



Supporting Sustainability Initiatives through Corporate Partnerships

Global Research Partnership

Global Research Partnership

Evan Chuu

Research Associate

Sophie Sussman

Research Manager

Legal Caveat

EAB Global, Inc. ("EAB") has made efforts to verify the accuracy of the information it provides to partners. This report relies on data obtained from many sources, however, and EAB cannot guarantee the accuracy of the information provided or any analysis based thereon. In addition, neither EAB nor any of its affiliates (each, an "EAB Organization") is in the business of giving legal, accounting, or other professional advice, and its reports should not be construed as professional advice. In particular, partners should not rely on any legal commentary in this report as a basis for action, or assume that any tactics described herein would be permitted by applicable law or appropriate for a given partner's situation. Partners are advised to consult with appropriate professionals concerning legal, tax, or accounting issues, before implementing any of these tactics. No EAB Organization or any of its respective officers, directors, employees, or agents shall be liable for any claims, liabilities, or expenses relating to (a) any errors or omissions in this report, whether caused by any EAB Organization, or any of their respective employees or agents, or sources or other third parties, (b) any recommendation by any EAB Organization, or (c) failure of partner and its employees and agents to abide by the terms set forth herein.

EAB is a registered trademark of EAB Global, Inc. in the United States and other countries. Partners are not permitted to use these trademarks, or any other trademark, product name, service name, trade name, and logo of any EAB Organization without prior written consent of EAB. Other trademarks, product names, service names, trade names, and logos used within these pages are the property of their respective holders. Use of other company trademarks, product names, service names, trade names, and logos or images of the same does not necessarily constitute (a) an endorsement by such company of an EAB Organization and its products and services, or (b) an endorsement of the company or its products or services by an EAB Organization. No EAB Organization is affiliated with any such company.

IMPORTANT: Please read the following.

EAB has prepared this report for the exclusive use of its partners. Each partner acknowledges and agrees that this report and the information contained herein (collectively, the "Report") are confidential and proprietary to EAB. By accepting delivery of this Report, each partner agrees to abide by the terms as stated herein, including the following:

1. All right, title, and interest in and to this Report is owned by an EAB Organization. Except as stated herein, no right, license, permission, or interest of any kind in this Report is intended to be given, transferred to, or acquired by a partner. Each partner is authorized to use this Report only to the extent expressly authorized herein.
2. Each partner shall not sell, license, republish, distribute, or post online or otherwise this Report, in part or in whole. Each partner shall not disseminate or permit the use of, and shall take reasonable precautions to prevent such dissemination or use of, this Report by (a) any of its employees and agents (except as stated below), or (b) any third party.
3. Each partner may make this Report available solely to those of its employees and agents who (a) are registered for the workshop or program of which this Report is a part, (b) require access to this Report in order to learn from the information described herein, and (c) agree not to disclose this Report to other employees or agents or any third party. Each partner shall use, and shall ensure that its employees and agents use, this Report for its internal use only. Each partner may make a limited number of copies, solely as adequate for use by its employees and agents in accordance with the terms herein.
4. Each partner shall not remove from this Report any confidential markings, copyright notices, and/or other similar indicia herein.
5. Each partner is responsible for any breach of its obligations as stated herein by any of its employees or agents.
6. If a partner is unwilling to abide by any of the foregoing obligations, then such partner shall promptly return this Report and all copies thereof to EAB.

Table of Contents

- 1) Executive Overview 4**
 - Key Observations 4
- 2) Developing and Managing Corporate Partnerships 5**
 - Developing Corporate Partnerships 5
 - Maintaining Corporate Partnerships..... 8
- 3) Organization and Marketing 11**
 - Organizational Structure..... 11
 - Marketing Sustainability Initiatives 13
- 4) Research Methodology 16**
 - Project Challenge 16
 - Project Sources 16

1) Executive Overview

Key Observations	<p>Identify shared values early on and align these with available campus resources to launch successful corporate partnerships. At all profiled institutions, initial conversations between university and corporate leaders identify alignment within stated organizational values and aspirations. Subsequently, both sides can establish key priorities for their partnership. For example, at Institution B, sustainability staff's willingness to use campus as a testbed for research aligns with corporate partners interested in testing innovative products or processes on campus. Similarly, at Institution A, the emphasis on innovation and their existing online program offerings present corporate partners with an attractive value proposition to upskill their workforce.</p> <p>Establish long-term goals for partnerships and evaluate progress on these goals through stakeholder feedback. Commonly, corporation executives and university leaders agree on multi-year partnerships that encompass multiple areas across campus. At Institution E, these corporate partnerships range from two to ten years, during which corporations can sponsor a variety of campus activities, including sustainability research and scholarships. To determine viable partnerships and establish partnership goals, university staff convene working groups comprised of students, staff, and faculty. These working groups continuously evaluate progress on strategic goals throughout the duration of a partnership.</p> <p>Manage corporate relationships through a centralized institutional office. At Institution A, Institution B, and Institution E, a centralized business development office manages new and existing corporate relationships to generate donations for sustainability initiatives. For example, staff within Institution A's business development office establish clear and consistent communication between the institution and each corporate partner. Additionally, these specialized staff connect corporate partners to the relevant university stakeholders to capitalize on new partnership opportunities.</p> <p>Leverage multiple communication outlets to market your institution's capabilities and garner stakeholder support. Sustainability leaders at all profiled institutions use tailored communications (e.g., websites, social media) to highlight recently completed research projects and successful campus initiatives. At Institution B and Institution C, sustainability staff organize new research into distinct focus areas on their website so donors can easily access this information and contribute directly to causes of interest. Staff at Institution D also highlight the institution's research capabilities (e.g., work in urban sustainability) through campus and local media outlets to build municipal-level research and business partnerships.</p> <p>Market the accessibility of your institution to develop partnerships with local or regional corporations. Contacts at all profiled institutions expressed the importance of partnering with key industries and corporations in the surrounding area. For example, Institution A's campus facilities allow corporate partners a unique opportunity to co-locate with university personnel and resources. These locations across the surrounding metropolitan area offer a diverse range of research, clinical, and office spaces, along with direct access to students and faculty.</p>
------------------	---

2) Developing and Managing Corporate Partnerships

Developing Corporate Partnerships




Seek Mutually Beneficial Partnerships to Achieve Shared Sustainability Goals

University leaders face increasing pressure from stakeholders (e.g., trustees, alumni, current students) to address environmental concerns. During the past decade, leaders at several hundred institutions responded to this pressure by publishing climate action plans that position sustainability as a core, long-term, strategic imperative.¹ Simultaneously, corporations across industry sectors experienced negative impacts of climate change (e.g., supply chain disruptions, raw material shortages, rising energy costs). To both mitigate and adapt to these impacts, university leaders and corporate executives form mutually beneficial partnerships.

Partnerships at all five profiled institutions provide intellectual, operational, and relational benefits for both themselves and corporate stakeholders.

- **Intellectual benefits** include knowledge generation and dissemination between corporate and academic entities.
- **Operational benefits** involve helping maintain financial stability by reducing costs and increasing revenue for corporate and academic entities.
- **Relational benefits** comprise of frequent and meaningful interactions between stakeholders within corporate and academic entities.

Benefits of Corporate-University Partnerships

	<i>Corporations</i>	<i>Universities</i>
 Intellectual	Corporations conduct various forms of research (e.g., market research, laboratory research) on campus. In some cases, corporations can license this university research for a profit.	Staff and faculty share knowledge with industry experts to devise new research ideas and make progress on existing projects.
 Operational	Corporations reduce operating expenses by utilizing campus facilities and relying on university research personnel.	Universities receive funding to support staff members, maintain facilities, and carry out faculty research projects.
 Relational	Corporations gain increased access to faculty, students, and university leaders, establishing or strengthening their talent pipeline.	Faculty members obtain similar access to industry research experts. Additionally, corporations fund scholarships or internships for students.

Determine Viable Corporate Partnerships through Aligned Core Values

Whether working with new or existing corporate partners, contacts at profiled institutions prioritize shared values as the basis of their sustainability partnerships. During initial conversations, university and corporate leaders discuss alignment in their organizational and sustainability values and aspirations. If aligned, university

1) "Higher Education's Role in Adapting to a Changing Climate," Second Nature, accessed August 9, 2021, <https://secondnature.org/publications/higher-educations-role-in-adapting-to-a-changing-climate/>

leaders can locate specific opportunities on campus for collaboration on their shared key sustainability priorities.

Contacts at both Institution A and Institution E use value alignment as a baseline requirement for partnership development. For example, leaders at both Institution A and Company A emphasize innovation as a core organizational value. This alignment ensures that both entities prioritize continuously generating new, original ideas to solve large-scale issues.

Similarly, Institution E's business development office adopted a set of guiding principles for corporate partnership development (e.g., brand alignment, revenue growth). Ensuring that these principles form the core of any potential partnership reduces the risk of damaging their reputation and brand, while still generating value for their biggest campus stakeholders (e.g., students, faculty, alumni). For example, by partnering with Company B, staff at Institution E exemplify their shared commitment to sustainability and innovation, while providing quality goods and services for the campus population. Key partnership aspects include promoting the use of reusable drinkware and other compostable or recyclable materials, educating students about health and nutrition, and sourcing organic, fair trade ingredients.

Examples of Shared Values Between Institution E and Company B



Leverage Existing Campus Resources to Expand Partnership Offerings

Corporate partners can participate in many sustainability initiatives across campus (e.g., collaborative research, scholarships). Regardless, executives at corporations may be unaware of all the resources and partnership possibilities available to them. To better engage corporate partners, university leaders at Institution A, Institution C, and Institution B identify existing program offerings to provide an entry point for new partnerships.

For example, leaders at Institution A leveraged the institution's online program portfolio to develop a long-term partnership with Company A. With access to hundreds of flexible, online degree programs, partnership with Institution A allows Company A to cover the full tuition cost of a first-time bachelor's degree for all of its eligible employees. Further, university leaders leveraged this existing relationship with Company A to partner on building a new sustainability-focused research center. This facility allows the company to test a variety of environmentally conscious

business innovations on campus (e.g., plant-based food and beverage offerings, reusable containers). Building on the success of previous initiatives, leaders at both the institution and the company agreed to continue to expand existing partnership areas.





Conversely, students at Institution C and Institution B can participate in corporate-sponsored research, capstone projects, and internships. For example, master's students at Institution C undertake interdisciplinary capstone projects to develop new solutions or products for a sponsoring organization. Unlike traditional co-curricular experiences, working directly with industry experts allows students to apply their knowledge, develop transferrable skills, and directly see the impact of their work on the community. Meanwhile, corporations receive relevant and meaningful deliverables (e.g., risk assessments, policy recommendations) and gain early access to new talent.

Offer Differing Commitment Levels to Engage a Wider Range of Corporate Partners

Corporate partnerships can vary drastically in size and scope depending on corporations' financial flexibility or willingness to contribute. However, university leaders who only reserve time and attention for larger corporate partnerships can unintentionally discourage smaller corporations from making philanthropic contributions. University leaders should provide flexibility in partnership opportunities to attract a more diverse range of corporations. Staff members at Institution D and Institution B implement creative partnership options to allow corporations to contribute at varying degrees and with minimal risk.

To attract support for research programs, fellowships, and other new ventures, staff from the energy research group at Institution D employ a multi-tiered membership structure to enable diverse levels of corporate contributions and engagement. Donors can choose from four membership options based off the benefits offered within each membership level. For example, whereas the largest corporate benefactors exert the greatest influence within the institution and shape "flagship" energy research projects, other partners can participate in research projects, conferences, workshops, and other institutional activities included at their level.

Examples of Benefits Offered to Different Levels of Institution D's Energy Research Group Members

	 Sponsored Research Sponsoring energy research programs and projects	 Fellowships Funding graduate and postdoctoral researchers	 Academic Engagement Accessing conferences, workshops, seminars, lectures, and colloquia	 Executive Membership Providing oversight to strategic vision and goals
Tier 1	✓	Multiple fellows	✓	✓
Tier 2	✓	One fellow	✓	✓
Tier 3			✓	
Tier 4*				

* Tier 4 membership benefits not included in graphic due to inconsistent data.

Conversely, Institution B's corporate partnership model includes a "cancel anytime" guarantee that allows corporate donors to walk away from their philanthropic agreement at any point. While some corporate partners can feasibly sustain long-term financial commitments, others initially hesitate to contribute large sums over long periods of time based on financial capacity. By including this option, university staff must continuously deliver tangible value (e.g., research findings, scholarship recipient stories) to its corporate partners to maintain their relationship and receive funding. Overall, the contact reports that offering flexibility upfront helps persuade potential partners to commit and very few corporations ended their partnerships early.

Maintaining Corporate Partnerships

Project Long-Term Goals for Each Partnership to Establish Continuity Across Initiatives

Sustainability initiatives often span multiple years and require continuous investment to produce significant change and long-term impact. Contacts at profiled institutions prioritize engaging corporations over long-periods to ensure continual funding and project success. To do so, university leaders must establish and reaffirm long-term goals during their partnership. This keeps stakeholders engaged throughout longer project phases and enables them to stay focused on long-term outcomes and impact.

Leaders at Institution B and Institution E create a comprehensive set of shared goals at the beginning of long-term corporate commitments. For example, at Institution B, corporate partners who commit to supporting one of five sustainability research priorities contribute at least one million dollars over the span of three to five years. Beyond a flat, yearly donation to the sustainability office to support operational costs, corporate partners can choose to direct the rest of their funding towards a variety of campus activities (e.g., faculty research, student internships). Sustainability staff encourage these corporate partners to set ambitious long-term sustainability goals that encompass multiple campus projects. For example, one corporate partner funded a new stormwater management system for the university. To further bolster the partner's impact within water conservation, staff directed the donor's additional funds to support research and teaching opportunities for student engineers interested in stormwater management and city planning.

Likewise, at Institution E, corporate partnership agreements can span up to ten years and support a wide range of campus initiatives and projects. For example, a ten-year agreement between the university and Company C provides continuous funding for academic scholarships, internships, on-campus personal finance education, and priority student initiatives. With regards to shared sustainability goals, Company C also offers students the opportunity to open a checking account which donates a percentage of revenue earned from each account to environmental advocacy nonprofit organizations.

From the start of this partnership, leaders at Institution E worked to establish continuity of value throughout the ten-year agreement. To keep the corporate partner accountable for delivering consistent value, university leaders regularly evaluate the health of each partnership area. Leaders check in with various campus stakeholders on a monthly or quarterly basis to measure their satisfaction in working with the corporate partner.

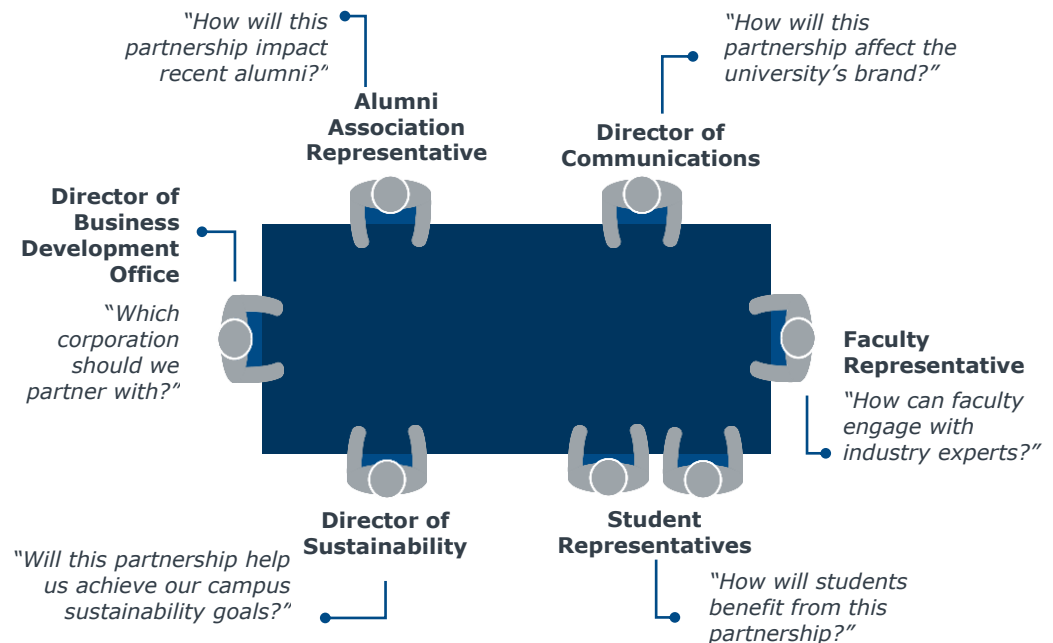
Incorporate Campus Stakeholder Feedback to Strengthen and Evaluate Viability of Partnerships

At peer institutions, high-level administrators often oversee initiation and approval of new corporate partnerships. However, this discretionary power can obscure opinions from other campus members (e.g., faculty, students), creating dissonance between leadership and those directly working on these projects. Collecting feedback throughout the course of a partnership can help university leaders provide value alignment to various members of campus and meet stakeholder goals.

At Institution E, administrators adopt a “bottom-up” approach, incorporating feedback at each critical juncture of partnership development. Prior to establishing a corporate partnership, leaders convene a formal working group, including faculty, staff, and student government representatives. These industry-specific working groups allow stakeholders to voice their needs, priorities, and concerns during initial partner selection and throughout the course of the partnership. This input subsequently informs partnership decisions as university leaders discuss ways to translate campus feedback into action.

For example, one working group evaluated potential companies in a specific industry on key criteria (e.g., the quality of products and services, record of sustainability and ethical sourcing, impact in the community, reputation). During their meetings, members of the working group (e.g., undergraduate and graduate student representatives, sustainability staff) emphasized sustainability as one of their key partnership priorities. This resulted in additional funding from the eventual partner for on-campus sustainability initiatives, including a student-led program focused on reducing the environmental footprints of campus buildings. Working group members also identified the partner’s proximity to Institution E and history of local impact as distinguishing factors that facilitated partnership development.

Common Corporate Partnership Working Group Members at Institution E



Similarly, staff members from Institution A’s centralized business development office host monthly meetings with all corporate-facing university personnel. These meetings allow stakeholders across the university to share updates on current corporate partnerships. Outside of each meeting, each stakeholder reports recent corporate

engagement activities in an internal database on a bi-weekly basis. This database provides an active record of the status and health of each corporate partnership and allows diverse campus constituents to locate new opportunities for collaboration or partnership expansion. While leaders at Institution A encourage all faculty and staff to consistently update their activities, the contact reports that not all individuals take advantage of this. By offering additional incentives (e.g., stipends, awards), university leaders can generate greater buy-in to this process across faculty and staff members.

3) Organization and Marketing

Organizational Structure

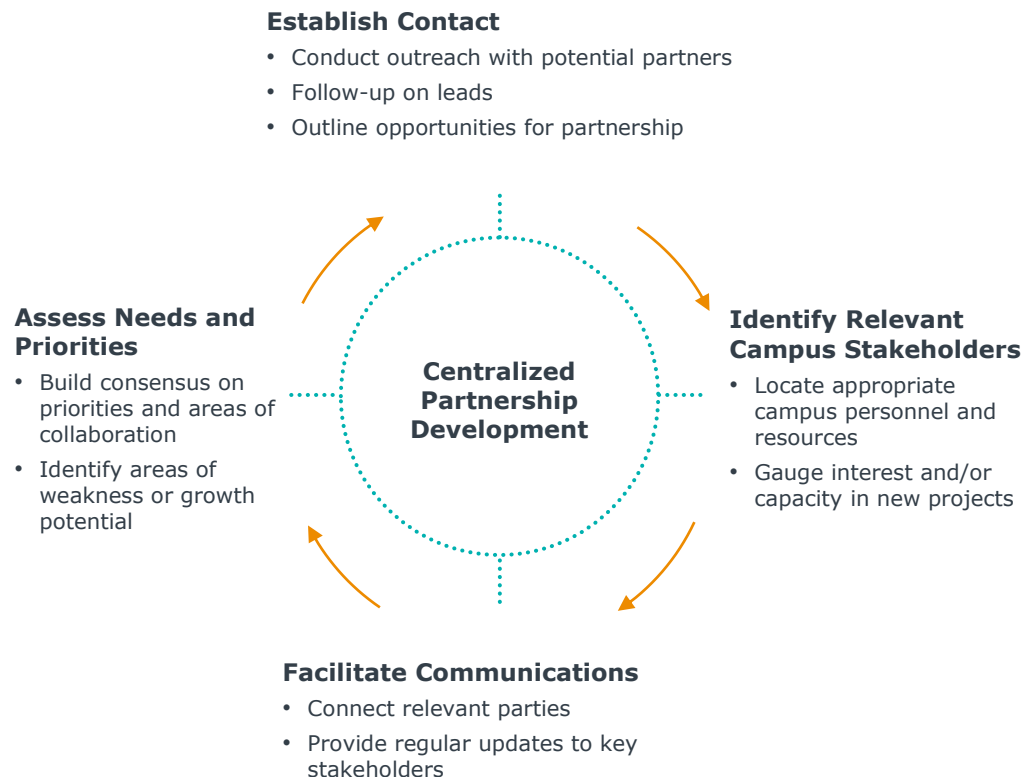
Centralize Relationship Management with Corporate Partners to Reduce Administrative Burden on Staff

The administrative work associated with corporate partnerships (e.g., following up on leads, building relationships, facilitating communication) requires significant time and resource investment. As a result, some administrators devote specific staff to strategically manage corporate partnerships at an institution-wide level. These staff members work through a centralized office to manage partnerships, allowing individual campus units, such as the sustainability office, to spend more time driving campus initiatives and research projects.

Administrators at Institution B, Institution A, and Institution E centralize corporate engagement and partnership development within a consolidated university office. At Institution B, staff within the sustainability office collaborate with the university's centralized business development office to develop and manage sustainability partnerships. Staff within the business development office focus on building and maintaining relationships with corporate partners. Conversely, staff within the sustainability office determine specific opportunities for the partners to invest in.

For example, when a corporate partner expresses interest in sustainability initiatives at Institution B, staff within the business development office inform sustainability staff about the partner's specific ideas or goals. From there, sustainability staff connect corporate partners with relevant faculty members or specific university resources according to the level of their financial commitment.

Centralized Corporate Partnership Development Process at Institution B



To maintain its brand image as an elite academic institution, leaders at Institution E limit the number of corporate partnerships by tracking uses of the institution's brand and restricting the amount of corporate marketing on campus.

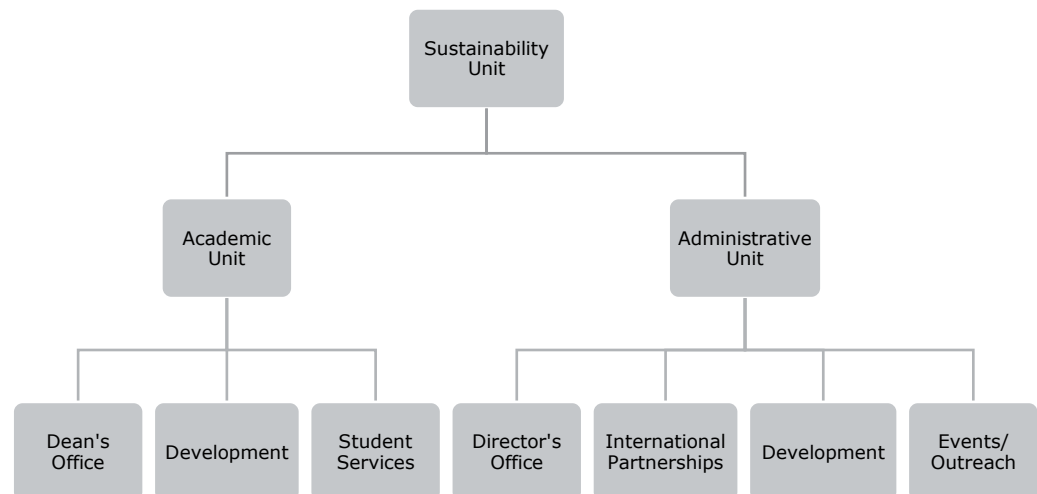
Within Institution A's centralized business development office, specialized staff members establish clear and consistent communication between the institution and corporate partners. These staff maintain updated records of all communication which minimizes confusion during faculty turnover or administrative changes. Similarly, Institution E's centralized business development office employs a staff member who manages day-to-day communications with corporate partners and helps develop campus marketing strategies. These corporate-facing staff members ensure corporate partners have a primary point of contact and allow other staff across the university to focus on sustainability efforts.

Coordinate Responsibilities Among Campus Sustainability Units to Increase Efficiency and Unify Efforts

Staff from multiple campus units often carry out sustainability initiatives within a university's broad strategic vision for sustainability. To prevent duplicative efforts and internal competition for funding, staff from each unit must coordinate to perform distinct tasks (e.g., developing academic programming, forming business partnerships, improving building efficiencies). Specifically, administrators at Institution C, Institution A, and Institution D direct campus units responsible for managing distinct sustainability initiatives to jointly make progress towards campus-wide sustainability goals.

For example, the organizational structure at both Institution A and Institution C separate academic and operational functions within the larger sustainability organization. Specifically, Institution A's centralized sustainability unit houses both an academic unit, which offers undergraduate and graduate degree programs, and an administrative unit, which manages research and business partnerships. Support staff (e.g., facilities managers, information technology specialists) work to support both units. Under the guiding vision of the larger sustainability unit, staff from both subunits communicate on a consistent basis to connect research expertise to external stakeholders.

Sustainability Organization at Institution A



Similarly, Institution C's cross-university sustainability initiative receives support from an academic unit and the sustainability office. Academic deans collaborate with staff from several administrative departments, including directors of admissions, financial aid, and communications. While most academic staff support students and faculty

within their academic programs, development staff work with school leadership to secure funding from external sources. Separately, the director of the sustainability office oversees a 20-person team, including content area specialists, engineers, and communications experts who focus primarily on supporting and publicizing sustainable campus operations. Academic and operational staff from both units often collaborate to help the wider campus population stay informed about sustainable practices and campus initiatives.

Conversely, at Institution D, over ten different sustainability organizations operate across campus (e.g., the sustainability office, research consortiums, research groups). Each unit handles different responsibilities with a unique set of staff. For example, the sustainability office contains seven staff members: the director; the assistant director; an administrative assistant; a data scientist; two project managers; and a communication specialist. These staff members focus primarily on integrating sustainability research and new initiatives into existing campus systems.

On the other hand, Institution D's energy research group employs over thirty support staff members in charge of finance, communications, and member services. These staff members help develop and sustain corporate partnerships to fund new research. Despite their differences, campus sustainability units closely coordinate with each other and consolidate their latest project updates and research findings on an online repository. This allows university leaders to record progress and present a unified view of campus sustainability to external stakeholders.

Marketing Sustainability Initiatives

Tailor Messaging Across Multiple Channels to Generate Support for Sustainability Initiatives

In addition to securing financial support from corporate partners, institutions face the challenge of building stakeholder interest in specific sustainability initiatives. While some high-profile university projects or initiatives exist, university leaders must strategically utilize different channels of communication (e.g., email newsletters, social media) to capture the attention of internal and external stakeholders on others. Messaging targeted towards specific groups (e.g., donor-facing webpages, social media posts) can help engage corporate executives in current work and initiate partnership interest. At Institution D, Institution C, and Institution A, staff members within various sustainability offices communicate around their current sustainability work to increase buy-in from corporations.

For example, Institution D recently invested in a series of new buildings which house the admissions office alongside the sustainability office and two other sustainability-focused organizations. University leaders strategically placed these offices together in order to emphasize Institution D's commitment to sustainability and innovation, which begins from the moment students set foot on campus. During these capital projects, sustainability leaders provided project updates through campus and local media outlets, emphasizing the institution's impact on urban sustainability and each building's eco-friendly design. In doing so, sustainability leaders can use this publicity to encourage external stakeholders (e.g., local community members, parents, alumni) to donate to and engage in future sustainability projects.

Conversely, staff at Institution C spent two years developing a new, donor-facing website explaining recent findings and ongoing projects within their eight distinct sustainability research areas. In conversations with potential donors, university leaders can easily reference the website for partnership examples (e.g., previously sponsored research projects, student work) and impact stories. The website also provides an online giving portal for individuals to donate directly to specific campus

units working on sustainability issues. This allows university leaders to conserve time and resources for interested donors who have further questions or want to contribute to sustainability efforts in other ways.

In addition to the use of conventional media (e.g., print newspaper, digital news), contacts at Institution A leverage other channels (e.g., social media, earned media, mobile apps) to reach students, faculty, and other campus constituents. For example, sustainability staff send a regular sustainability newsletter to faculty who express interest or participate in sustainability efforts. The communication contains all recent sustainability news and research developments.

Alternatively, administrators at Institution A leverage institution's proprietary rewards app to increase brand recognition for corporate partners and promote shared sustainability goals. Additionally, administrators use the partnership to offer special incentives (e.g., athletic game tickets, merchandise, learning experiences) to students who complete tasks within the app. By specially curating content according to corporate partners' marketing goals, university leaders can successfully promote a corporate partner's brand, program, or product to students. For example, by offering students the chance to win a Company A branded tumbler, university leaders boost the visibility of the Company A brand, as well as the use of reusable drinkware. Because of the app's popularity and attractive incentives, leaders can continuously engage students in sustainability initiatives and events sponsored by the institution's corporate partners.

Organize Sustainability Initiatives into Distinct Areas to Guide Prospective Donors Towards Where to Give

To present an accessible, organized view of campus sustainability efforts, university leaders can choose to establish a number of distinct sustainability areas. While a broader scope of sustainability efforts provides prospective donors with the various general causes they can support, a narrow scope can point them to specific projects. Sustainability staff at Institution B group their sustainability initiatives and institutional expertise according to five broad priorities, while staff at Institution C organize their efforts under eight narrow themes.

At Institution B, staff within the sustainability office highlight five long-term priorities within sustainability. Instead of presenting their work through a number of research topics, staff members focus on larger causes that resonate deeply with potential donors. For example, donors who experienced natural disasters may feel compelled to support the design and implementation of post-disaster housing projects, which falls under one of the five priorities focused on community resilience.

Conversely, sustainability leaders at Institution C direct interested stakeholders towards eight research themes, which comprise their flagship, institution-wide sustainability initiative. Within each research theme, prospective donors can delve into narrower subtopics, which encompass individual faculty research projects and recent developments in the field.

Market Your Institution's Accessibility to Develop Partnerships with Local or Regional Corporations

While large-scale, high-profile corporate partnerships often garner more attention, contacts at all five profiled institutions emphasize the enduring value of local and regional partnerships. By marketing the accessibility of campus facilities and talent, university leaders can appeal to local corporations. Local partnerships also generate greater impact within the surrounding community, as institutions and corporations can exert their combined influence to drive greater change locally.

Partnerships at the local and regional level often reflect community priorities and industry needs. Sustainability leaders at Institution D, Institution C, and Institution B promote their institution's influence and research capabilities to establish successful local partnerships. For example, Institution D's urban location allows its sustainability director to forge several research and business partnerships focused on improving city-wide issues (e.g., transit systems, energy efficiency). Similarly, leaders at Institution C partner with several manufacturing companies and Institution B's location in an agriculturally rich state informs the institution's local partnerships with businesses in the energy and agricultural sectors.

Alternatively, leaders Institution A and Institution E leverage their campus spaces and resources to attract nearby corporate partners. Institution A's versatile campus facilities allow corporate partners a unique opportunity to co-locate with university personnel and resources. The institution maintains several extended campus locations that offer a diverse range of research, clinical, and office spaces, along with direct access to students and faculty. Partnering corporations can access these collaborative spaces to work directly with researchers and test new products and solutions.

Likewise, Institution E's partnership with Company C provides several ATM locations across campus and a full-service branch office within the student union. The institution's partnership with Company B similarly integrates products and services within residential dining halls and campus cafes. These uses of campus space offer corporate partners greater visibility on campus and additional revenue, while reducing expenses tied to operations and marketing.

Institution-Wide Advancement Campaigns Often Indirectly Benefit Sustainability Initiatives

Advancement staff often use campus campaigns to attract new donors and generate funds for key institutional priorities. However, previous campaigns at Institution A and Institution C did not position sustainability or environmental causes as a central theme or objective. Rather, donors could fund these efforts as a subgoal of the campaign.

For example, the advancement office at Institution A recently concluded a decade-long campaign, which included several major fundraising objectives, none of which focused solely on funding sustainability efforts. Within these broad objectives, donors could contribute to support sustainability priorities and activities. Conversely, at Institution C, previous campaigns focused on fundraising for individual academic units. While some units address sustainability-related issues on campus, advancement leaders did not emphasize these as a central, standalone priority.

4) Research Methodology

Project Challenge

Leadership at the member institution approached the EAB research team with the following questions:

1. How do institutions determine which corporations to target to build a corporate partnership that leads to sustainability donations?
2. What are the deciding factors in determining whether a corporate partnership will be viable?
3. How do institutions cultivate and sustain relationships with corporate partners?
4. How do institutions incentivize large donations from corporate partners (e.g., named professorships, buildings, fellowships)?
5. How did institutions target sustainability efforts through their most recent campaign?
6. What innovative practices have contact institutions used to fund sustainability initiatives?
7. How many individuals do institutions have within their organization specifically tasked with funding sustainability efforts?
8. What are the roles and functions of individuals who are tasked with obtaining funding for sustainability efforts?

Project Sources

The EAB research team consulted the following sources for this report:

- Institutions' Websites
- "10 Trends to Guide University Leaders in Growing Industry Partnerships." EAB. <https://eab.com/insights/infographic/university-research/10-trends-guide-university-leaders-growing-industry-partnerships/>
- "Higher Education's Role in Adapting to a Changing Climate." Second Nature. <https://secondnature.org/publications/higher-educations-role-in-adapting-to-a-changing-climate/>

Research Parameters

The EAB research team interviewed administrators managing sustainability and business offices at large research institutions in the United States.

A Guide to Institutions Profiled in this Brief

Institution	Location	Approximate Institutional Enrollment (Undergraduate/Total)
Institution A	Southwest	45,000/75,000
Institution B	Midwest	55,000/70,000
Institution C	Midwest	30,000/50,000
Institution D	Northeast	5,000/10,000
Institution E	West	30,000/40,000