



# Kleinman Center for Energy Policy

2021–2026 Strategic Plan  
Executive Summary

The Kleinman Center solicited feedback from students, faculty, alumni, advisors, and university leadership during the formation of this plan. We are deeply grateful to all who dedicated their time, energy, and thoughtfulness to informing our strategy. Most importantly, we look forward to five years of progress with you.

# DIRECTORS LETTER

## Dear Colleagues,

The Kleinman Center for Energy Policy was founded in 2014 with a generous \$10 million gift to the University of Pennsylvania's Stuart Weitzman School of Design from Scott (C'94, W'94) and Wendy Kleinman. This gift allowed the Center to hire a staff; renovate office, classroom, and event space above the Furness Library; create new programming and research opportunities for students and faculty; and connect energy-relevant Penn research to timely policy debates.

This expansion of opportunities on energy policy at Penn tested a hypothesis that there was appetite on campus for this learning and research. It also provided an opportunity to explore whether the Center could translate research to better improve outcomes in energy policy. The successes of the Center's initial five years are described in detail below and offer a starting place for this strategic plan.

In 2019, the Center established an endowment fund after receiving a \$30 million gift from an anonymous donor. This gift allows us to set a new and ambitious vision, which we describe below. This generous gift was matched by an extraordinary commitment by Penn President Amy Gutmann and Provost Wendell Pritchett, who have worked hard to help resource new energy policy faculty here at Penn. In combination, the Center's endowment and the new faculty recruited to Penn will change the landscape of energy policy research at the University for generations.

Earlier in 2020, we were pleased to announce the first of these hires, carbon capture and sequestration expert and scholar Jennifer Wilcox, who joined the Penn faculty in Fall 2020 as the Presidential Distinguished Professor of Chemical Engineering and Energy Policy. Jen brought with her a team of students, postdocs, and researchers who will begin to add to the vision of the Center and deepen our connections with colleagues in the engineering sciences.

This vision is captured in the following pages. The "Kleinman Center for Energy Policy 2021–2026 Strategic Plan" begins with an **Executive Summary**, which includes a brief assessment of the Center's progress since 2014 before succinctly outlining each of the components of the larger plan: Faculty Recruitment; Research & Faculty Engagement; Student Engagement; Communications; Diversity, Equity & Inclusion; Events; Operations & Planning; and Development. Each component in this section includes a vision statement for the next five years and a list of the goals that will make the vision a reality.

**The Kleinman Center for Energy Policy 2021–2026 Strategic Plan** itself serves to provide a more detailed roadmap. Each component's vision statement and goal include strategies for tackling the goal, success measures for confirming achievement, the timeframe for completion, and any anticipated challenges.

The Strategic Plan memorializes our early progress and provides a vision for the next phase of the Kleinman Center. But more than that, this is a living document that will be revisited and revised often as our understanding of our own opportunity evolves.

All the best,



Mark Alan Hughes  
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Kleinman Center for  
Energy Policy, and Professor  
of Practice, Stuart Weitzman  
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Cory Colijn  
*Executive Director,  
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# EXECUTIVE SUMMARY

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## CURRENT ASSESSMENT

The Kleinman Center for Energy Policy was founded with the mission of creating the conditions for policy innovation that support a just and efficient transition to sustainable energy. Since our establishment, our approach has been three-pronged: to foster thoughtful and impactful energy-related research; to develop the next generation of energy leaders; and to create the conditions for energy policy stakeholders to explore options and develop agendas. The next pages summarize the progress made toward this mission, since the Center officially opened in the fall of 2015. This current assessment also provides the foundation on which our five-year strategic plan is built.

In 2015, the first full academic year of operation, the Center conceived an organizational structure and hired 4 staff; renovated ~5,000 sq/ft of office, classroom, and event space in the Furness Apse; surveyed Penn faculty and students about their interests; held our first public event; established our first research projects, and launched a website.

Since then, the Center's team has grown to 8 full-time and 2 part-time employees. Over the last five years, the operations and planning team structured, administered, processed, tracked, and reported on our founding term gift with an average annual budget of \$2 million and an average variance of less than 9%. This team also built travel and expense workflows that allowed the Center to extend its visibility through domestic and international conferences and workshops.

On campus, the Center hosted nearly 150 events including our annual public policy lecture series, 2 annual seminar series (totaling 33 presentations), and launched Energy Week at Penn, which now includes our Carnot Prize ceremony and lecture. The Carnot Prize, awarded annually, recognizes individuals who have made significant and meaningful contributions to energy policy. Recipients include: Daniel Yergin, Fatih Birol, Gina McCarthy, Piyush Goyal, and Cheryl LaFleur. Additionally, over the last five years, the Center brought 20 junior and senior visiting scholars and 240 speakers to Penn.

At the same time, the Center's communications work established our presence on and off campus. This began by building a strong foundation with quality branding and packaging, improving our initial content-rich website with updated architecture and promotion, establishing an annual report, and creating various forms of email and social media campaigns. Our communications work also included the launch of a regular blog (320 published since 2015), a bi-monthly podcast series, and the publication of over 74 policy digests and 27 papers. Importantly, this team also manages an external review process for all digests and reports published by the Center, ensuring the quality and academic integrity of our publications. This body of work generated 594 references in local and national media, and 215 citations in academic journals.

The majority of these publications were generated through projects directed by staff and supported by student research assistantship, and through grants made to faculty and Ph.D. candidates. The later represented a critical aspect of our initial programming,



testing a theory that Penn faculty could be motivated to apply their disciplinary training to relevant and timely topics in energy policy. The Center's annual call for proposals has supported 63 research projects to date, totaling nearly \$750,000 of support.

These projects represent a focused portfolio of work on energy policy. While the mission of the Center is centered on energy policy solutions for a just and efficient transition to sustainable energy, we recognize that this requires engagement on a broad portfolio of topics. For example, the energy system is the primary driver of climate change, and as such, climate policy and energy policy are often inextricably linked in local, state, and national jurisdictions around the world. Therefore, the Center, our faculty, and our students carry the energy policy research agenda into many venues (COP, SDGs) and topics (mitigation, adaptation, equity) that are often labelled as "climate" or "environment." We do this to advance our energy policy mission.

Student engagement represented another large portion of the initial investment in on-campus programming. The Center established an annual research assistantship call and hired 30 students through this program. Additionally, students benefited from the establishment of an external fellowship program, which continues to place students in well-funded summer research experiences in locations ranging from Philadelphia to Paris. For other on and off-campus opportunities, including conference attendance, case competition participation, on-campus events, energy-related field trips, and research project support, the Center created a student grants program, with four annual solicitations.

Since 2015, the Center funded over 200 individual students and student groups, totaling \$422,000 of support. Additionally, we launched courses in energy management and policy, resurrecting an erstwhile course code for energy studies, which now annually rosters "ENMG502: Introduction to Energy Policy" taught by Professor Mark Hughes. ENMG502 is open to all graduate students and to advanced undergraduates but is required for all students enrolled in the Center's Certificate in Energy Management and Policy.

This certificate, launched in 2015 and restructured in 2020, was designed to complement any professional

or research graduate degree programs on campus. To this date, nearly 25 students have graduated with the credential. Finally, in response to undergraduate feedback that there was not enough energy policy education in the classroom, in 2020, the Center launched an "Undergraduate Fellows" program where students apply to a cohort that meets bi-weekly for working paper presentations and discussion led by academics in the field.

There are other aspects of the Center's agenda that do not represent five years of effort, but are newer additions to our workflow, including work on faculty recruitment, and diversity, equity and inclusion.

To complement the generous 2019 \$30 million gift that established the Center's endowment, Penn leadership committed to fully-funding new faculty hiring for several new positions in energy policy. Over the last 18 months, the Center has focused on the recruitment of 3 new hires, prioritizing the list of potential faculty recruits and using the visiting scholars program to introduce the recruits to Penn. In September 2020, the first of these hires, Jennifer Wilcox, Presidential Distinguished Professor of Chemical Engineering and Energy Policy, joined the Penn faculty. Jennifer's arrival stresses the necessity of reorganizing the Center to integrate new hires and their teams, and of adjusting our own research efforts to accommodate new agendas, outlined below. Currently, the Center remains active in recruiting 3 additional faculty hires.

As evidenced by the programming built over the last five years, one of the Center's strengths relies heavily on engaging faculty and students and bringing speakers, visiting scholars, guest lecturers, and policy experts to campus. In early 2020, moved by the outpouring of grief, frustration, and bravery by minority Americans, especially Black Americans, we evaluated the racial and gender diversity of our blog posts, policy digests, reports, events, and podcasts since 2015. The analysis, which is available in the appendix of this Strategic Plan, revealed that women, Black and Latinx authors and speakers were massively under-represented.

The Center team determined that in order to combat racism, discrimination, and exclusion within our own institution, we must work to amplify new voices through

blog posts, digests, reports, podcasts and events. Secondly, in order to do our part to tackle injustice within our nation, the Center must effectively tackle topics of equity and justice as they relate to energy policy and climate change. The Center staff, with input from university leadership, developed a full and detailed diversity, equity and inclusion plan (a portion of which is included in this Strategic Plan) for the Center.

## FIVE-YEAR VISION & GOALS

### FACULTY RECRUITMENT

#### Vision:

The Kleinman Center has recruited three to four world-class energy policy faculty to Penn. These faculty and their teams are integrated, visible, and productive in our research, teaching, and policy agenda and actively promoting us in their written work and public appearances.

#### Goals:

1. Identify and recruit world class faculty to Penn.
2. Successfully convert faculty recruits to hired Penn professors, affiliated with the Center.
3. Integrate faculty and team members' teaching and research into the Center, creating productive and visible connections.

### RESEARCH & FACULTY ENGAGEMENT

#### Vision:

The Kleinman Center produces and promotes world-class academic research that includes impactful and timely outputs from our affiliated faculty,<sup>1</sup> faculty fellows,<sup>2</sup> and the Center's research staff with the support of research assistants.

#### Goals:

1. Integrate research of affiliated faculty and their teams.
2. Define the faculty fellows program and 1) integrate existing Penn faculty and scholars into the faculty fellows program, prioritizing faculty who have a demonstrated ability to work with the Center and who complement the research agenda of our affiliated faculty, and 2) support schools and departments at Penn that are interested in hiring potential faculty fellows.
3. Support Penn faculty (excluding faculty fellows) and Ph.D. students through research grants.
4. Lead relevant energy policy debates at the city and state level and participate regularly in regulatory and legislative debates at the federal level. Internationally, increase visibility at UNFCCC meetings.
5. Increase faculty engagement and Center visibility at Penn.
6. Reimagine the senior fellows program into a research fellows program that directly supports newly developed research themes.

### STUDENT ENGAGEMENT

#### Vision:

The Kleinman Center is the established academic home for energy policy within the Weitzman School of Design and is providing students interested in pursuing energy policy at Penn with high-quality, accessible, and valuable learning and research opportunities.

#### Goals:

1. Increase the number of standing faculty teaching in the energy management and policy certificate.
2. Create an institutional home for entering energy faculty, graduate researchers, and students.
3. Increase capacity to coordinate student engagement.
4. Serve a wider Penn student audience with educational opportunities.

<sup>1</sup> The Center's affiliated faculty are the three new energy policy faculty who will be directly and contractually affiliated to the Center

<sup>2</sup> Faculty fellows are faculty whose area of expertise is relevant for the Center but who do not have a direct of contractual affiliation with the Center, as they are hired by other schools and departments. Their research is supported through the Center and they have the commitment to produce specific outputs for the Center, but they don't have to compete for grants. They have a limited engagement with the Center which is reviewed every year. Existing faculty like Arthur van Benthem, Nick Pevzner and Susanna Berkouwer belong to this category.

5. Meet the growing need for internal research support.
6. Offer additional writing opportunities for students.
7. Increase the inclusivity and impact of our student grants, internships, and fellowships.
8. Build a strong student and alumni community.
9. Create a framework for student feedback.
10. Expand student-focused events.

## COMMUNICATIONS

### Vision:

Kleinman Center connections with policy makers, thought leaders, and the media grow—regionally, nationally, and internationally—and link to new faculty and research themes. Our many outputs, including printed publications, website, digital newsletters, social media, and events (virtual and live) grow in absolute numbers, reach, diversity of voices, and breadth of topics. They are also cited by leading outlets and high-profile individuals within the energy space.

### Goals:

1. In response to the pandemic and a more digital world post-pandemic, elevate our digital presence.
2. Build diversity and inclusion into our communications strategy—including a broad array of people and perspectives.
3. With new faculty and their research teams joining the Kleinman center, translate and package their research for optimal impact.
4. Expand our marketing efforts for student recruitment and commit to regular, impactful alumni communications.
5. Measure our communications impact through metrics.

## DIVERSITY, EQUITY & INCLUSION

### Vision:

The Kleinman Center supports a diverse community of students and researchers and amplifies research that tackles local, national, and global energy challenges and prioritizes those related to equity and justice.

### Goals:

1. Recruit research assistants, fellows, certificate students, and student grantees that represent or exceed the diversity of the Penn student community.
2. Guests and faculty grantees exceed the racial and gender diversity of academia.
3. Increase blog and digest contributions from a wider group of authors.
4. Establish a method of review of all equity and justice related research.
5. Increase Center support of research related to equity and justice in energy.
6. Grow our staff to better represent the national workforce.
7. Contribute to solving local Philadelphia energy challenges.
8. Support future energy leadership in young Philadelphians.
9. Ensure that ENMG courses are structured with DEI in mind.

## EVENTS

### Vision:

The Kleinman Center's event programming supports and enhances all facets of our research and teaching agenda. Through in-person and virtual formats, we convene world-class energy policy faculty and visiting experts, deliver high-value academic and professional development opportunities for student affiliates, and generate significant visibility through signature events such as our annual Carnot Prize and Energy Week events.

### Goals:

1. Grow on- and off-campus event engagement.
2. Establish Energy Week as a pre-eminent week of energy programming both at Penn and amongst peer energy centers.
3. Maintain leadership in event delivery.
4. Support and enhance research and faculty programming.
5. Support and enhance student programming.

## OPERATIONS & PLANNING

### Vision:

The Kleinman Center supports an ambitious research and teaching agenda with robust physical and administrative infrastructure, while adapting internal processes and capacity to accommodate new faculty hires, teaching, and programming.

### Goals:

1. Ensure facilities meet the needs of current and new staff, new faculty hires, and affiliated students, solidifying our space in the Fisher Fine Arts Library as the home for energy policy on campus.
2. Adapt and expand administrative processes and capacity to meet the needs of current and new staff, new faculty hires, and affiliated students.
3. Ensure IT support processes accommodate current and new staff and faculty computing and classroom/meeting technology needs.

4. Adapt and expand financial administration and processes to incorporate new revenue streams (tuition flows, sponsored research), new gifts, and new faculty support.

## DEVELOPMENT

### Vision:

The Kleinman Center is engaged with a group of donors who contribute to a sustainable endowment fund by providing significant revenue streams. Additionally, donors represent a well-connected and diverse group with the ability to connect our students and faculty to external opportunities for professional advancement.

### Goals:

1. Conceive and launch a fundraising board for the Center. The initial group will consist of five to seven strategically selected individuals, with the goal of growing the board to 10 to 15 people.
2. Increase outreach and provide giving opportunities to Penn's frontline fundraising staff.
3. Increase the number of cultivation/discovery visits to promote the Center.
4. Enhance and produce fundraising material that represents the Center's vision in both print and web versions.



# STAY UP TO DATE WITH ALL OF OUR RESEARCH:

**[kleinmanenergy.upenn.edu](http://kleinmanenergy.upenn.edu)**



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