

Innovation Ecosystem Sustainability Planning

March 17, 2023

ILO / SPI Working Group Call

Peter Keeling, Scott Ransom, Nadia El-Masry

2017 ERC →

2009 ERC →

1981 Industry →

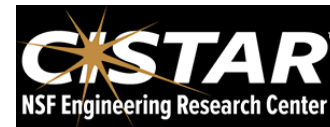


AstraZeneca

syngenta

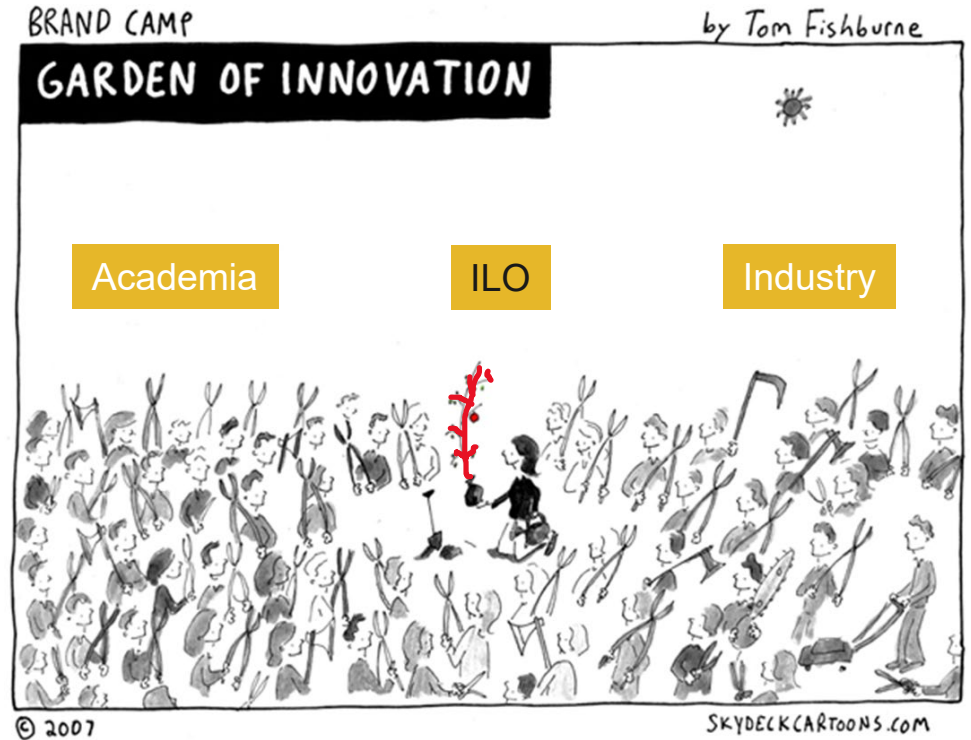


ExSeed



ILO Role

- ▶ INFINITE
- ▶ A JOURNEY
- ▶ DIFFERENT ACROSS ERCs
- ▶ RECRUIT / RETAIN / EVOLVE
- ▶ SUSTAINABILITY PLAN

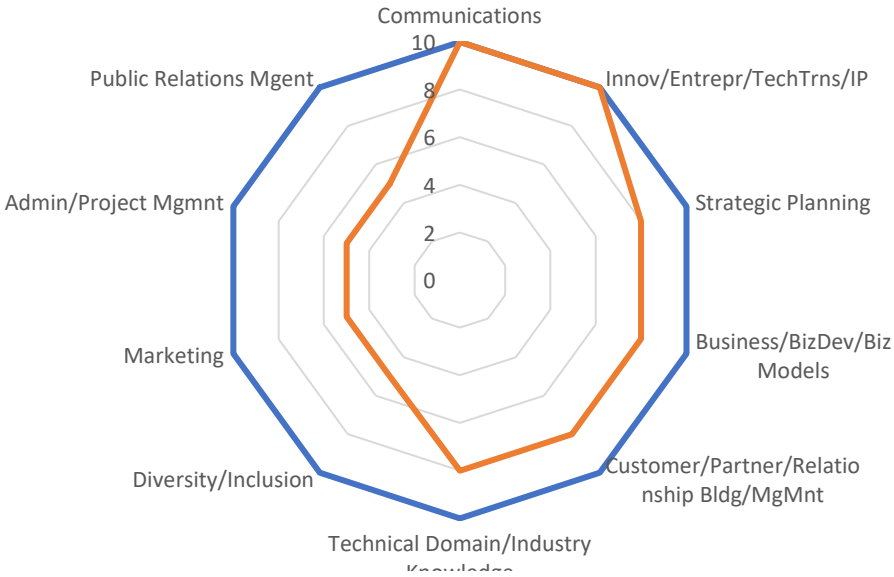


Dimensions

Direct and Implement strategies to develop the Industrial Membership and Innovation Ecosystem Program in the Center..... Sustainability planning includes an industry component

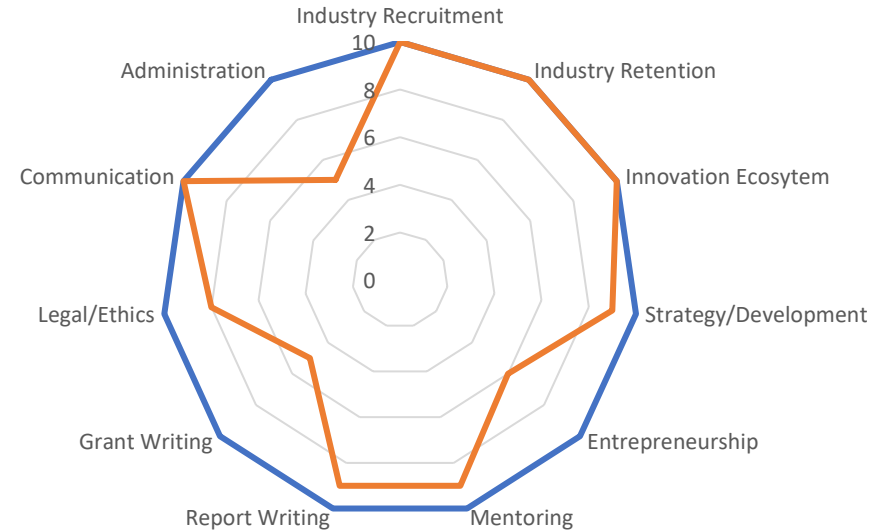
Management & Communications

— ILO Role — Distributed Role



Membership & Innovation

— ILO Role — Distributed Role



Distribution of Core Needs & Expectations

- ▶ Full / Part time / Distributed?
- ▶ What does NSF Expect?
- ▶ What does ERC Need?
- ▶ What does Director Want?
- ▶ What do you Want?
- ▶ How to Self Sustain?



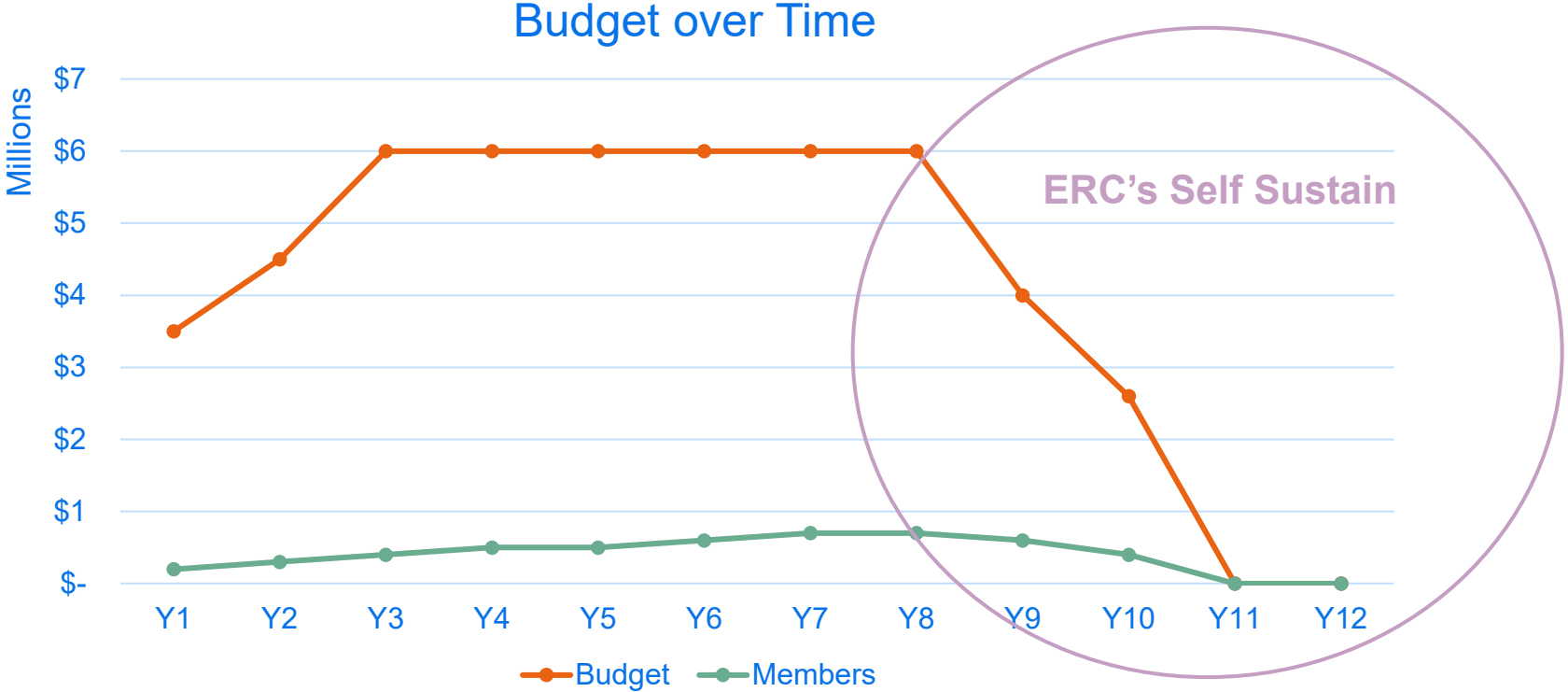
Job #1 = Grow Membership

Job #2 = Retain Members

Job #3 = Be Organized (CRM)

Job #4 = Don't Drop the Ball

ERC Trajectory



Sustainability Planning

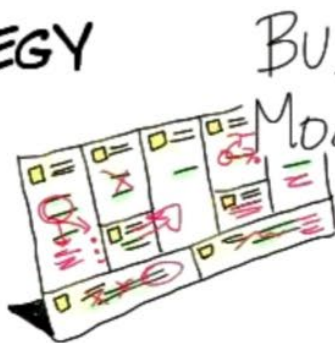
Mature ERC

Sustained ERC

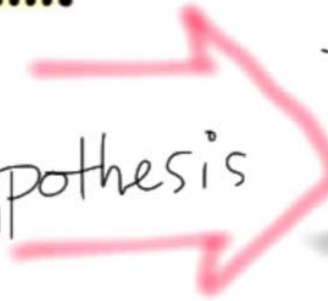
SEARCH

EXECUTION

● STRATEGY



Business Model Hypothesis



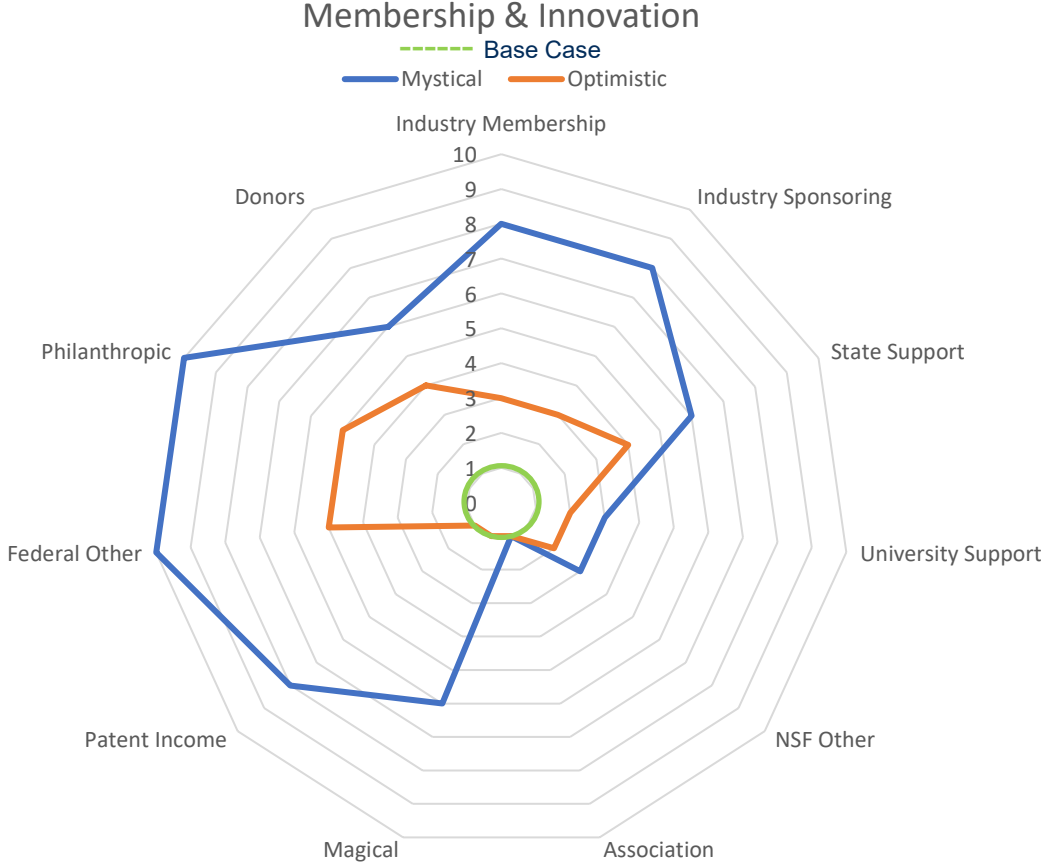
Sustainability Planning

- ▶ Start with a..... "Base Case" (eg., \$1m per year)
- ▶ Identify options..... "Optimistic Case" (eg., \$3m per year)
- ▶ Dream big for..... "Mystical Case" (eg., \$8m per year)

Consider All Possible Options

Sustainability Plan

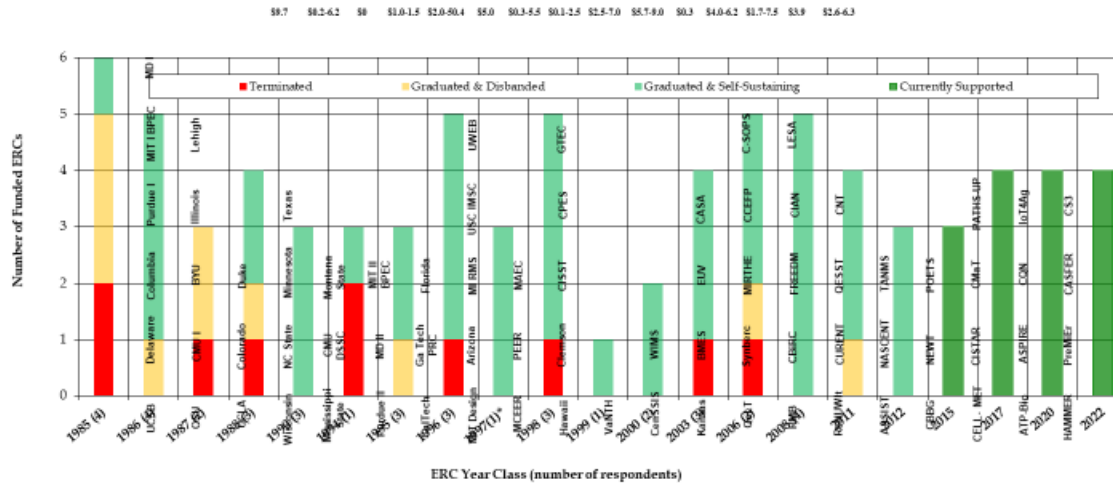
- How Much \$
- How Many Years
- Sources of Support
- Deliver a Plan



Closing Advice – Keep it Simple

Status of ERCs: 1985-2023

Currently Self-Sustaining: 45 out of 54 Graduated ERCs=83%



*Three Earthquake Engineering Research Centers were funded in 1997 with funds outside of the ERC Program but were managed by the ERC Program from 1999 through their graduation from NSF support.

“Spare a dollar for some lab consumables, buddy?”