The City in the 21<sup>st</sup> Century series with University of Pennsylvania Press, established in 2006, contains twenty-nine titles published to date, two in final stages of production, and four in development
  - *SSRN Urban Research e-Journal*, established in 2012, has published 242 issues, (issued biweekly, over 300,000 papers downloaded).
  - *Penn IUR Urban Link*, launched in 2012, has published twenty-seven issues (monthly distribution, 4,900 subscribers)
  - *White Papers in Sustainable Urban Development*, begun in 2011, features a growing collection of working papers by Penn faculty
- **Penn IUR Expert Seminars and Case Studies:** These events provide a private setting for high-level policymakers, executives, and preeminent scholars to discuss freely their shared challenges and chart solutions collectively. Penn IUR develops background papers to focus the meetings. Typically daylong events with audiences ranging in size from twenty to fifty individuals, Penn IUR has organized thirty to date.
- **Global Urban Commons:** In 2014, Penn IUR launched this website (in beta form) which geo-locates more than 200 urban-focused research centers around

the world and provides the latest research and happenings emanating from this scholarly network. In 2015, Penn IUR, the University of Pennsylvania Press, and an advisory board of world-renowned scholars are partnering to expand and enhance the website with additional original content and improved functionality.

- **Penn IUR Website:** In 2014, Penn IUR redesigned its website for optimal form and functionality. The site has a completely new look and user interface that communicates Penn IUR's identity and highlights the Institute's key projects and overall strength. The site's navigation is easy to use and allows visitors to find content easily, to search the site efficiently, and to gain an overall understanding of the breadth and depth of Penn IUR's projects, events, and associated experts. In addition, the redesign provides easy access to information about Penn IUR's upcoming events and newest publications, as well as access to archival video and information on past events. The site is easily available on all devices, including desktop, tablet, and mobile phone, and accessed by approximately 30,000 visitors a year.

### ***B. Laboratory***

Penn IUR supports urban research and scholarship at all levels of academia: from faculty research to undergraduate, masters, and doctoral study.

- **Externally funded Research Initiatives:** In the last five years, Penn IUR raised approximately \$3.7 million in grant funds from a variety of sources. These sources include foundations (The Rockefeller Foundation, Ford Foundation, and the William Penn Foundation), federal agencies (U.S. Department of Housing and Urban Development, U.S. Geological Survey, and the U.S. Department of Energy); and other entities (e.g. Taiwan Institute of Economic Research and the Federal Reserve Bank of Philadelphia).
- **The Undergraduate Urban Research Colloquium:** Penn IUR, in partnership with the School of Design's Department of City and Regional Planning and the School of Arts and Sciences' Urban Studies program, sponsors the Penn IUR Undergraduate Urban Research Colloquium (UURC). This advanced research seminar takes place each spring and offers undergraduates the opportunity to work with Penn faculty on urban-focused research. Students pair with faculty mentors who have expertise in their areas of interest, sometimes developing UURC projects that directly contribute to faculty research projects and publications. To date, fifty-eight faculty from eight schools (Design, SAS, GSE, Wharton, Nursing, SEAS, SP2, and Medicine) and 104 students from all four undergraduate schools have participated in the course.
- **Master of Urban Spatial Analytics (MUSA):** This twelve-month graduate program couples spatial analysis skills—most notably Geographic Information Systems (GIS)—with substantive knowledge in such areas as criminology, design, economic and community development, education, local and state government administration, public health, real estate, urban land use planning, social welfare, transportation, and urban demography. This degree is unique among institutes of higher education; while many university and college programs offer certificates in GIS, Penn is the only one that offers a master's degree that integrates spatial analysis with multiple urban disciplines while requiring students to produce a research-based thesis. The program draws on

teaching and research faculty from the schools of Design, Engineering, Business, and Public Health. The School of Design hosts the degree and Penn IUR administers the university-wide MUSA Academic Committee that governs the program. Penn IUR administration includes organizing MUSA Academic Committee meetings, designing and hosting multi-disciplinary symposia and lectures tailored to the MUSA community, and sponsoring participation by MUSA students in career-development conferences. To date, the program has graduated eight-seven students.

- **Urban Doctoral Activities:** Penn IUR sponsors two annual events that provide the opportunity for doctoral candidates from across the University to share their research: the *Penn IUR Urban Doctoral Poster Session* and the *Penn Urban Doctoral Symposium* (co-sponsored by Urban Studies). These events, along with the growing section of Penn IUR's website dedicated to featuring Penn's urban-focused Ph.Ds. and their work, are part of an effort to build a supportive network of emerging scholars. To date, ninety-one students have participated in these programs.

### *C. Convener*

Penn IUR brings together scholars and practitioners to confront urban issues in need of multi-disciplinary and innovative solutions.

- **Penn IUR National Impact Conferences:** These convene internationally renowned experts to address critical urban issues of the day. They are open to a broad audience including academics, policymakers, professionals, students, and members of the general public. The twenty-one national impact conferences held to date typically attract audiences of one hundred to four hundred people, depending on the topic and level of funding.
- **Penn IUR Public Interest Series:** These lectures, seminars, and panel discussions highlight key topics in urban research and best practices of relevance to Philadelphia, the nation, and the global community. The series also includes special seminars relating Penn's theme year to the city. For example, in 2013-2014, the "Year of Sound," Penn IUR sponsored a Sound and the City seminar series. Of note, the Penn IUR Urban Book Talk series features the authors of new titles in the Penn IUR/Penn Press series *The City in the 21<sup>st</sup> Century* or works by Penn Fellows and Scholars. To date, Penn IUR has convened 127 public interest events.
- **Penn IUR Urban Leadership Forum and Awards:** In the past decade, Penn IUR has recognized thirty innovators in urban affairs through the Penn IUR Urban Leadership Award. Past awardees have been public servants, artists, and community changers, among them Raphael Bostic, Assistant Secretary for Policy Development and Research, U.S. Department of Housing and Urban Development; Henry Cisneros, Executive Chairman, CityView, and former Secretary, U.S. Department of Housing and Urban Development; Joan Clos, Executive Director, United Nations Human Settlement Programme (UN-HABITAT); Manny Diaz, Mayor, City of Miami, Florida; Shirley Franklin, Mayor, City of Atlanta, Georgia; Martin O'Malley, Governor of Maryland; William Hudnut III, Senior Fellow Emeritus, Urban Land Institute; former Mayor, Indianapolis, Indiana; Bruce Katz, Vice President and Founding Director,

Metropolitan Policy Program, The Brookings Institution; Michael Nutter, Mayor of Philadelphia; Joseph P. Riley, Jr., Mayor, City of Charleston, South Carolina; Sister Mary Scullion and Joan Dawson McConnon, Co-Founders, Project HOME; and Donna E. Shalala, President, University of Miami; former Secretary, U.S. Department of Health and Human Services.

## IV. EMERGING OPPORTUNITIES

### *A. Advancing Penn IUR's Mission, Goals, and Objectives*

In the next five years, Penn IUR and its co-directors will develop new initiatives to identify and nurture Penn's next generation of scholars engaged in urban research. It will continue to link and support Penn's senior faculty and identify junior faculty while pursuing new research opportunities that provide a unique platform for innovative, multi-disciplinary work. Through these efforts, Penn IUR will focus the University's assets on critical urban issues and continue to strengthen Penn's internal and external impact in cross-sectoral, multi-disciplinary, urban research.

### *B. Identifying New Research Directions*

In Spring 2015, Penn IUR queried the Penn IUR Advisory Board and Penn IUR Faculty Fellows, asking them to identify the most pressing urban research topics for the coming years. Below is the summary of their responses to date. Penn IUR will continue to explore these ideas in a series of roundtable discussions to be held in Fall 2015 in order to specify salient research topics that will be led by key collaborators who can form teams to pursue funding opportunities. This effort is a return to an initial initiative, Faculty Forums, which Penn IUR sponsored in 2004-2006.

Note: As these topics are presented in list form, much overlap exists. For example, urban finance is a component of resilience and a tool for addressing inequalities, rapid urbanization affects resiliency and aspects of inequality, and so forth. Further, this list is the first cut at developing a more focused research agenda from a comprehensive list of timely topics. As alluded to earlier, the final selection of topics will take place through an iterative process to be pursued in the next academic year. The process will encompass asset mapping (i.e. inventorying faculty and associated school and research centers interests and capacities) and the convening of smaller expert groups of faculty and specialists to identify and explore key research questions and associated funding opportunities.

- **Rapid urbanization and tools to manage it:**
  - innovative applications of geospatial analysis
  - urban planning
  - land provisioning
  - water supply
  - waste management
  - the provision of essential health services
  - transportation
  - trends in Africa and Asia
  
- **Urban finance, including:**
  - municipal fiscal stability and the continuity of critical services in an era of decreased financial resources
  - housing finance
  - infrastructure funding

- **Urban inequality and policies for shared prosperity with reference to:**
  - education
  - economic development
  - health
  - food systems
  - housing
  
- **Metropolitan resilience, including:**
  - climate change mitigation and adaptation through environmental planning and socio-economic wealth integration
  - livable, smart cities and regions including:
    - data and data analytics for improved quality of life
    - employing mobile devices to deliver geo-intelligence
    - sprawl reduction, accompanied by innovative transportation infrastructure
    - energy efficiency (buildings and infrastructure), energy generation, and energy financing
    - strategies for aging infrastructure (developed world) and new infrastructure (developing world)
  
- **Anchor institutions, including**
  - Neighborhood, city, and regional impacts
  - Innovative practices and information transfer

## V. BUILDING A STRONG OPERATIONAL BASE

### *A. Leadership and Governance*

In the past ten years, Penn IUR has had stable leadership. Its co-directors and more than half of the members of its governing boards have been associated with Penn IUR since its inception. Each of its co-directors, appointed by the Penn President and Provost, dedicates one-third of her time to the Institute. They have worked with Penn IUR's two boards, the Advisory Board (external) and the Executive Committee (internal), to craft Penn IUR's programs and financial underpinning.

All agree that developing a succession plan for the entire leadership – co-directors and boards – is a priority for the next five years.

In looking to the future, Penn IUR will:

- Work with the Office of the University Secretary, Penn's Development Office, and current Penn IUR Advisory Board members to add board members committed to supporting Penn IUR financially and intellectually
- Expand the Faculty Fellow and Scholar networks with special emphasis on emerging academics
- Develop a succession plan for the co-directorship and board leadership, first exploring different models of successful governance

### *B. Finances*

In 2004, Penn IUR inaugurated its work with a \$2 million dollar endowment and a university investment of \$2.75 million (to be allocated for a five-year period, with permission to carry forward any unspent revenues.) Since that time, Penn IUR added \$2.8 million to the endowment and leveraged the university investment through FY14.

Since 2005, its first full year of operation, Penn IUR's annual budget has grown from \$500,000 to approximately \$1,500,000 in 2015, as it has developed its public programs and research initiatives and raised money for their support. It raised external funding from foundations, government grants, and private donors. In addition, the Office of the Provost has partnered with Penn IUR on a matching campaign. Through this program, the Provost's Office committed a 25 percent match for up to \$1,000,000 in gift funds raised between FY11 and FY15. This initiative mobilized the Penn IUR Advisory Board's philanthropic support and initiated an important conversation among board members about how to further grow term and endowed support.

In summary, Penn IUR has built its financial foundation by:

- Leveraging the initial university investment to gain funding from various external sources
- Growing the endowment to \$4.8 million, including a reserve fund of \$300,000, which it will continue to grow over the next five years
- Establishing long-term relationships with foundations and private donors

In looking to the future, Penn IUR will work to strengthen its financial foundation by:

1. Developing a financial plan to assure Penn IUR's fiscal stability
  - Outlining a budget for the next five years
  - Determining a set of fundraising goals
2. Devising a strategy for implementing the plan
  - Examining new opportunities for federal funding with the collaboration of interested faculty
  - Working with the Office of the Provost, Penn's Development Offices, and the Advisory Board to continue to build its endowment

The Penn IUR co-directors will work with a subcommittee of the Penn IUR Advisory Board on this project.

### ***C. Communications and Delivery Systems***

A critical element of Penn IUR's success is the broad dissemination of its work and that of its Faculty Fellows to the Penn community and beyond. While in the past five years, Penn IUR has enhanced its communication tools from formal publications to informal social media networks, in the future it will:

- Update Penn IUR's 2012 Communications Plan. This new plan will take stock of current successful strategies (e.g. *Urban Link*, *Annual Report*), identify opportunities for improvement (e.g. expanding the existing *White Papers in Sustainable Urban Development* and the *Global Urban Commons*), and investigate new methods for expanding its reach and deepening engagement (e.g. interactive online content such as webinars).
- Evaluate the new opportunities across Penn IUR's core functions – convener, voice, lab – to enhance communications, delivery, and knowledge-creation through virtual and place-based tools and activities. In particular, Penn IUR will examine opportunities to convene virtually, further expanding scholarly exchanges beyond those that take place in situ.



## VI. MEASURING PROGRESS

Penn IUR has regularly assessed its progress in implementing its past strategic plans and will continue to do so over the next five years. It will collect and report the following metrics to identify areas for further growth and improvement, setting a baseline with data from 2014. In addition to the metrics below, Penn IUR will also begin to assess how it compares to other entities working in a similar capacity.

### **Research:**

- Amount of funding secured for multi-disciplinary urban-focused research
  - Number and diversity of faculty engaged in developing, securing, and executing external grants
  - Number of students who participate in grant-funded work
- Number of original publications through Penn Press's City in the 21<sup>st</sup> Century book series and number and diversity of contributors to the series
- Number of other publications or papers stimulated by Penn IUR activities

### **Instruction:**

- Number of faculty and students engaged in Penn IUR's programs and diversity of representation from Penn's twelve schools
- Incidents of students presenting and publishing work originally developed or presented through Penn IUR's programs

### **Outreach/Impact:**

- Number of subscribers to Penn IUR's online publications and downloads of disseminated materials
- Number of original visitors to Penn IUR's website and other web metrics, such as publications downloaded and videos streamed
- Number of Penn faculty and students, as well as external constituents such as policymakers and practitioners, who participate in Penn IUR's virtual and local convenings
- Number of mentions in the press (broadly defined) of Penn IUR researchers and/or their findings