

# GLUE-ING EUROPE TOGETHER

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Establishing WPI's Global Lab Europe (GLUE) as a network to foster collaboration  
among WPI's European Project Center Communities

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*This report represents the work of WPI undergraduate students submitted to the faculty as evidence of completion of a degree requirement. WPI routinely publishes these reports on its website without editorial or peer review. For more information about the projects program at WPI, please see <http://www.wpi.edu/academics/ugradstudies/project-learning.html> <https://sites.google.com/view/ve20-glue/home>*

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## Abstract

Following Worcester Polytechnic Institute's (WPI's) plan of becoming "The Global Polytechnic," the WPI Global Lab sees an opportunity to work alongside European project centers to promote and foster WPI networking and collaboration. Our goal is to catalyze relevant and meaningful collaborative initiatives in Europe by proposing programs and events hosted in Venice, Italy. With the help of SerenDPT and WPI's Global Lab, we developed suggestions for a Global Lab Europe (GLUE) branch to promote the incubation of programs designed at the European Project Centers. Our suggestions revolve around hosting an array of events that foster collaboration and the progression of innovative solutions in Europe. From the research conducted we determined that once GLUE is established, hosting an annual Collabathon cycle - composed of a Symposium, a series of Co-Creation Workshops, and finally a Collabathon Campaign - will foster collaboration within WPI's ecosystem worldwide.

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## 1. Introduction: Overview of Global Lab Europe (GLUE)

Building global perspectives through projects that work with outside stakeholders in complex communities is critical in WPI's intensive project-based curriculum. WPI students are exposed to “social, technological, ecological, and economic challenges through interdisciplinary, purpose-driven research” worldwide (The Global School, n.d.).

In turn, this creates an environment where individuals with different backgrounds, skill sets, majors, and primary languages, can work together for a common goal. In 2018, WPI inaugurated the WPI Global Lab to support and amplify outcomes from project centers worldwide (personal conversation, S. McCauley, September 14, 2020). Through more than 46 years of student research projects completed at over fifty WPI project centers worldwide, there are noticeable instances where separate student groups in different project centers are tackling projects focused on similar themes. Here is where the WPI Global Lab sees an opportunity for collaboration to flourish amongst project centers to promote creativity, networking, and collaboration. The development of a European branch of the WPI Global Lab would do just that.

Establishing this European branch, named Global Lab Europe (GLUE), will set the institution on a path to become an even more present global entity. To further develop this opportunity from an idea to something tangible, our goal is to create a suggested framework for the development of GLUE as well as suggestions of the innovative programs GLUE should host and the frameworks for these programs, one of the programs being a Collabathon hosted by GLUE.

Together, with the guidance of the WPI Global Lab in Worcester, MA, we will develop the suggestions that will catalyze collaboration throughout the European project center communities while simultaneously cultivating enterprises.

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## 2. Background: Inspiration Behind Global Lab Europe

To understand the role and establishment of the Global Lab Europe (GLUE), we need to first establish what the resources and interpretations behind it are. Therefore, in this chapter, we will first discuss the influence the WPI Global School and Global Projects Program have on GLUE, background information on the WPI Global Lab, and European Project Centers. Then introducing the three main resources present in Europe - Venice Project Center, SerenDPT, and the H3 Factory - that are crucial in the establishment of GLUE will be described. To conclude, this chapter ends by explaining the common themes among European project centers and the opportunity the Global Lab has by establishing GLUE to be a center for collaboration and innovation throughout the WPI's European Project Center communities.

### 2.1 The Global School

On a daily basis, communities worldwide face grand challenges like “potable water, reliable food supplies, clean energy, a healthy and stable environment” (The Global School, n.d.). With that in mind, WPI has inaugurated the Global School. The goal of the Global School is to prepare undergraduate and graduate students with the necessary resources and opportunities to become real problem solvers. The Global School aims to expose students to projects that tackle problems that are not in their specific majors or concentrations but to real-world challenges affecting communities worldwide, creating individuals with innovative mindsets. To further the exposure to these grand challenges and opportunities, the WPI Global School has placed the WPI Global Projects Program.

#### 2.1.1 The WPI Global Projects Program

Over 14,500 undergraduate students have been completing international projects worldwide as a required component of their degrees at Worcester Polytechnic Institute (WPI) for more than 46 years. WPI believes this program is the best way for students to understand the depth of social issues and immerse themselves in experiencing firsthand the problems these communities face.

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Figure 1: Map of the more than 50 WPI Project Centers (some are not depicted)

Through the Global Projects Program, students can explore new cultures and environments and face the problems presented at the more than fifty project centers worldwide (shown above). These project centers are - “strategically positioned in locations ranging from large international cities to small mountainside villages—are host to interdisciplinary and major capstone projects, and humanities and art projects” (*Global Projects Program*, n.d.). The Interactive Qualifying Project (IQP) is completed during the WPI student's third year as an undergraduate student. The IQP offers WPI students a unique opportunity to experience working first-hand with a local sponsor from one of over fifty communities the Global Projects Program oversees worldwide. Unlike an ordinary study abroad program, the Global Projects Program works to positively impact the communities and organizations at each project site (*Global Projects Program*, n.d.).

## 2.2 The WPI Global Lab

Worcester Polytechnic Institute inaugurated the Global Lab in 2018 to support and amplify outcomes from project centers worldwide. In Worcester, the WPI Global Lab achieves these goals through action research, global networks, and creative scholarship while simultaneously promoting collaboration amongst students and faculty members regarding research and qualifying projects. The lab fosters the creative expression and amplification of data across multi-disciplinary domains (personal conversation, S. McCauley, September 14, 2020). Therefore, it is well-positioned to facilitate partners’ opportunities to work together and create innovative solutions to daily issues. Currently, WPI Global Lab creates these opportunities by hosting events that engage students and creative teaching ‘storytelling’ approaches to meet the



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Global Lab’s mission to “leverage our network of global project centers for research and collaboration” (*Home | the Global Lab*, n.d.).

The overarching goal of WPI’s Global Lab is to elevate the impacts of work done throughout WPI’s project sites. With a mission to help address the grand challenge projects studied worldwide and scale this work, it becomes more collaborative than individualistic. The Global Lab must start this effort by elaborating on the benefits of international collaboration.

### 2.3 WPI European Project Centers

WPI’s global project centers can be grouped into regions worldwide; one of the most prominent areas is the cluster of **thirteen centers in Europe**. These centers can be found in Berlin, Bucharest, Copenhagen, London, Lyon, Moscow, Prague, Reykjavik, Thessaloniki, Tirana, Venice, Worcester (UK), and Zurich (Hub, n.d.).



Figure 2: Map locating the thirteen WPI European Project Centers

The map shown in Figure 2 pinpoints the cities in which the **thirteen centers in Europe** are located in. The years in which these centers were established and their directors can be found in the following table.

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Table 1: The 13 project centers, the year they were established, and the WPI Center Director(s)

| <b>Project Center</b>         | <b>Year Established</b> | <b>Directors</b>                                 |
|-------------------------------|-------------------------|--|
| <b>Berlin, Germany</b>        | 2019                    | Katherine Foo<br>Daniel DiMassa<br>Stephan Sturm |
| <b>Bucharest, Romania</b>     | 2020                    | Bogdan M Vernescu<br>Rodica Neamtu               |
| <b>Copenhagen, Denmark</b>    | 1995                    | Peter H Hansen                                   |
| <b>London, England</b>        | 1974                    | Dominic Golding                                  |
| <b>Lyon, France</b>           | 2019                    | Fabienne Miller                                  |
| <b>Moscow, Russia</b>         | 2013                    | Svetlana Nikitina                                |
| <b>Prague, Czech Republic</b> | 2020                    | N Aaron Deskins<br>Marie T Keller                |
| <b>Reykjavik, Iceland</b>     | 2017                    | Aaron R. Sakulich                                |
| <b>Thessaloniki, Greece</b>   | 2016                    | Robert Hersh                                     |
| <b>Tirana, Albania</b>        | 2013                    | Robert Hersh                                     |
| <b>Venice, Italy</b>          | 1988                    | Fabio Carrera                                    |
| <b>Worcester, England</b>     | 2014                    | Robert Krueger                                   |
| <b>Zurich, Switzerland</b>    | 2016                    | Nancy A. Burnham                                 |

As shown in Table 1, The Copenhagen, London, and Venice centers were some of the first programs established by the Global Project Program (*Global Projects Program*, n.d.). Since being in commission, they have successfully sent students abroad to complete valuable analysis and collect data on issues in their immediate communities. Several other project centers have been created in European countries through the years, including Berlin, Lyon, Moscow, Reykjavik, Thessaloniki, Tirana, Worcester, and Zurich. The newest additions, Prague and Bucharest, will be completing their first projects during 2020.

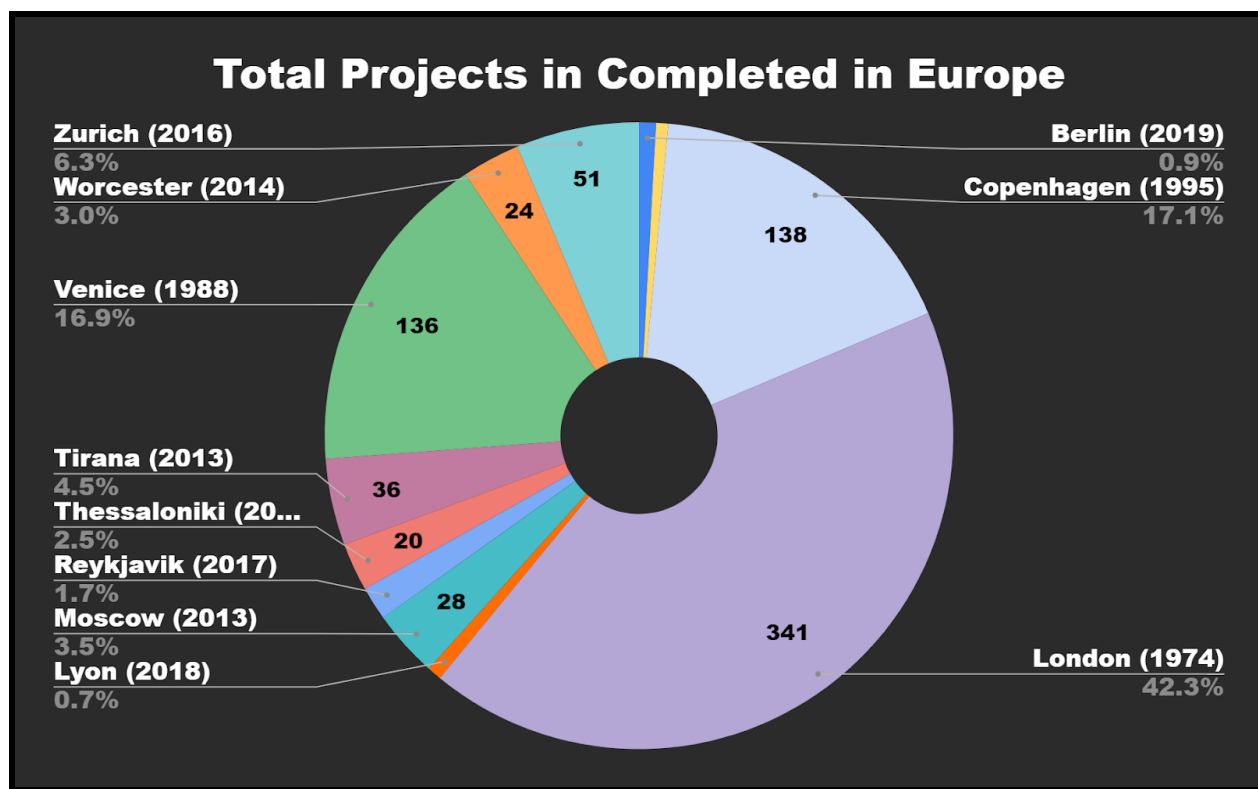


Figure 3: Pie chart depicting the total number of projects done in Europe (n=806)

Within these thirteen project centers, WPI students have completed over 800 projects that have tackled a large variety of social issues, which can be seen in Figure 3 (the data in this figure is limited to projects digitalized in the WPI Library database). Each center individually produces project reports and solutions tailored to the specific community while using the resources and research present in each of these communities.

### 2.3.1 The Venice Project Center

The Venice Project Center is yet another resource available to WPI and the WPI Global Lab that can play a crucial role in Europe's collaboration and innovation. To show the Venice Center's potential, it is important to consider the magnitude of projects and research conducted since its establishment. Since 1988, over 800 WPI students have completed more than 250 projects out of the Venice Project Center. On a more recent note, the Venice Project Center has been hosted in the H3 Factory in the ex-convent of Saints Cosmas and Damian in Venice, Italy (*Venice Project Center - Vpc30*, n.d.) by SerenDPT since 2018.

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## 2.4 SerenDPT

SerenDPT is a benefit company inspired by the over thirty years of research produced by WPI students (and others) concerning Venice and its Lagoon. In doing so, SerenDPT has dedicated this research and its resources to creating entrepreneurship opportunities in Venice. In the words of the CEO of SerenDPT,

*SerenDPT aspires to become the most **inclusive** center of **excellence** for **community research** and for **technological, social, and cultural innovation** in Venice, to stimulate the emergence of sustainable local enterprises that will allow **young people of all ages and Venetians of any origin to reside in the lagoon** and to contribute to the **creative vitality** of the **socio-economic fabric** of the city. (F. Carerra, November 30, 2020)*

The previous quote shows the intentions of this company to bring innovative and well-researched solutions to Venice. With additional support, SerenDPT has the potential to be an influential part of mimicking similar efforts in other countries and cities in Europe. Extending the accessibility of their center to places outside of Venice will allow for a more collaborative network between SerenDPT in other foreign entities. As previously mentioned, European communities, like those where WPI has project centers, are experiencing social issues. These solutions, similar to the ones being experienced in Venice, specifically, require innovative solutions that SerenDPT has the potential to support.

SerenDPT mimics the work done by venture capitalists by providing the much-needed support to prominent budding businesses and catalyzing their growth. Supporting start-ups in Venice is a noteworthy venture. Since Venice's most significant economic engine is the tourism industry, it is crucial to provide further support to start-ups to have the adequate resources that will allow them to succeed in an environment that is so tourist-driven. Due to Venice's lack of social enterprise success, entrepreneurial-minded individuals often opt to leave Venice when pursuing a start-up's growth. One of SerenDPT's goals is to change this. SerenDPT is forming a strong foundation for what hopes to be a catalyst for an increase in entrepreneurial efforts not just in Venice but throughout many parts of Europe (SerenDPT, n.d.). With the use of their recently acquired headquarters, the H3 Factory, this goal now has a firm standing ground.

### 2.4.1 H3 Factory

The H3 Factory is the name for the complex headquartering SerenDPT, originally the church of Saints Cosmas and Damian, which became the Herion garment factory. During the early 2000s, the then abandoned garment factory was restructured and turned into an incubator. For more context, an incubator "is a collaborative program designed to help new start-ups succeed" (*What Is a Startup Incubator?* 2012). Incubators, like SerenDPT, usually provide start-ups with seed funding, mentorship, necessary workshops, and a physical place - in

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SerenDPT's case, the H3 Factory - where everyone involved uses the space to collaborate in the hope of helping their enterprise grow. In 2018, SerenDPT Srl-sb was awarded a nine-year lease for the premises, which they renamed 'H3 Factory.' The primary mission of the H3 Factory space is to nurture social enterprise start-ups through incubation and provide additional supporting resources. The office spaces within the premises offer resources to small businesses and start-ups, such as opportunities to network/collaborate with experts, sponsors and access to educational programs that help facilitate these developing ventures' growth.



Figure 4: Picture of the H3 Factory complex (SerenDPT, n.d.)

Within the H3 Factory walls, SerenDPT produces tech-related jobs as an alternative to Venice's tourist-centric market, incentivizing locals to stay and work in Venice. If used as a proper resource, WPI and the WPI Global Lab can create a WPI global environment that invites networking amongst different platforms and project centers worldwide. Through the development of social enterprises as well as projects geared towards tackling common social issues/themes in Europe.

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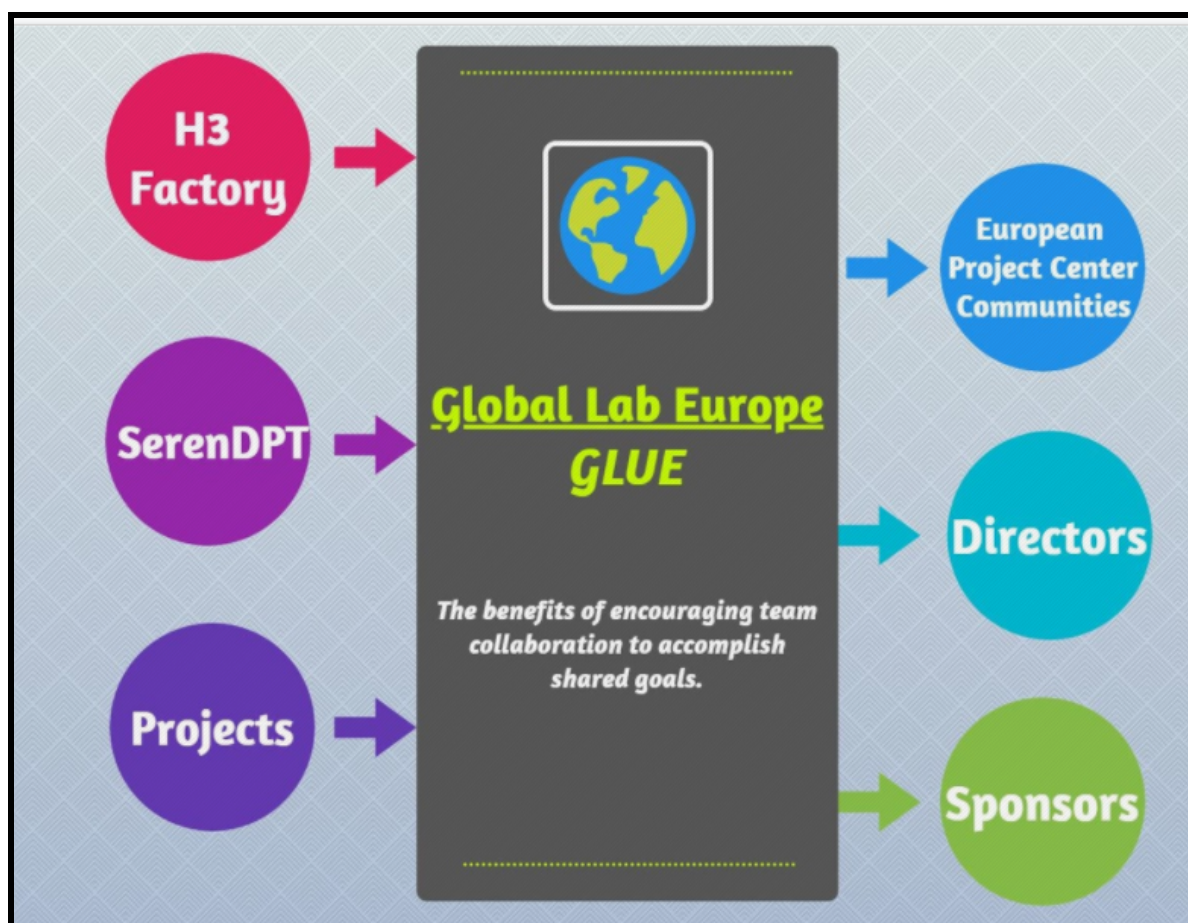


Figure 6: Flow of benefits and outcomes of establishing Global Lab Europe

The following infographic visualizes the resources that will be used by this European Global Lab branch to impact and influence European project center communities, directors, and sponsors throughout collaboration. This transfer of resources and outcomes will allow these individuals to share best practices, apply for European grants, and have opportunities to support entrepreneurs to support individuals through incubation at the H3 factory. Now the answer lies in what will tie these European project centers together, aside from proximity. Research has shown that projects completed throughout these project centers often show similar themes.

## 2.5 Themes across European Project Centers

Through WPI's library database on digitally recorded IQP reports, the following chart was developed to show the number of projects completed in Europe between 2015 and 2019 that were classified under one of the fifteen subjects/social issue topics. It is important to note that many of the IQP reports completed in these years have potentially been "double-tagged." For example a project listed under a tag for 'Food' could have simultaneously been tagged under 'Agriculture.'

Table 2: European project themes

| <b>Subject</b>           | <b>Number of Projects Done in Europe (2015-2019)</b> |
|--------------------------|--|
| Design                   | 241  |
| Education                | 213  |
| Water                    | 173  |
| Food                     | 161  |
| Accessibility/Disability | 152  |
| Green Space              | 151  |
| Waste                    | 134  |
| Innovation               | 118  |
| Climate Change           | 114  |
| Urban Transportation     | 105  |
| Heritage                 | 92   |
| Agriculture              | 74   |
| Citizen Science          | 64   |
| Museums                  | 60   |
| Bicycles                 | 30   |
| Refugee/Immigration      | 24   |

While the most prominent themes are Design, Education and Water, they may not be an accurate reflection of the most suitable themes. Smaller themes such as Food, Waste, and Climate Change may hold a greater importance from year to year. It is important to note that the data present in this table is limited to the Gordon Library's online database. Also, these projects may have been listed under multiple subjects.

Table 3: example breakdown of projects done under the themes listed in Table 1

| <b>Project Center</b> | <b>Bicycles</b> | <b>Museums</b> |
|-----------------------|-----------------|----------------|
| Berlin                | 0               | 0              |
| Burcharest            | 0               | 0              |
| Copenhagen            | 11              | 2              |
| London                | 5               | 24             |
| Lyon                  | 1               | 2              |
| Moscow                | 0               | 2              |
| Reykjavik             | 1               | 4              |
| Thessaloniki          | 2               | 3              |
| Tirana                | 2               | 4              |
| Venice                | 2               | 11             |
| Worcester             | 6               | 1              |
| Zurich                | 0               | 7              |
| <b>Total</b>          | <b>30</b>       | <b>60</b>      |

The subjects above were selected to research after many discussions with the Co-Director of WPI's Global Lab, Stephan McCauley, and the director of the Venice Project Center and CEO of SerenDPT, Fabio Carrera. They consider general subjects such as Education and smaller topics, such as Bicycles, to show the broad range of issues that have been considered within the European communities. To display the centers' potential sharing their work, we can break these numbers into projects per-center.

Seeing the breakdown of themes, it is interesting to note that Copenhagen has completed eleven out of the thirty projects done on Bicycles, and London has done twenty-four projects on Museums in the last five years. Knowing these centers have more expertise in specific areas that may allow other communities to use the work they have already completed to their benefit.



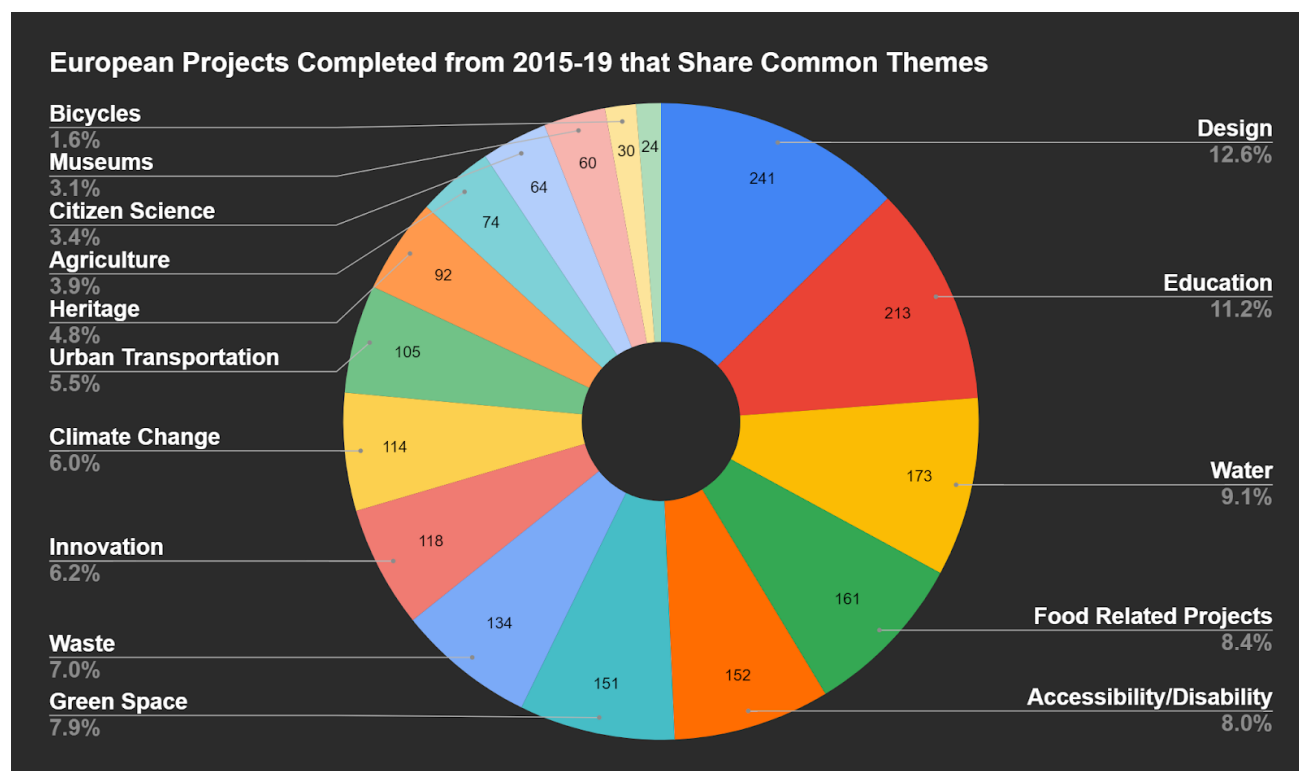


Figure 7: Pie Chart depicting the breakdown of projects done under the themes listed in Table 1

Taking a further look into the range of projects done in Europe based on a wide range of social topics, it was easy to justify the connections between project centers and their areas of focus. Looking at IQP reports from the past five years, students have been completing projects heavily based on social entrepreneurship in Europe, giving Global Lab an advantage in predicting what problems these communities are facing. Knowing what issues are of focus in all of the European Center communities will allow Global Lab and their potential stakeholders to develop programs best suited to provide innovative solutions to this region's social issues.

## 2.6 Global Lab Europe (GLUE)

Knowing that European project center communities face similar social issues, the WPI Global Lab is considering the creation of a regional branch - Global Lab Europe (GLUE) - headquartered in Venice. This branch will aim to support collaboration among project center directors and community members of the thirteen communities where WPI operates in Europe. By bringing attention to the challenges European centers can collaborate on, Global Lab aims to deliver a program to advance their efforts and heighten their influence within the region.

The establishment of GLUE will foster opportunities where collaboration, events, and programs may emerge. Here are the opportunities that will emerge from establishing this branch of the Global Lab, thus bringing the center communities together:

- 
- Hosting thematic workshops
  - Applying for joint European grants
  - Incubation at the H3 Facility in Venice
  - Hosting collaborative programs, like an annual Collabathon
  - Allowing Venice to become a space where sponsors and researchers connected to these centers can foster social entrepreneurship, be offered guidance, support, and additional collaborators.

The varying age of the European centers will allow older centers to share what they have found to be the best practices within their community. For example, Zurich's project center has made strides towards improving conditions for refugees for many years. With GLUE, the Zurich center may have the opportunity to mentor countries in this area or provide valuable insight into their successes and failures.

Sharing practices and connecting the work of these communities can thrust economic development. Social enterprise efforts can be impactful; however, they often have little media, funding, and few employees. As a report studying the impacts of social enterprises outlined, "other players within an economic system, primarily the decision-makers and public institutions, recognize the specific role of social enterprises and assist in their survival and functioning" (Vukmirović, 2014). Knowing this and having access to the H3 incubation center in Venice gives Global Lab great interest and purpose in developing programs to inspire social impact through GLUE.

Establishing this European branch will have an immense impact on WPI as a university that thrives on building a global network. By having this entity in Europe, GLUE will be influential in the impact WPI has on a worldwide scale; this branch will also have an immense effect on European Project Centers and, in turn, the center directors that lead these centers. It is important to note that these impacts will not just be one-sided. The establishment of GLUE and the initiatives that will emerge from this branch will allow WPI's centers to expand WPI's global networking. When European project center directors decide to be part of this initiative and involve their centers, they will be contributing to the increase of collaborative relationships and innovations within the WPI global community.

## 2.7 Background Overview

Global Lab Europe will set WPI on the right track to continue creating global impacts through finding solutions to grand challenges. With that in mind, it is important to keep in mind all the components previously discussed in this chapter that need to come together to give the WPI Global Lab the necessary resources to follow through with this opportunity to establish this branch in Europe. Knowing the background information and resources now leads us to understand which steps need to be taken for this establishment to be a success.

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## 3. A Guide for the Development of GLUE

This project aims to present suggestions for the establishment of WPI's Global Lab Europe (GLUE) and developing networks that will foster collaboration between European Communities. This chapter will give insight into suggested programs intended for GLUE to host and the components that need to be taken into account when running these programs, based on research done throughout the semester.

### 3.1 Supporting Collaboration Between European Communities

The following section will discuss how collaboration between European Project Center communities can be supported. This is through supporting social enterprises, hosting innovative collaborative programs, and the incubation of local start-ups.

#### 3.1.1 Supporting Social Enterprises

The latest estimates say that today in the EU, 14.5 million people, around 6.5% of the EU's working-age population, are employed through the social economy (European Economic and Social Committee, 2016). This estimate shows the growing importance and impacts social enterprises will have in Europe as time goes along. However, to understand what it takes to support Social Enterprises, it must first be defined. "Social enterprises are non-profit private organizations dealing with producing goods and rendering of services, which is directly linked with their clear objective that the community should benefit from their activity. They rely on collective dynamics while involving different types of stakeholders into their management bodies; they highly value their autonomy and take the economic risk associated with their activities." (Defourny and Nyssens, 2008: 5).

There are numerous ways to support a social enterprise at its early stages. Some of these ways are through funding, education, and access to resources. Nearly half of social enterprises have less than \$250,000 in revenue and less than five employees. The most crucial forms of supporting a startup can receive financial support and networking (*Supporting Social Entrepreneurship*, n.d.). Education is next; this can be by attending workshops or even pursuing academic courses through local universities and decision-makers. More than 30 universities globally have social entrepreneurship curricula, including Columbia, Harvard, Stanford, and Oxford, which may be great places to receive deeper understandings of what it takes to run a successful social enterprise (*G. M. Bloom, 2006*).

#### 3.1.2 Innovative Collaborative Programs

GLUE has the potential of being the frontrunner for WPI-sponsored collaborative programs in Europe. In this report's preliminary work, innovative programs such as Hackathons,

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Social Enterprise Competitions, and Collabathons were analyzed. A portion of the analysis of these innovative programs can be seen in the matrix below. Each program’s goals, problems addressed, outcomes, participants, judgment, prizes, budgets, communication platforms, program designs, and accelerators for each innovative program were researched and documented—this analysis aimed to pinpoint which programs and events would be most beneficial for GLUE and its purpose.

Table 4: Example of the analysis done on innovative programs

| Organization                               | Goals  | Problems Addressed   | Outcomes  | Participants   | Judgment  | Prizes   | Program Design  |
|--|--|--|---|--|---|--|---|
| <b>Collabathons</b>                        |  |  |   |  |   |  |   |
| Open Climate Collabathon - Yale University | “Instead of competing for a fixed period of time, a collabathon embraces collective ownership to keep participants engaged in their work.” | Developing digital tools for an open, transparent, and inclusive climate accounting system | Frameworks analyzing/reporting /suggesting ways to progress with their issues based on specific prompts | "Mostly, universities and civic tech groups - assemble multidisciplinary teams." | The Yale Open Lab team will decide the Most Collaborative Team, Most Innovative Approach, and Most Effective Code | cash prizes reward-based sponsorship with in-kind rewards provided by sponsors | A year-long program with incorporated "sprint weekends" to further develop each groups project/solution |

Analyzing this matrix concluded that deciding GLUE’s initial plans for programming was crucial in setting GLUE up to be an influential collaborative entity. Each of the programs serves a specific role in the development of GLUE. Three of these programs we suggest for GLUE consist of a Symposium, a Co-Creation Workshop, and a Collabathon. The Symposium first would lead to a Co-Creation Workshop that would serve to establish the framework of the third event, a Collabathon.

### 3.1.3 Incubation

Aside from hosting innovative programs, GLUE has the potential to provide guidance and resources to those in the communities surrounding WPI’s European project centers. Further support can be given by allowing social enterprises and start-up companies incubation opportunities or giving them a platform where these entities can showcase their work/plan in the hope of receiving funding.

Luckily there is an entity, accessible to WPI and GLUE, spearheading this work in Venice. SerenDPT, housed in the H3 Factory, is already using and analyzing data to find local social needs and developing technology-intensive projects that are being developed to face them. Many of the projects completed through SerenDPT result in startup companies. SerenDPT then guides and provides these companies with access to resources that, in the long-run, allow businesses to grow (SerenDPT, n.d.) successfully.

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Through partnering with SerenDPT, GLUE has the opportunity to provide startup companies with access to incubation. SerenDPT also can reach startups outside of Venice, allowing the corporation to become a global player. It can often be difficult to get businesses off the ground, not only in Venice but around all the communities where a WPI Project Center is present. SerenDPT has the resources to provide these community innovators with the necessary tools, training, and material to put them on the path to success. Along with the innovators, community members also experience benefits from incubators and entities, like GLUE, being present and creating an atmosphere that pushes for collaboration and innovative success. By investing time and other resources into local innovators, help is poured back into the community. Support can be through the development of jobs or innovative solutions to the social issues these communities are facing.

The WPI Global lab aims to connect European communities to foster the growth of innovative ideas. By providing access to incubation centers, the WPI Global Lab hopes to connect thematically similar social enterprises and grow the European project centers.

## 3.2 Components of Running Successful Programs

This section discusses three components that need to be taken into consideration to ensure that programs run through GLUE are successful. These components are not meant to be taken as single entities; they are all part of a multi-pronged approach at establishing a self-sustaining European branch of the WPI Global Lab. The three components are grants and sponsors, creating stable long-term collaboration and participation and having a planned program timeline.

### 3.2.1 Grants/Sponsors

Once GLUE is established as a legal entity in Europe, the branch will have the potential to apply and receive European grants. Different departments under the European Union have opportunities for European entities to apply for regional grants, including the European Commission. The European Commission has a [catalog](#) of available funding opportunities on its website. These opportunities are accessible to underlying subjects like Collaborative Research, Infrastructure Development, Innovation and Market Access, and Internationalization. The application process for these grants will require GLUE to determine its eligibility for respective grants through the “Call” guidelines. A Call provides a summary of the common research fields, innovations, or societal challenges that the topics of the call deal with as well as the accepted topics. To submit a proposal for funding and grants, GLUE will have to register with the respective Commission, specified in the Call guidelines. The development of the funding proposal would be next, ensuring that the proposal is submitted by the deadline specific to the grant. By including all the required documents listed in the Call guidelines, GLUE will be

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limiting its chances of having the funding proposal be disqualified by the Commission based on it being inadmissible. (*Funding*, n.d.).

### **3.2.2 Stable Long-Term Collaboration/Participation**

In order to bring together a stable network for participation, it is essential first to gain insight into what the major stakeholders, such as European project center directors, wish to see come out of Global Lab Europe. Getting the opinions of directors will be critical in establishing the framework of GLUE in a collaborative design. In addition, when designing any program or event hosted by GLUE, we suggest following ‘participatory design’ - also known as ‘co-design.’ This form of program design incorporates the program’s primary stakeholders’ opinions and suggestions. The participatory design allows for the participants like project center directors, selected sponsors, and of course, anyone working closely with GLUE, to feel a sense of ownership and involvement. This sense of ownership fosters further collaboration and participation from people from all fields, expertises, and skill levels. Continuous participation is crucial for the success of the Global Lab Europe and all of its programs/events.

### **3.2.3 Program Timeline**

In addition to securing grants, sponsorship, and continuous collaboration and participation, one of the first steps in running a successful program is planning an accurate timeline. Whether the program is a symposium, a hackathon, or a collabathon, the underlying backbone regarding planning remains the same. In a general sense, planning for such an event should start anywhere from 4 to 9 months before the scheduled program (Digital Hackathon Timeline, n.d.). The size of the event may determine how long it will take to plan successfully. It is suggested that GLUE runs numerous events and workshops simultaneously to prompt collaboration and participation among participants. Due to this, establishing a schedule for all programs is essential. A sample timeline can be found in Appendix A.

## **3.3 Overview on the Guide for the Development of GLUE**

Supporting social enterprises through incubation and developing programs that promote innovative collaboration will provide European Project Center communities with the necessary resources to develop solutions to the social issues they are facing. Bringing together grants and sponsors, establishing long-term collaboration and participation, as well as creating a structured program timeline will further ensure the success of GLUE. Keeping all these components in mind and expanding on the suggestions for supporting collaboration and running successful programs, Global Lab Europe has the potential to be the forerunner in creating collaborative impact within these European communities. As the next chapter will discuss, we have developed specific suggestions that will help support this potential.

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## 4. Collabathon: Networking Continuous Collaboration and Success

This chapter takes a closer look into the suggested programs this team has developed. The three suggestions, which as seen in the research conducted will create the most meaningful impact if hosted on a yearly cycle, are a Symposium, a series of Co-Creation Workshops, and the "big" event, the Collabathon Campaign.

With careful planning, we can think about establishing networking sequences that continue to contact and engage all the major stakeholders in the European region via the WPI programs. Therefore, this section will be talking about a sequence of events that we suggest, keeping the Collabathon Campaign as the main event of the cycle. Although Collabathon Campaigns are single events, there are a lot of events and processes that lead up to this event - like symposiums and workshops - and a number that spring from it - like check-in points, mentorship, incubation, etc. All these components need to be taken into consideration for the long-term success and viability of this networking sequence.

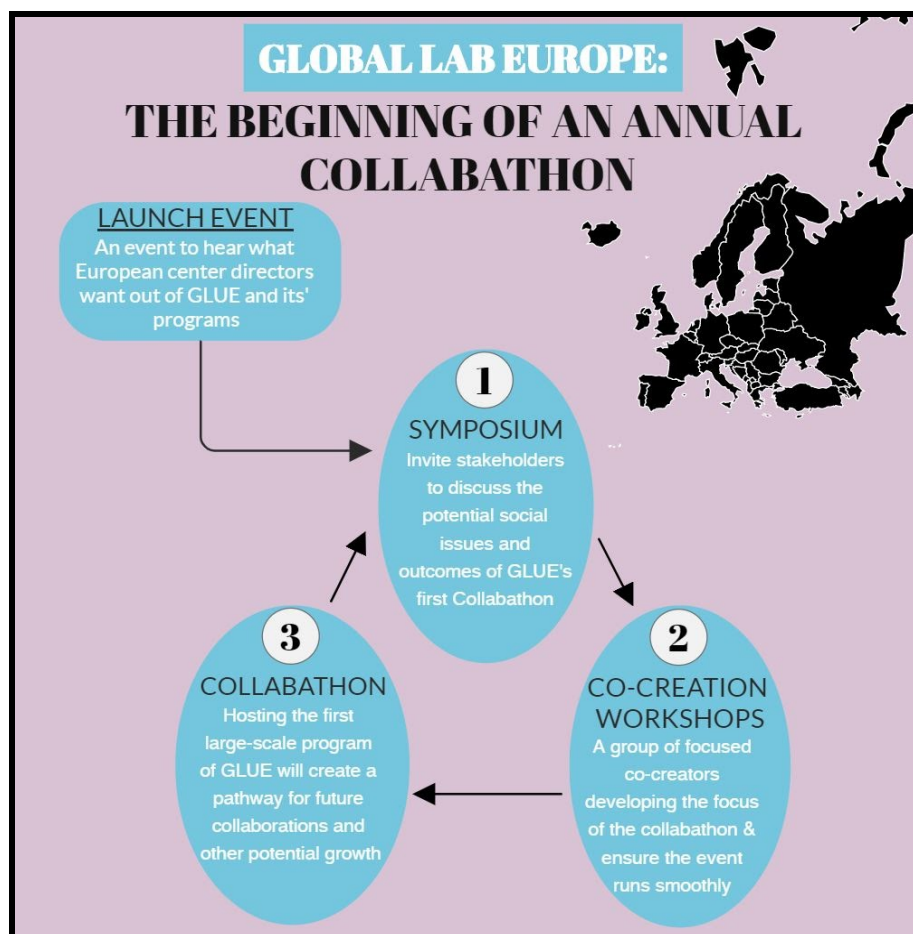


Figure 8: General overview of the steps being taken for GLUE to establish an annual collabathon

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The graphic above and the following sections take a closer look into the steps that would lead towards the successful establishment of GLUE and hosting of an annual Collabathon. Following the initial Launch Event of Global Lab Europe (which only occurs once), GLUE hopes to begin directing an Annual Collabathon by repeating steps 1-3 on a yearly cycle. There are several things to prepare for when hosting an international event; however, there are three main events that will help ensure the Collabathon's success. Following the initial Launch Event of Global Lab Europe that will help further establish GLUE, the annual cycle will commence, which is composed of three main 'steps' - the Symposium, a series of Co-Creation Workshop and finally, the campaign of GLUE's Annual Collabathon.

## 4.1 Launch Event

Before officially establishing a program to be pursued through Global Lab Europe, there should be an event for the European Project Center directors to inform them of the overall vision of GLUE. This event will allow them to give their insight into what they wish to see coming out of the newly established branch, giving them a hand in defining GLUE's overall purpose. Gaining the European Center Directors' opinions on GLUE's outcomes may also come with suggestions for potential sponsors, directors, and future programs GLUE can tackle.

Due to the current restrictions of COVID-19, this 'Launch Event' will most likely be conducted virtually. It is suggested that this event takes place during January, WPI's 'C-term,' 2021. Hosting a successful event will be critical to the official establishment of Global Lab Europe. The European Directors must first support the intention of collaboration between European Countries before GLUE can begin impacting their communities. Holding an event that allows directors to explore the ideas behind GLUE and help contribute to its establishment will define the core collaboration of Global Labs' European branch.

## 4.2 Collabathon's Yearly Cycle

Hosting well-organized and established programs will allow GLUE to set a strong foundation for fostering regional collaboration and networking. Three suggested collaborative programs are an annual Symposium, a Co-Creation Workshop, and a Collabathon. It is crucial for the success of any program to set a realistic timeline. Timelines are often neglected and not given the necessary importance, limiting the event's chances of success (personal conversation, M. Matticoli, November 12, 2020). When to begin planning for the Collabathon will be decided by the general scale of the event's size and the complexity of the goals the program aims to accomplish. Although this may vary year to year, it is vital to start the Collabathons annual cycle with a Symposium for general stakeholders (i.e., project center directors, WPI alumni, or other Sponsors).

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After this, the competition organizers should take a few months to begin organizing the program's fundamentals, such as funding and marketing, before hosting collaborative 'co-creation' workshops around the fourth and sixth months of the program's planning. Planning a global event of this caliber can take up to nine months to prepare before the Collabathon's campaign begins, so GLUE needs to have routine 'steps' to ensure its flow and success.

### **Step One - Symposium**

The first step in creating a successful collaborative competition program is to collaborate with the potential stakeholders involved. The purpose of a symposium is to specifically discuss GLUE's Collabathon and gain the opinions of those involved. A symposium will allow European project center directors and similar stakeholders the opportunity to voice their opinions about the overall theme of the collabathon. Overall, the objectives of hosting a symposium are:

1. Listen to the general outcomes and improvements stakeholders wish to see from the Collabathon
2. Access their expertise and potential investors they've worked with
3. Identifying a specific theme of interest for that year's Annual Collabathon

After the first year, participants from the previous year will present during this time in addition to stakeholders discussing the current year's new social subject. Presentations will allow previous participants the chance to showcase what they have produced through GLUE's help, in turn hopefully motivating the kick-off to the new year's collabathon. Although the collabathon aims to take on a new theme every year, it is crucial to not forget about the projects and programs that have been developed throughout previous years. The collabathon may be annual, but previous themes should be continued to be supported and developed through the help of GLUE's community.

### **Step Two - 'Co-Creation' Workshops**

The second step in GLUE's Annual Collabathon process is to host a series of workshops that allow for the successful collaboration of the final program. These workshops invite members who participated in the symposium to be a smaller group of co-creators developing the theme of the Collabathon. The individuals participating in these workshops should be passionate about both the collabathons success and the subject it is focused on. Members of the workshops will be tasked with developing meaningful purposes behind each prompt and activity hosted based on the year's theme. Overall, this team will focus on:

1. Developing the theme of the Collabathon to create meaningful prompts
  2. Outlining the structure of activities within the event to be helpful and collaborative to participants
  3. Helping with the overall flow of the Collabathon success
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Co-Creation Workshops should be hosted to allow participants the freedom to collaborate amongst themselves for the possibility of innovation and inclusion; however, it would be beneficial to establish a leader or director to ensure the workshop is productive. A director may be tasked with organizing the next Co-Creation Workshop's purpose/goals and decide when/how many workshops will be necessary to hold. If managed correctly, Co-Creation Workshops will be critical to the purpose and success of Global Lab Europe's Collabathon.

### **Step Three - Collabathon Campaign**

The symposium and co-creation workshops prepare for the Collabathon Campaign itself. The purpose of the Collaboration Campaign is to have teams composed of people with all different skill levels and expertise to work towards finding innovative solutions to the specific social issue theme of the year. The purpose and intended outcomes of the Annual Collabathon Campaign are stated in the following objectives:

1. To develop a collaborative and innovative solution to the theme of the year
2. To inspire social entrepreneurs to further their expertise and potential solutions
3. To support and develop the products and business models produced by the participants

The Collabathon will serve to bring all participants together and bring experts in specific social issue themes of the year. These experts will be given the platform to discuss their findings on the year's theme and any insight they will be able to provide the participants. For example, if the theme of the year is Education, education experts will be invited to discuss what they have found are the best methods to provide education to people that need it most. Discussing where help is needed and where they, as experts, are falling short as experts can serve to inspire participants in the audience. In addition to the words of the experts, the year's prompts will be announced, giving teams and participants an even clearer few as to where they should direct their work.

Following this kickoff event, the Collabathons Campaign will consist of numerous 'sprint' weekends in addition to frequent meetings among teams and their respective sponsors/collaborators. These sprint weekends promote year-round participation and guide the teams to create impactful solutions, acting as individual workshops. Sprint weekends throughout the year, leading up to the next upcoming Symposium, will also serve as a check-in point where GLUE's administrators can see each team's progress and where the teams can benefit from more support. This model encourages collective ownership of the innovative solutions and the event itself while also keeping participants engaged throughout the entire process (and after).

Although the next year's Symposium signifies the beginning of a new collabathon and a new campaign, this does not represent the end of the previous Collabathon. At the Symposium, Collabathon participants should be given the platform to showcase the work they have

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done/innovated thus far. This time can also be used to reward participants for what they have accomplished during their Collabathon Cycle. Unlike Hackathons or similar Social Enterprise Competitions, teams/participants should be given recognition and rewarded based on performance instead of if they won or lost (Open Climate - FAQ, n.d.). For example, teams may be rewarded for being the most Collaborative Team, for having the Most Innovative Approach, or the Most Effective Code. Incubation at the H3 Factory also has the potential of being a reward for teams that have created a well-developed business model or product that the judges and those that work for SerenDPT feel as though communities will benefit from having this model receiving additional resources. For this event and yearly cycle to work, it is essential to ensure that each step that leads up to the Collabathon Campaign runs smoothly, from an administrative standpoint, and ensures GLUE has the means to support all its endeavors.

### 4.3 Budget

Establishing a Funding Model will promote a self-sustaining ecosystem throughout GLUE's network. A funding model is a methodical and institutionalized approach to building a reliable revenue base to support an organization's core programs and services. Nonprofits with a well-developed funding model often raise revenue more efficiently due to strategically delegating efforts to the most promising funding source (*Funding Models*, n.d.). This funding model will need to consider the numerous events being orchestrated by GLUE annually, such as symposiums, workshops, and collabathons. Through developing the Funding Model, the incorporated budget for GLUE will be dependent on several factors, the most important being the grant opportunities provided by the European Union. Eligible grants can be determined by the "Call" guidelines. A Call offers a summary of the standard research fields, innovations, or societal challenges that the Call deals with and the accepted topics.

If established as a legal entity in Europe, GLUE will be able to apply for respective grants. In addition to grants, GLUE may seek funding from WPI Alumni donors. Alumni donations account for a large part of program funding at WPI, and GLUE can receive stipends from the Giving Offices on Campus. The Research Solutions Institute (RSI) on campus helps faculty and collaborative teams identify and capture funding support for new research initiatives. RSI team's research development services include Supporting New and Evolving Research Clusters and Centers. RSI works closely with other research-related offices including, the Office of Sponsored Programs, Sponsored Programs Accounting, the Office of Intellectual Property and Innovation, and the Office of Foundation & Corporate Philanthropy (*Research Solutions Institute*, n.d.).

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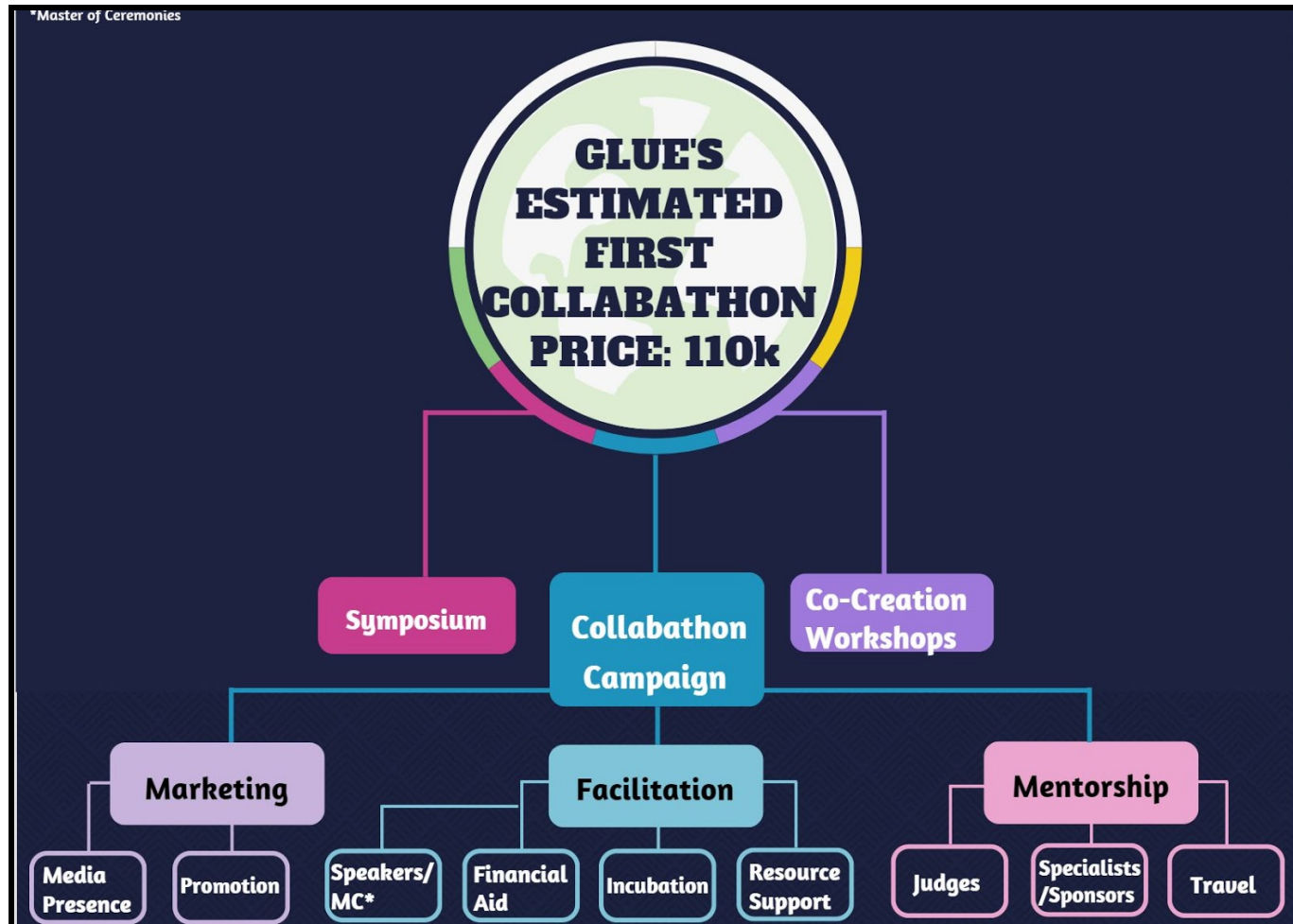


Figure 9: Cost breakdown for GLUE's Annual Collabathon Campaign

Cost estimates vary based on the caliber event. Due to the current conditions of COVID-19, events may be held virtually, meaning they are significantly cheaper. The estimated budget for a Symposium would be one grand, the Workshop at five grand, while the Collabathon would be one hundred grand. These budget estimations are leaning conservative and may require additional funding (personal conversation, J. deWinter, nd).

Table 5: Estimated costs of the three main programs (in USD)

| Program               | Cost (USD) |
|-----------------------|------------|
| Symposium             | 1,000\$    |
| Co-Creation Workshops | 5,000\$    |
| Collabathon Campaign  | 100,000\$  |

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The table above shows the estimated cost of the annual Symposium, Co-Creation Workshops, and Collabathon Campaign. Each of these estimates are taking into account the elements of running a program that will successfully achieve a network for collaboration. For at least the first annual Collabathon, due to the current conditions of COVID-19, it is assumed the Symposium will be held virtually. If GLUE decides in later years this event would be more successful in-person, the cost of the Symposium may increase due to the facilitation of the program. Table Five's total only equates to a total of 106,000\$, 4,000\$ lower than the estimated total on Figure 9, as it is expected there will be unforeseen expenses. Assuming the first Collabathon's success, it is to be expected that the overall cost will increase as GLUE expands the caliber of the Collabathons collaborative network's impact.

There are many factors that go into creating any competition; the budget must allocate key aspects of competition to ensure that every component of the event runs smoothly. A few essential elements of successful competitions' funding would be Judges, Guest Speakers, and a Master of Ceremonies. Other examples include resource support, such as website development and technical support, which will have to be taken into account as well. As GLUE wishes to incorporate a 'Collabathon' rather than competition, the program will require extra support to allow for successful collaboration and innovative results. This also means the collabathon must also budget for additional mentoring and incubation purposes. Because the collabathon is being held on a global scale, it will also be necessary to budget for any travel expenses Global Lab Europe wishes to provide to the program's participants and sponsors.

#### 4.4 Collabathon Cycle Overview

To summarize the suggestions in this chapter, our team strongly suggests the structure of GLUE and the programs it hosts will be most successful through a series of carefully structured collaborative events. Hosting the first annual Symposium to discuss common themes such as Urban-Agriculture, Climate Change, or Zero-Waste will be a critical step in establishing GLUE's networking sequence. The Collabathon aims to foster a network throughout European Project Centers, this chapter's suggestions are specifically molded to the integration of GLUE to benefit WPI's reputation as a 'Global Polytechnic,' and establish impactful collaboration in-between center's communities. The next chapter dives deeper into the Next Steps our group proposes to initiate Global Lab Europe.

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## 5. Next Steps

Each next step is working towards the successful establishment of Global Lab Europe (GLUE) and its programs. The suggested next steps discussed in the following chapter are determining the GLUE director, envisioning GLUE's possibilities and impact, and lastly, the invitation to GLUE's first event, the "Launch Event."

### 5.1 Determining GLUE's Director

Assigning a director for Global Lab Europe could take some of the weight off the shoulder of those administering and planning the establishment of GLUE. If it is decided that there is a need to search for a GLUE director, there are suggested factors this should fulfill. As the Co-Director of the WPI Global Lab, it would be in GLUE's best interest if the candidates' group is narrowed down based on Professor McCauley's recommendations. All possible candidates should meet some initial quotas.

We suggest that the potential director be well informed about the Global lab initiative and is already well connected. These two factors will speed up the transition process and allow for the capitalization of the newfound resources GLUE will provide. The candidate should also have experience overseeing previous programs, as the prior knowledge will allow for an intuitive mindset. Lastly, the candidate must have the time to take on this venture and is up for the challenge of creating a space where collaboration and innovation are promoted and encouraged throughout the WPI European community. Having an involved and collaboration-driven director will allow for events and programs emerging out of GLUE's initiatives to run smoothly.

### 5.2 Envisioning GLUE's Possibilities and Impact

As a next step, it is important to envision the possibilities and impact GLUE will have in Europe and on all those within its network. To do so, the following section will show how future programs will promote long-term participation and involvement, how incubating start-ups can be used to incentivize participation and finally, how the work GLUE is planning on doing can set the stage for the development of new WPI Global Lab branches in other regions around the world.

#### 5.2.1 Future programs

GLUE has the potential to create truly impactful collaboration and innovation throughout the European project center communities by hosting the Annual Collabathon and other plans. Additional programs and events will ensure that participants of the Annual Collabathon or those who have been recently introduced to the GLUE are continuously interested and excited to be part of this initiative. Events like Meet & Greet will allow sponsors, experts, Collabathon

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participants, and other community members to create networks that have the possibility of becoming opportunities for collaboration. Workshops on professional and personal development, as well as on the benefits of incubating a start-up, to name a few, are great ways to include these stakeholders in GLUE's mission to foster collaboration throughout the European region.

### **5.2.2 Future Incubation**

One of the next steps that will directly show support to start-ups in the communities surrounding WPI European Project Centers is for GLUE to incorporate the idea of incubation as an incentive for participation in the Annual Collabathon. The teams that participate in the Collabathon's yearly cycle should have the possibility of having their work/business model incubated through their involvement with GLUE. Incubation has the potential of bringing much needed innovative solutions to social issues communities in Europe are facing. Also, by incubating a business, resources like employment, money, and attention are poured into the communities.

### **5.2.3 Future Global Lab Branches**

GLUE's ultimate goal is to serve as a model for other WPI affiliated regions worldwide to catalyze similar branches through the WPI Global Lab, which may be established to promote impactful partnerships and networking. The African and Latin American areas are two prime examples where WPI can benefit from entities that encourage collaboration between collective project centers. Inspiring these future branches will only cement WPI Global Lab's global impact through collaborative work and networking.

To know if these branches will be beneficial to their regions, GLUE would have to determine what success looks like for the European branch. While the definition of success is subjective, GLUE could reach a level of triumph if a set of specified benchmarks are met. These benchmarks can be set in place by project center directors and sponsors at either the Launch Event or the yearly Symposiums. Things to keep in mind while establishing these benchmarks are factors such as money, participants, or grants.

## **5.3 Launch Event Invitation**

To see what major stakeholders, like European Project Center Directors, would like to see as a result of the establishment of GLUE, we suggest hosting the Launch Event described in *section 4.1*. When inviting Project Center Directors to this event, the sample email shown in Appendix B gives a clear overview of the event, of GLUE, and the invitation to the event itself. If other stakeholders are to be invited, this invitation email may be altered to tailor the intended person better.

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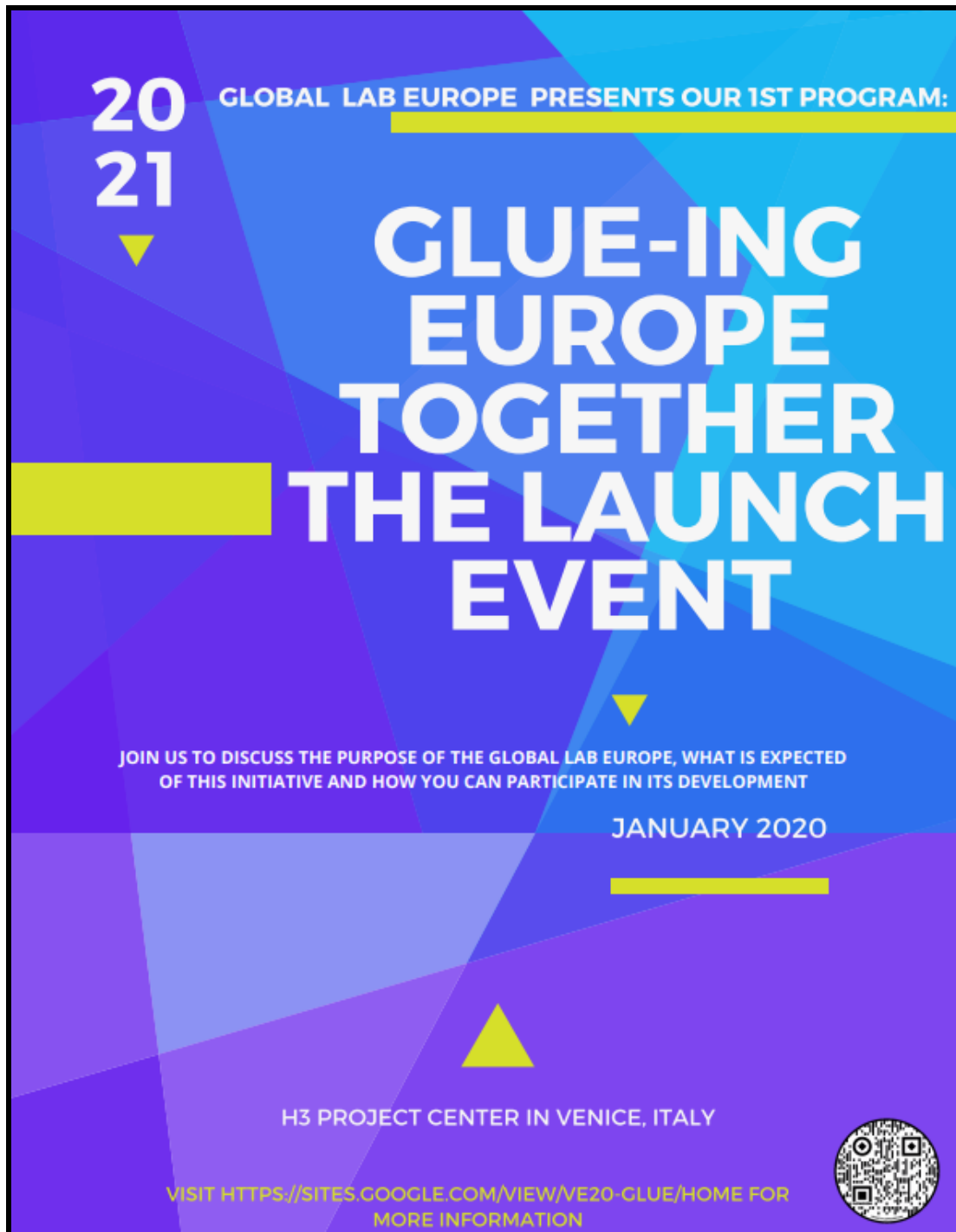


Figure 10: Flyer for Global Lab Europe's Launch Event

Figure 10 is a sample flyer for GLUE's Launch Event. This flyer should serve as a visual representation attached to the invitation email to Project Center Directors and similar stakeholders. GLUE's Launch Event has the potential of catalyzing the establishment of Global Lab Europe, as well as the collaborative and innovative impact this branch has to offer.



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## 5.4 Final Thoughts

After careful consideration, our team has concluded the Global Lab Europe will fulfill a niche need that WPI is well-poised to address. Which is to bring together multiple stakeholders from across geographical regions who are invested in finding solutions to an array of social issues. After a conversation with Professor Carrera and Professor deWinter on December 11, 2020, we determined a specific social issue that could be the center of one GLUE's Collabathon cycle. The following suggestions can be used to spark conversation on how to tackle certain social issues and how the Collabathon can take a central role in doing so. It is still crucial to take the opinion of European Project Center Directors into consideration when determining the theme of the cycle for the year.

For this example, Professor Carrera mentioned how many cities, like Venice, are innovating new ways to minimize carbon footprint. One way Venice is working towards doing so is through efforts like "zero kilometer," which refers to the usage of local foods that have not traveled far after production" (Zero Km Food in Italy | How Italians Eat | Livitaly Travel Blog, 2019). If during the Symposium, the Project Center Directors collectively determine that Urban Agriculture should be tackled through that year's Collabathon, we have a few suggestions:

1. Inform the participants of the Collabathon Campaign of the prompts after the Co-Creation Workshops
  - a. Example prompts for Urban Agriculture:
    - i. Educating citizens on the importance of "zero waste" produce
    - ii. Preserving heritage while also using these spaces (like bell towers) to grow sustainable farms
    - iii. Increasing the volume of locally produced food in urban communities
2. Bring together experts in:
  - a. Climate Change
  - b. Urban Agriculture
  - c. Vertical Farming
  - d. Nutritionists

By hosting GLUE's Collabathon in the H3 Factory surrounding this topic, providing healthy food options to Venice can possibly be practiced in other communities in European communities.

Creating an atmosphere where innovation, collaboration, and networking are being considered and appreciated will allow GLUE to be an accepted and successful entity throughout Europe and the WPI community. This report and this suggested annual campaign have the potential of achieving the initial goal of the WPI Global Lab, to GLUE Europe Together.

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## Appendices

### Appendix A: Timeline to a Successful Annual Collabathon

#### 4 to 9 Months Before

##### → Setup a Placeholder Website

- ◆ Establishing a preliminary website is the first step in making an event severe. The website, while just a placeholder, will act as a launching pad for the program and will provide as well as gather information to drive interest in the event. This can be done by providing answers to frequently asked questions, important information, and dates for the event and asking potential attendees for their emails. Besides making an individual website, this may also be accomplished through platforms such as Discord or Devpost.

##### → Understanding Sponsorship

- ◆ Digital programs can be organized and developed for the fraction of the cost of in-person ones. Due to this, obtaining sponsorships is much different than usual. With the right communication and target, there can be many positive responses from potential investors. Usually, the sponsors want to see that you are serious before they give you capital; therefore, it's not recommended to reach out to sponsors until the program is well on its way, having a confirmed date and time pre-registrations from students.

##### → Budget

- ◆ The budget is a starting point for how much the sponsorship requirement for the program will be. Determining the budget helps with developing the logistics of the project to elicit a smooth workflow. Digital events have a significantly lower cost to run than in-person events.

##### → Putting Together a Sponsorship Prospectus

- ◆ The prospectus is essentially a pitch on why the sponsors would want to invest in the program. The prospectus should be 2-3 pages long and highlight the basics of the plan (Sponsorship Prospectus, n.d.). It is important to develop a prospectus
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that clearly communicates the opportunity and value of the program to ensure sponsors' interest and credibility.

→ Start Sponsor Outreach

- ◆ Compile a list of potential sponsors, and get in touch through email. If sponsors show interest, follow up through a phone call or with the prospectus. A list of potential sponsors directly connected to the WPI Interactive Qualifying Projects can be found [here](#).

### 3 Months Before

→ Marketing & Outreach

- ◆ Specify the targeted community of the program for marketing. The goal is to reach as many people as possible within the right audience. Project center directors, if willing, are going to be crucial when it comes to marketing events hosted by GLUE. Since they know their centers' project sponsors and the people in the community, they may be a better source to deliver news and information for events like a symposium or collaboration. During this time, it is important to display the timeline that will lead up to the event as well as setting an internal goal or limit of how many people can register to attend/participate in the event.

→ Collecting Registrations

- ◆ Pre-registration should be available before the website launches, and registration should be the website's main focus to drive more participants. Registration fields should include name, Phone number, Email, School, and Level of study. Depending on the intended audience/participants these fields may change. Sending reminders and updates to registered members is essential.

→ Make Website Live

- ◆ Ensure the official website goes live with a landing page, easy registration, an about section, and a FAQ section. On the days leading up to the program, the website should have a schedule of the 'day of', a link to join the video call, and information on the panelists.
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→ Start planning logistics

- ◆ In the age of COVID-19 and virtual events, these logistics may differ when compared to events that are primarily in person. It is crucial to make participants aware of which platforms will be used to communicate with other participants and which video platform will be used when having live events. Some of the leading communication platforms are either Discord or Slack. Both platforms allow participants from all over the world to communicate with each other. When it comes to video call platforms, Zoom, Microsoft Teams, or Skype are all viable options. At this point, the intended prizes (if applicable) should be finalized, which can help incentivize further participation. Also, planning a dry run of the event down to the T will allow the coordinator significant time to recognize any faults they might have missed during the initial planning of the event.

## **2 Months Before**

→ Plan Workshops

- ◆ Active participation is essential; icebreakers are an easy way to start the workshops and get everyone comfortable. Encourage turning on webcams. Make sure to plan out workshop content and work through it step by step while being open to answering any questions. For GLUE, if this timeline is leading up to a bigger event like a Collabathon, it might be of best interest to have a co-creation workshop at an earlier time, around the time when sponsors are being finalized. Hosting this form of the workshop would allow stakeholders to be allowed to be involved in the developing stages of the event.

→ Draft Panelist Plans

- ◆ Locate speakers with professions relevant to the field of the project discussion. Set up a time requirement for each panelist to talk. Allocate topics to the panelist.

## **1 Month Before**

→ Create Detailed Run of Program

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- ◆ Create a timeline based on all aspects of the event that can be used to run a dry version of the program in order to get a feel for things. An example of a detailed schedule can be found [here](#).

→ Finalize Panelists

- ◆ Select the final panelists that you started vetting in the drafting stage.

### **Week Before**

→ Sending reminders to the Participants

- ◆ Make sure to send important updates about the event to all parties. These updates should be focused around when and where to check-in. These updates should be sent to attendees, but also the sponsors, fellow program organizers, and the panelists.

→ Set up your event

- ◆ Make sure everything is scheduled and ready to run.

→ Do a schedule run-through with the team.

- ◆ Do a dry run of the event and make sure everything runs smoothly.

→ Panelist follow up

- ◆ Make sure panelists are ready to go and scheduled into the event.

### **Day of Program**

→ Check-in Process

- ◆ Make sure there is a check in process so you know who is attending the event.

This data will be very valuable to your team and the sponsors. This data will help determine what the end reach of the event ended up being.

→ Running Panelists

- ◆ Make sure panelists are ready, on schedule, and are aware of their time slots.

→ Running Workshops

- ◆ Answer questions, smooth out any kinks, and follow the workshop prompt you developed earlier.

→ Running the Introduction, and Outro

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- ◆ Make sure to communicate all the important information one might need in order to have a smooth experience at the start of the event. At the end of the event thank everyone for coming, and give recognition to the panelists and any outstanding attendees.

**For a more detailed structure of the event timeline refer [here](#).**

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## Appendix B: Sample Invitation Email for Launch Event

Dear European Project Center Directors,

We are a group of students here at WPI that has completed our IQP at the Venice Project Center (virtually, of course) during B Term 2020. Our project aimed to provide suggestions that would help support the establishment of WPI's Global Lab Europe (GLUE) as a network to foster collaboration among WPI's European Project Center Communities. To get a more well-rounded synopsis of what this project and what the purpose of the Global Lab Europe (GLUE) branch entails, [click here](#).

Establishing this entity in Europe is a large feat. We could use your help to ensure that your ideas, concerns, and/or suggestions are taken into consideration during every step of the process. To do so, we would like to extend an invitation to Global Lab Europe's initial Launch Event (flyer shown in Figure 9). We hope that through this event, everyone will understand what this new venture entails and all available project center directors will be given the opportunity to discuss their feelings towards GLUE and the events we, the team of WPI students, have suggested throughout our final report.

With your help, the establishment of Global Lab Europe can create this atmosphere of innovation, collaboration, and networking throughout Europe.

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