

The Power and Promise of Philanthropy for Science

The Strategic Plan for the Science Philanthropy Alliance

June 2022

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CONTENTS

Overview	05
1. Introduction	08
1.1 The opportunity for science philanthropy	
1.2 Our focus on discovery science	
1.3 Enabling a community of philanthropic science funders	
2. New Philanthropy for Science	13
2.1 Attracting new funders to invest in science	
2.2 Positioning and promoting science philanthropy	
3. More Impactful & Effective Science Philanthropy	17
3.1 Sharing science funding trends	
3.2 Partnering for impact and effectiveness	
3.3 Identifying funding opportunities	
3.4. Facilitating shared learning and collaboration	
3.4.1 Advancing diversity, equity, and inclusion	
3.4.2. Assessing grantmaking impact and effectiveness	
3.4.3. Communicating the value of basic science	
4. Strategic Business Plan	25
5. Measuring Our Impact	26
5.1 New philanthropy for science	
5.2 More impactful and effective science philanthropy	
References	27
Appendix	28

OVERVIEW

Strategic Planning Process

The Science Philanthropy Alliance’s Strategy Roundtable was formed in July 2021, with each representative nominated by a member of the Advisory Board. Organized by President France Córdova and led by Strategy Director Kate Lowry, the roundtable met dozens of times to identify and discuss the big questions facing science philanthropy and the future of the Alliance. Topics included attracting new funders to support scientific discovery; international engagement; partnerships; advancing diversity, equity, and inclusion in science; assessing grantmaking impact and effectiveness; positioning and promoting science philanthropy through communication; and the value proposition for membership. The Advisory Board’s Strategic Planning Committee, chaired by Elizabeth Christopherson of the Rita Allen Foundation and Claire Pomeroy of the Albert and Mary Lasker Foundation, provided guiding input on mission, vision, and values and invaluable feedback throughout the process. The roundtable’s insights were informed by a member survey and strategic planning breakout sessions with members, as well as discussions with Alliance staff and external science advisors.



Members of the Strategy Roundtable (Fatu Badiane Markey, Andrew Feig, and Evan Michelson) during a panel discussion led by Strategy Director Kate Lowry at the Alliance’s May 2022 meeting. The panel provided an overview of the plan and solicited input from Alliance members to help inform the final draft.

This strategic plan was drafted during a virtual writing retreat with a subset of the roundtable and discussed and edited by the full roundtable. Feedback from the Strategic Planning Committee and Advisory Board was incorporated at multiple stages. Comments on the draft by Alliance members and staff further strengthened the plan. This strategic plan is intended to guide the Alliance for five years (2022–2027), with the next planning process to be initiated no later than 2027. While the primary audience for this plan is Alliance members, staff, and prospective members, we hope it will provide useful insight for many stakeholders in the scientific and philanthropic communities.

Key Strategic Points

The Alliance was founded in 2013 to increase philanthropic support for basic science, which lays essential groundwork for innovation that supports society and the planet. The intention was to help offset a potential flatlining of government funding at the time. Today, science philanthropy plays a critical role that is synergistic with other funding sources. The Alliance has grown from the initial six foundations and philanthropists to 36 members as of mid-2022. In addition to increasing philanthropic funding for scientific research through its advising work, the Alliance enables a science philanthropy community focused on networking, shared learning, and exploring collaborations and partnerships. These activities are key benefits for many members and increase the impact and effectiveness of science philanthropy.

The Alliance’s mission is to *advance scientific discovery through visionary philanthropy*. Its vision is a *world that increasingly supports and realizes the full benefit of scientific discovery*. The Alliance is committed to pursuing and encouraging *learning, curiosity, and innovation; collaboration, sharing, and partnerships; and diversity, equity, and inclusion*. With this mission, vision, and set of values, the Alliance can help unlock the power and promise of science philanthropy, enabling future benefits for people and the planet.

To realize its vision and mission, the Alliance works on behalf of philanthropic science funders. Additional beneficiaries may include partner organizations, other science funders, and scientists, leadership, and development staff at universities and research institutes.

The Alliance is guided by an Advisory Board that maintains governance, advocates for philanthropic support for science, facilitates collaboration, and promotes our shared values. The Advisory Board comprises the leaders of 10 member organizations and the Alliance President, who serves in an ex-officio role. Additionally, the Alliance’s external science advisors advise on science funding strategies and opportunities in their areas of expertise, refer philanthropists to the Alliance, serve as public representatives and champions, and work with staff to advance the Alliance’s mission.

This strategic plan is guided by the foundational, interrelated pillars of 1) *new philanthropy for science*, and 2) *more impactful and effective science philanthropy*. The key strategic points are:

NEW PHILANTHROPY FOR SCIENCE

Philanthropy is well positioned to advance high-risk research, operate with flexibility and nimbleness, support diverse early career scholars, seed new research, leverage additional funding, scale impact through partnerships and open science, take a long-term approach, and work collaboratively and collectively as an Alliance.

We call for philanthropic support for discovery science, including curiosity-driven and use-inspired scientific research with a quest for knowledge. We recognize that basic science and its applications co-evolve and catalyze each other. Investment in both is required for a vibrant future.

The science philanthropy landscape warrants continuing to advise philanthropists in the United States with the capacity and inclination to advance scientific discovery. Advising is focused on both increasing funding and improving its impact and effectiveness.

Growth in membership will be focused on impact towards the Alliance’s mission.

The Alliance will seek opportunities to position and promote science philanthropy as an important player in the research enterprise and the philanthropic sector by intentionally focusing on communications that encourage more philanthropic funding.

MORE IMPACTFUL AND EFFECTIVE SCIENCE PHILANTHROPY

The Alliance will collect and share the aggregated science giving of its members and distribute unique analyses and existing reports on national and global science funding trends, ensuring that data collection builds on existing efforts and is not duplicative.

The Alliance will vet and facilitate partnerships of interest to members that advance the Alliance's mission.

The Alliance will support its members through bi-directional communication with research institutions. Activities will focus on 1) convening funders and scientists to identify funding opportunities for philanthropists, and 2) broadly and inclusively sharing outreach about science philanthropy.

The Alliance will increase engagement and bi-directional learning with philanthropic entities in countries with substantial philanthropic giving and similar institutional structures, leveraging existing relationships.

Members will continue to have opportunities for shared learning and collaboration for more impactful and effective philanthropy through a variety of platforms, including Shared Interest Groups (SIGs):

The Alliance will advance diversity, equity, and inclusion (DEI) in science by facilitating the sharing of promising practices, offering training and workshops, and providing guidance on collecting data and establishing metrics for DEI.

The Alliance will support funders with measurement, evaluation, and learning (MEL) by disseminating promising practices, facilitating the joint development of metrics, and connecting funders to additional expertise as needed.

The Alliance will explore science communication as a topic for a future SIG.

With member input, the Alliance will periodically determine which topic areas warrant further attention, ensuring timely evolution of SIGs and other platforms.

A strategic business plan will be developed to support the new strategic plan. The Alliance will use quantitative and qualitative measures to assess its impact under this strategic plan.

OUR APPROACH

By providing advising services for philanthropists and foundations, as well as platforms that catalyze connection, awareness, and learning, the Alliance works to increase philanthropic support for science and make it more impactful and effective. In turn, this will advance scientific discovery and benefit society and the planet.

1 INTRODUCTION

The opportunity for science philanthropy

1.1

When the Alliance was established in 2013, its objective was to direct more philanthropic funding toward basic scientific research. This focus was important for multiple reasons. First, interest from high-net-worth individuals and the formation of new foundations provided an opportunity to support more scientific research. Second, in the years following the 2008 recession, it was anticipated that federal funding for science would plateau or decline, creating a resource gap that other sources would need to fill. This gap was of particular concern for discovery- and curiosity-driven basic research, as federal and industry funding increasingly supported applied research in pursuit of shorter-term benefits. Finally, a growth in philanthropic support was viewed as a buffer against the fluctuation of federal science budgets.

In many ways, the Alliance has been a resounding success. The Alliance has helped steer nearly \$3.7 billion to scientific research. The number of new philanthropic organizations giving to science has also increased, reflected in the nearly six-fold increase in Alliance membership from 2013 through 2021. Approximately half of the Alliance's members are newcomers to science philanthropy, while the other half are established organizations that joined in recognition of resonance with the mission.

Elements of science philanthropy differentiate it from funding provided by other sources, such as government, industry, or universities. Questions about how to give effectively have emerged as a driving force in the Alliance's work alongside its founding mission to increase the amount of giving. While more money enables more research, science philanthropies have an opportunity to direct their resources more strategically and impactfully, in part through shared learning with other philanthropic funders. Recognizing the distinctive characteristics of science philanthropy is important to understanding the role that the Alliance can and should play.

ACCELERATE HIGH-RISK RESEARCH

Philanthropists can easily take risks and support high-risk, high-reward, speculative scientific research since their funding is not bound by existing categories or disciplinary boundaries maintained by many public funding agencies.

SUPPORT A DIVERSE SET OF EARLY CAREER SCHOLARS

Philanthropy can emphasize and prioritize support for emerging scholars and advance goals of diversity, equity, and inclusion. Bets on younger and more diverse populations of scientists at broader sets of institutions can enable them to make high-impact contributions with extended payoffs.

SCALE IMPACT THROUGH PARTNERSHIPS & OPEN SCIENCE

Philanthropy can support partnerships and open science practices that scale research impact.

LEVERAGE OTHER FUNDING

Philanthropy can leverage investments made by governments, industry, or universities to extend existing research in new directions or fill knowledge gaps.

SEED NEW RESEARCH

Philanthropy can invest in untested ideas, early career scientists, and newly formed teams. Compared to government funders, they can more easily pilot new research efforts or collaborations that are then better positioned to secure additional support. Philanthropy also has an ability to support interdisciplinary research and multi-institution collaborations that can accelerate discovery and seed new fields.

TAKE A LONG-TERM APPROACH

Philanthropy can support scientific research over an extended period—for years or even decades—that can culminate in new discoveries.

OPERATE WITH FLEXIBILITY & NIMBLENESS

Philanthropic organizations enjoy a great degree of flexibility in their grantmaking, allowing them to pivot quickly to support new areas or those that the government cannot fund. They can also reprioritize to address key challenges.

WORK COLABORATIVELY & COLLECTIVELY AS AN ALLIANCE

By sharing information and engaging with a group of like-minded organizations, science funders can partner with one another and make grants synergistically that complement their interest areas, geographical focal points, and scales of giving.

The Alliance has an opportunity to address these intertwined goals going forward: **increasing** philanthropic support for science and **improving** how science philanthropy functions. **The Alliance's strategic plan is guided by realizing the foundational and interrelated pillars of 1) new philanthropy for science, and 2) more impactful and effective science philanthropy.**

The Alliance's values are at the forefront of its work under this strategic plan. Diversity, equity, and inclusion (DEI) is a key consideration in the Alliance's work to advise philanthropists, facilitate partnerships, highlight funding opportunities, and host convenings—all activities that increase learning and collaboration. Philanthropy can advance DEI in its grantmaking, in its hiring, in the regions where it chooses to work, and through its choice of partners.

Our mission, vision, and values

The Science Philanthropy Alliance is guided by a vision, mission, and set of values to realize the great power and promise of philanthropy for science.

OUR VISION IS A

world that increasingly supports and realizes the full benefit of scientific discovery.

OUR MISSION IS TO

advance scientific discovery through visionary philanthropy.



IN OUR INTERNAL AND EXTERNAL WORK, WE PURSUE AND ENCOURAGE

**Learning, Curiosity,
and Innovation**

**Collaboration, Sharing,
and Partnerships**

**Diversity, Equity,
and Inclusion**

The focus of the Alliance's work is discovery science, also known as basic science or foundational, early-stage scientific research, the eventual applications of which cannot always be anticipated at the outset. It is fundamental research that can be driven by curiosity, focused on discovery, inspired by potential use, or motivated by hoped-for outcomes. Funding for science is like the sculptor's chisel in the quote below; it deepens our understanding of nature by chipping away at what obscures the truth; it makes little presumption as to exact applications. Sometimes it reveals fundamental principles that ripple across science, technology, and imagination, revolutionizing ideas that previously felt well understood.

“The role of science, like the sculptor’s chisel, is to continually chip away at the covering, so that what remains is an ever-closer approximation to the complete figure of nature’s truths.”

– Harvey Fineberg, President of the Gordon and Betty Moore Foundation

Modern technology rests on a foundation of basic science, but the scientists conducting that work did not initially envision its ultimate use. This is the power of discovery-oriented inquiry. In the COVID-19 era, we are amazed at the speed with which mRNA vaccines were deployed to address the pandemic, but if we step back and look at all the elements that came together to develop these vaccines, we see a web of basic science discoveries, creatively stitched together. Spergel and Press (2021) note, “When François Jacob, Sydney Brenner, and Matthew Meselson discovered mRNA in 1961, they were working to understand the fundamental processes that are at the basis of life. Building on this discovery, in the 1990s Katalin Karikó had the vision that mRNA could be used to fight disease.” Development of today's COVID-19 mRNA vaccines built on a long chain of basic science: understanding how a chemically simple molecule, DNA, can pass genetic information down through

generations; the insight that another simple molecule, RNA, is the key to expressing that information in the body; the realization that making, reading, and discarding the RNA message must be closely regulated so the wrong instructions are not followed at the wrong time. This amazing feat of bioengineering, viewed as having occurred in the span of nine months, stands on the back of 60 years or more of scientific discovery. Investing in basic research yields a remarkable return on investment.

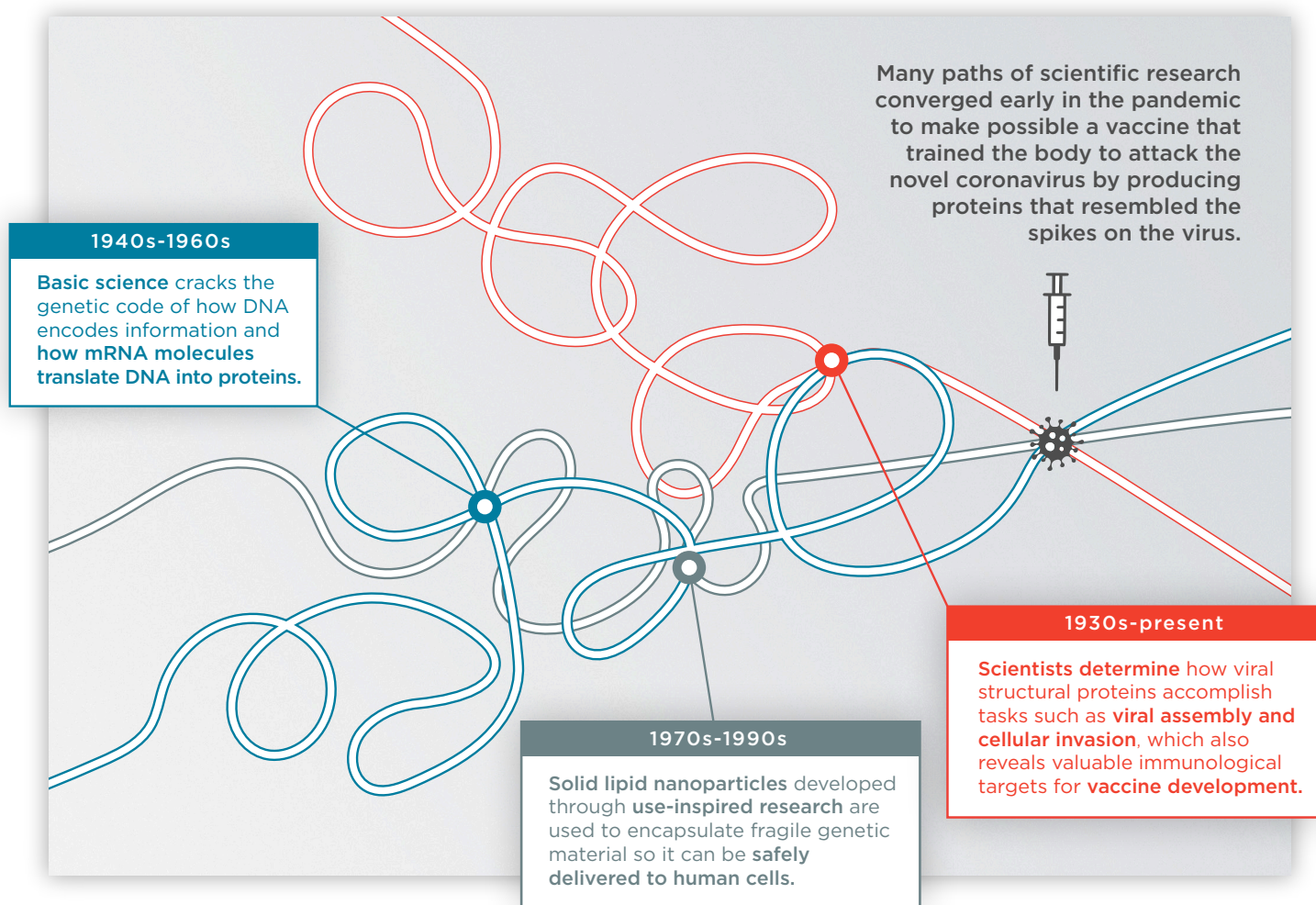
The pressure today for science funders to support more translational or applied research is understandable when viewed against the many challenges that face us—dramatic climate change causing environmental disruptions like drought and fires worldwide, food and clean water shortages, and pandemics. There is a cry for applications that will address these challenges quickly. The Alliance represents a collection of members with their own portfolios of interests. What ties us together is a vision that scientific discovery is essential for enabling our responses. If the focus were solely on short-term impacts, the drive would be to support only applied research, as the connection between the work and its societal impact would be easier to measure. As an Alliance, we recognize that we can do better. Philanthropy occupies a fundamentally different space and can support discovery and innovation in multiple ways. Alliance members can embrace work with longer timelines—visionary studies that will lay the foundation for technologies that may be apparent only decades from now. Philanthropy can also support scientific ideas that are too risky or blue-sky for other sources of funding but have the potential to become revolutionary. Members' efforts needn't focus only on discovery science. Rather, members recognize that this part of their portfolio is important for the future of the scientific enterprise and long-term benefits for people and the planet.

We call for philanthropic support for discovery science, including curiosity-driven and use-inspired research with a quest for knowledge. We recognize that basic science and its applications co-evolve and catalyze each other. Investment in both is required for a vibrant future.

Similarly, the Alliance encourages investment in technological advances that enable scientific discovery, as well as science communication and education and public engagement in science.

Often in this document we use the term “basic” to embrace the Alliance’s focus on discovery science, including both curiosity-driven and use-inspired research. “Use-inspired” refers to research with an emphasis on both a quest for understanding and the consideration of use, consistent with the term “use-inspired basic research” coined by Donald Stokes (Stokes 1997).

mRNA COVID-19 Vaccines Were Developed in Record Time Thanks to Decades of Discovery Science Interwoven with Applied Research



Illustrated above are three of the many basic science discoveries that contributed to the COVID-19 vaccine. Other advances were also critical, such as learning how to chemically stabilize the highly labile RNA molecule in the 1990s to 2000s. This knowledge enabled the mRNA to survive the transfer into human cells, making it as important as the development of lipid nanoparticles in facilitating the vaccine.

The Alliance was founded in 2013 by six philanthropists and foundations with a shared vision to increase philanthropic funding for basic science. Today, the Alliance has dozens of philanthropic organizations among its members, all committed to advancing scientific discovery. As the Alliance has grown, the benefits to participating members have expanded.

Alliance member organizations and their staffs at all levels benefit from being part of a community of philanthropic funders with a shared dedication to discovery science. The Alliance convenes funders, encourages the exploration of collaboration and partnerships, facilitates the identification of funding opportunities, and works with members to develop and refine promising funding practices. Member organizations have access to expert external science advisors as well as landscape analyses and evaluative insights through the Alliance, extending the expertise of their own staff and reducing their reliance on consultants. By bringing members together around topics of shared interest, the Alliance has helped established funders work more effectively on difficult problems, such as the scientific, technical, public health, and social problems illuminated by the COVID-19 pandemic and promoting diversity, equity, and inclusion. Learning other approaches has helped members address challenges in new ways, improve their own practices, and partner to create new opportunities.



In addition to informative panels and talks, Alliance convenings offer an opportunity for members to build connections with their fellow funders. The Alliance's May 2022 meeting (shown here) was hosted by the Simons Foundation in New York.

The Alliance is a vibrant and engaged community of philanthropic organizations where the network informs the Alliance's practices; equally importantly, the Alliance gives its members opportunities to enhance their own work. This bidirectionality embodies the core of the Alliance and illustrates how it is more than a membership organization or association; it is an Alliance built around a shared vision and goals. As the Alliance broadens its mission, new modes of engagement are possible to enhance networking and collaborative learning. While complementary alliances focus on funding more applied work, the Alliance remains distinctively focused on the opportunities and complexities associated with funding discovery science.

Long-term members play an essential role in advancing scientific discovery through visionary philanthropy. Each member experiences lasting value from being part of this community. The Alliance will regularly reflect on and communicate this value to its members.

THE ALLIANCE WILL STRIVE TO ENSURE THAT EACH MEMBER HAS THE OPPORTUNITY TO

- 1 Network and engage in a science philanthropy community
- 2 Explore funding collaborations and partnerships
- 3 Encourage new funders to support discovery science
- 4 Improve the impact and effectiveness of science philanthropy

- 5 Learn about emerging scientific priorities and funding opportunities
- 6 Position science philanthropy as an important player in the research enterprise
- 7 Develop opportunities for a diverse set of voices within the scientific community
- 8 Assess programming and giving portfolios within a framework of promising practices

The Alliance leverages its network and expertise to provide customized advice to philanthropists and foundations who are interested in science and are not (yet) Alliance members. The Alliance helps these funders to support science sooner, more effectively, and at a higher level than would otherwise be possible.

2 NEW PHILANTHROPY FOR SCIENCE

As the work of the Alliance expands to achieve new and more effective science funding, the initial goal of increasing philanthropic funding for basic science remains an important priority. The Alliance's strategy evolved in the first few years to increase philanthropic funding by providing customized advice to philanthropists on opportunities and structures for supporting scientific research. For example, Mark Zuckerberg and Priscilla Chan, referred to the Alliance in 2015, were among the first philanthropists advised by the Alliance. The Alliance's staff and external science advisors advised and supported Chan and Zuckerberg and their staff as they identified funding models, formed a scientific advisory board, and communicated the launch of the initiative. When the Chan Zuckerberg Initiative was announced in 2017, the Alliance was publicly acknowledged for its role in guiding the initiative's focus on basic research. In the years since, the Alliance has supported more than 65 philanthropists and foundations in their giving.

AS OF JANUARY 2022, THE ALLIANCE HAS SUPPORTED



Note: \$3.7 billion refers to new philanthropic funding influenced by the Alliance's advising work.

Attracting new funders to invest in science

2.1

Consistent with the founding intentions, the Alliance engages new and existing philanthropists with the goal of attracting new funding for science. The Alliance's experienced philanthropic advisors and external science advisors provide advice to interested philanthropists and foundations, enabling them to support scientific research, either for the first time or at a higher level than before and with more confidence and satisfaction. When the Alliance engages with new and existing philanthropists, the values and goals described above are upheld. Historically, more than half of the organizations advised by the Alliance have become members. While not all will choose to further support the mission through membership, engagement with these funders has the potential to impact their giving for years to come.

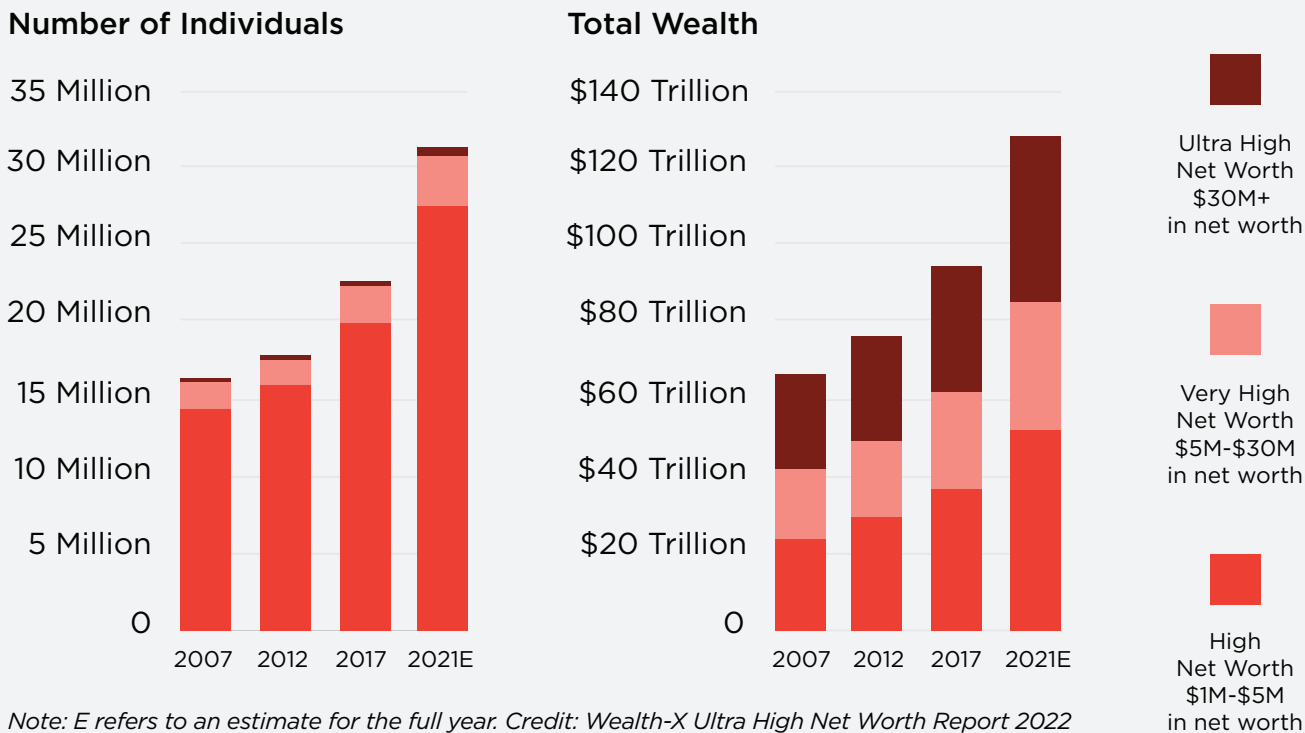
The Alliance is at a point where it can both increase philanthropic funding for science and improve the impact and effectiveness of science philanthropy. Its activities will seek to support and retain existing members while continuing to advise new philanthropists and foundations. **We expect measured growth focused on impact towards the Alliance's mission.** The Alliance's success in advising philanthropic organizations should be continued. Further, the landscape of potential funding warrants **expanding efforts**

to advise new and existing philanthropists with the inclination and capacity to meaningfully advance scientific discovery. Over 230 of the world’s wealthiest individuals and couples have signed the Giving Pledge, committing to donate the majority of their wealth to charitable causes, and more than half are interested in science. In the U.S. alone, the Alliance estimates that there are nearly \$500 billion in assets across more than 600 philanthropic organizations (foundations and LLCs) with at least \$100 million in assets and an interest in science or scientific research. At least 75 of these organizations have a verified interest in funding discovery science, including many of the largest funders, representing approximately \$220 billion in assets (as of 2019). Some have not previously interacted with the Alliance, providing new opportunities for the Alliance to engage with funders outside its current network. This landscape analysis represents lower bounds, as many philanthropists have philanthropic assets outside of foundations and LLCs. **More staff support is needed to build relationships with new philanthropists and support existing members.** Further support for members will include more touchpoints and opportunities for networking and collaboration, including through an enhanced website.

As materials developed from the Alliance’s collective knowledge base and activities are shared more broadly, more philanthropic funders will learn from and with our community. Smaller funders and other types of philanthropic funders, such as corporate foundations, community foundations, commercial donor advised fund holders, and funder collaboratives, may also benefit from resources developed by the Alliance. Sharing these resources will provide new opportunities to increase philanthropic funding for science.

GROWTH OF PHILANTHROPIC RESOURCES

This figure adapted from the Wealth-X Ultra High Net Worth Report 2022 illustrates the growth in the global population and combined net worth of wealthy individuals, providing an indication of how opportunities for science philanthropy have increased. Wealth-X estimates that total wealth held by ultra high net worth individuals has nearly doubled since 2012.



One important mechanism for attracting new philanthropic funders to science is leveraging opportunities to better position and promote science philanthropy. Even as philanthropy becomes an increasingly important funding source for science, it remains underrecognized. As philanthropists better appreciate the impact their dollars can have, we anticipate they will be more inclined to fund science, with support from the Alliance to navigate the complex scientific landscape. Similarly, as broader groups of scientists better understand the role of philanthropy, they may be more inclined to leverage philanthropic funding. As discussed in Section 3.2, facilitating partnerships and engagement within the research enterprise, including with international entities, will further position and promote science philanthropy, with the equally important goal of increasing impact and effectiveness.

The Alliance will seek opportunities to position and promote science philanthropy as a key player in the research enterprise through communications. Communicating across a variety of channels about the role of science philanthropy will elevate its platform, exposing more philanthropists to the potential impact of investments in science. Examples of such communications include the *Issues in Science and Technology* article written by Alliance President France Córdova: “Envisioning Science for an Unknown Future” (Córdova 2021), and an editorial in *Science Magazine*. Alliance members play an important role in positioning and promoting science philanthropy as well. Consider, for example, the *Issues* article written by Alfred P. Sloan Foundation’s Program Director Evan Michelson and President Adam Falk: “A Vision for the Future of Science Philanthropy” (Michelson and Falk 2021). Michelson is also the author of *Philanthropy and the Future of Science and Technology* (Michelson 2020), an invaluable resource on the topic of science philanthropy. Similarly, presentations at influential forums will highlight the importance of science philanthropy, attracting more philanthropists to invest. **The Alliance can also take leadership roles in multi-sector efforts to advance the research enterprise**, such as those hosted by the National Academies for Science, Engineering, and Medicine (NASEM). Examples include the Strategic Council on Research Excellence, Integrity, and Trust (co-chaired by President Córdova and funded by the Gordon and Betty Moore Foundation) and the Government-Industry-University Research Roundtable of NASEM. As science philanthropy is increasingly recognized as a key sector of the research enterprise, there will be more avenues to realize the Alliance’s mission of advancing scientific discovery through visionary philanthropy. **With staff and contractor support, Alliance leadership will prioritize opportunities to strategically position and promote science philanthropy within the research enterprise and the philanthropic sector.**

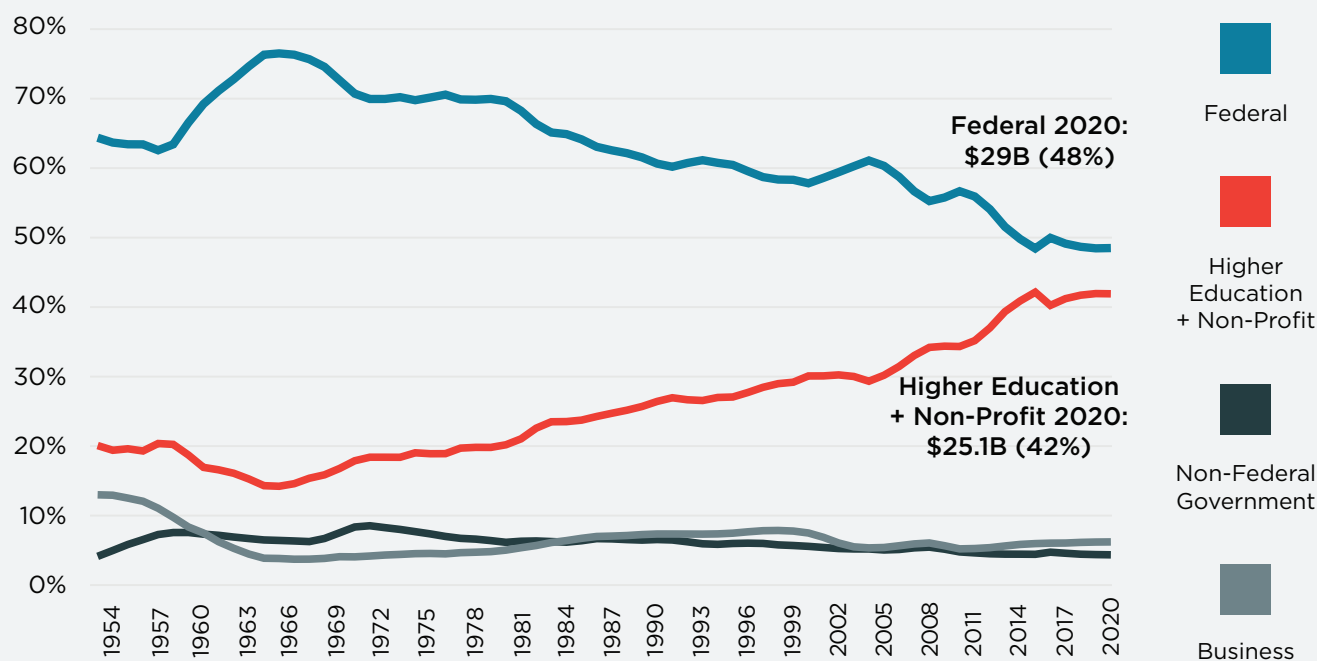


Alliance President France Córdova speaking at the May 2022 meeting in New York.

THE INCREASING IMPORTANCE OF PHILANTHROPY FOR SCIENCE

Philanthropy is an increasingly important funding source for basic research at universities and non-profit research institutes in the U.S. The red line represents the increasing contribution of philanthropy in the form of legacy philanthropy through institution funds (\$20B in 2020) and current philanthropy from non-profit organizations to higher education institutions (\$5.1B in 2020). Gifts designated by individual donors for research are reported separately along with all other funding sources, so the total contribution from philanthropy is likely to be even higher. The blue line represents the declining relative contribution from federal sources (\$29B in 2020).

**Funding Sources for Basic Research Expenditures
of Universities and Research Institutes (1953-2020)**



Note: Expenditures for 2020 (\$60.5B total) are estimates in 2020 dollars and may later be revised.

Data: National Science Foundation National Patterns of R&D Resources: 2019-2020 Data Update (Feb. 2022)

3 MORE IMPACTFUL & EFFECTIVE SCIENCE PHILANTHROPY

A key pillar of this strategic plan is more impactful and effective science funding. Efforts under this pillar entail helping member organizations strengthen their practices associated with grantmaking, evaluation, and other dimensions of science philanthropy. The demonstrated success of the Alliance in bringing new funders into science, and into the Alliance, has made this new pillar possible, creating demand

“Societally responsible philanthropy recognizes the need to improve the world through funding science.”

– France Córdova, President of the Science Philanthropy Alliance

among member organizations for more learning, networking, and collaboration. The Alliance is increasingly advising philanthropists and foundation staff on projects related to the impact and effectiveness of science funding. Projects include identifying funding opportunities, recommending science advisors, facilitating funding partnerships, conducting landscape analyses, and advising on funding mechanisms. Consistent with the Alliance’s vision and the quote to the left (Córdova 2022), philanthropy can provide future benefits to people and the planet through the science it funds and the approaches it takes.

Many of the Alliance’s planned activities to increase the impact and effectiveness of science philanthropy share common characteristics. First, they often establish platforms and other opportunities for shared learning among members. Second, they compile and share internal and external resources that can inform the practice of science philanthropy. Finally, they have the Alliance serve as a hub for collecting, aggregating, and disseminating data from member organizations and consulting on the development of shared metrics that members could adopt.

The Alliance can address many topics related to impactful and effective science philanthropy. Member interests will be key to setting priorities, as time and bandwidth constraints mean that not all issues can be attended to simultaneously. In recent years, DEI and measurement, evaluation, and learning (MEL) have emerged as priority discussion areas. Additional effectiveness topics will include understanding science funding trends, developing partnerships, identifying funding opportunities, and improving science communication, among others.

Rather than being prescriptive or taking a stance on behalf of members about a particular issue, the Alliance will provide opportunities for members to learn and discuss with other members so that they can create and assess their own practices.

Sharing science funding trends

3.1

The Alliance is well-positioned to aggregate data on philanthropic giving to science. **To better understand and communicate the Alliance’s collective impact, the Alliance should collect and share the aggregated science giving of its members.** Transparency is one important aspect of efficacy and accountability, so that funders and scientists are aware of the funding landscape. While giving is often described in annual reports and communication materials, many philanthropic funders do not contribute to databases accessible to other funders and grant-seeking scientists. **The Alliance can help funders make their data publicly accessible by establishing a relationship with a scholarly database or data aggregator** with the necessary infrastructure (e.g., Digital Science’s Dimensions, Elsevier’s SCOPUS, etc.).

One challenge with reporting is that each member accounts for its investments with different taxonomies. Scientific fields and demographic data can be classified in different ways. For example, demographic data

may use different categories of race and ethnicity or may not ask about gender identity. The Alliance, in conjunction with the SIGs, should establish common practices and a set of demographic questions that Alliance members can adopt if desired to better aggregate data on applicants and awardees, sharing these data among members and as openly as possible. We can then use these data in the assessment of giving and whether we are collectively achieving desired goals. The desired outcome of these practices is to harmonize data collection efforts and encourage a better understanding of science philanthropy.

Many national reports, including the NSF/NCSES Science and Engineering Indicators and regular publications from the Office of Management and Budget, and the Congressional Budget Office, provide updates about science funding, the scientific workforce, and the distribution of resources around the United States. Similarly, organizations such as Candid, the Chronicle of Philanthropy, Research!America, and the Institute for Research on Innovation and Science (IRIS) at the University of Michigan provide information about philanthropic funding trends. Aligning data from these organizations into comparable formats with analysis would generate a fuller understanding of the size, distribution, and health of national science funding. As international engagement expands, parallel contributions can be made to understanding global science. **Amplifying existing reports and our unique analyses will support more impactful and effective philanthropy and serve to position and promote science philanthropy.**

Staff and contractor time will be devoted to collecting data and sharing science funding trends, ensuring minimal duplication of effort.

Partnering for impact and effectiveness

3.2

Many kinds of partnerships could be realized through Alliance efforts to advance scientific discovery. However, facilitating productive partnerships requires substantial effort. **A crucial function of the Alliance is vetting and facilitating partnerships of interest to members that advance the Alliance's mission.**

Below we consider what philanthropy brings to partnerships, why partnerships are important to achieve the mission of the Alliance, and how the Alliance might expand partnerships.

WHAT DOES PHILANTHROPY BRING TO PARTNERSHIPS?

Philanthropy can bring not only money to a collaboration but also access to scientific communities, knowledge of the scientific process (e.g., proposal criteria and review), a sensitivity to DEI, and a unique view of the complementarity of science to other fields, such as arts and humanities. Philanthropy can also bring creativity, flexibility, risk-taking, and an ability to fund in ways other sectors cannot. With a focus on the Alliance's shared mission rather than that of individual funders, collaboration will be more effective and have greater impact.

WHY FORM PARTNERSHIPS? HERE WE EXPLORE FIVE KINDS OF PARTNERSHIPS:

1. Foundation-to-foundation Most partnerships within the Alliance fall into this category. They can yield great benefit, allowing dollars to stretch further, bringing together different perspectives with complementary goals, and ensuring that discovery science is an important component of the effort. Funding partnerships can also catalyze collaboration across fields and institutions in cutting-edge areas of science and society, helping researchers to overcome institutional and disciplinary barriers to innovation. Examples include partnerships formed through the Research Corporation for Science Advancement's Scialog program and the Civic Science Fellows program, which was launched by the Rita Allen Foundation in partnership with the Burroughs-Wellcome Fund, the Chan Zuckerberg Initiative, the Kavli Foundation, the Gordon and Betty Moore Foundation, and the David and Lucile Packard Foundation and is supported by many

others. Multiple funders partnering together can reduce the total overhead expenses and effort to select grantees, disburse funds, and monitor progress. An example is the Life Sciences Research Foundation, which brings together many funders, including the Gordon and Betty Moore Foundation, the Shurl and Kay Curci Foundation, the Open Philanthropy Project, the Simons Foundation, and the Walder Foundation, to support postdoctoral researchers in all areas of basic life sciences discovery. Foundation-to-foundation partnerships can appeal particularly to new funders, allowing them to partner with and learn from established foundations. The Alliance is well positioned to connect funders with similar interests and compatible cultures as well as from different disciplines to explore interdisciplinary partnerships.

2. Government Science Agencies The Alliance receives many invitations to join federal and state funding agencies on scientific research and policy efforts. Such agencies would like their dollars to go further and are interested in the flexibility afforded by aligning with a private entity, filling in gaps that federal dollars cannot fill. These partnerships can also position the agency as inclusive beyond federal boundaries, communicate broader public understanding and appreciation of the project, scale the impact, and elevate the branding of the agency. Benefits are similar for the philanthropic funding partners, who can leverage federal funding and assets to achieve more. Philanthropies can also leverage their interests in an area with a larger portfolio and give visibility to such efforts through public communications. In addition to the other principles for engagement (described on page 21), philanthropic funders should understand where a potential project stands among the agency's priorities.

3. Research Institutions Universities and research institutes house much of the talent—the grantees—that help philanthropic organizations achieve their missions. Partnerships can give funders a new way to attract applications from demographically and geographically diverse researchers, enabling them to make otherwise unrealized scientific discoveries. **Facilitating new routes for two-way communication between research institutions and Alliance members** will enhance the interaction of organizations and researchers with potential funders. Consistent with the Alliance's values of diversity, equity, and inclusion, **it is essential that philanthropic engagement with research institutions be inclusive rather than reinforcing structural and institutional inequities in science.** The Alliance values its relationships with scientists, university leaders, and development staff at all institutions that advance scientific discovery.

The Alliance will support its members and the scientific community through bi-directional communication. Activities will focus on: **1) convening funders and scientists to identify opportunities where philanthropic resources can make a significant impact** (as described in Section 3.3), and **2) broadly sharing information about science philanthropy, including funding calls.** This outreach to the research community will help members attract a larger and more diverse pool of applicants and serve to broaden access to science philanthropy on behalf of its members. **The Alliance will initiate and participate in virtual meetings to share information about science philanthropy** with university and research institute leaders, research faculty, and development staff.

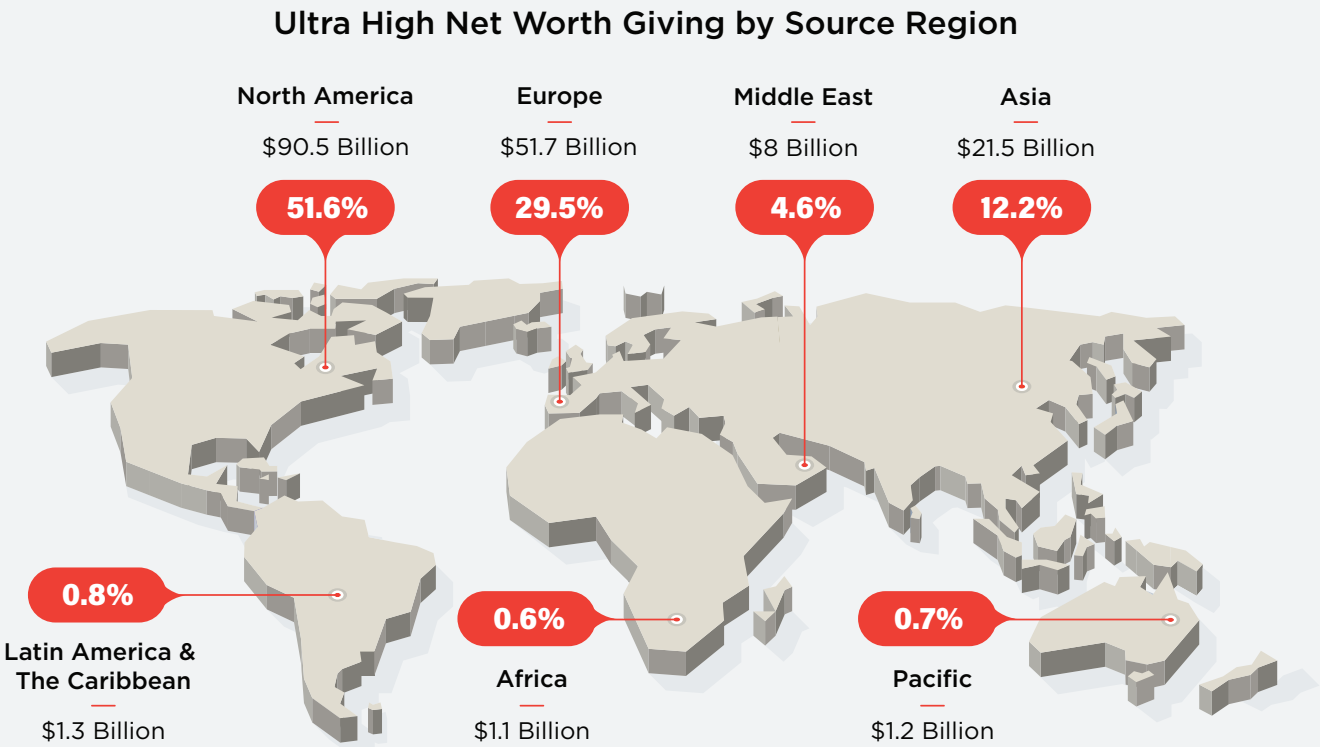
As the Alliance develops and participates in activities related to partnerships with research institutions, it will clearly distinguish the audience for programming, recognizing the different but complementary roles that researchers and development staff play in support of the Alliance's mission. Finally, the Alliance will focus on identifying and highlighting opportunities of interest to members rather than providing a platform for researchers to pitch their projects.

4. International Entities The benefits of engagement with international entities are many, including learning from different models of funding and proposal selection, collaboratively addressing global challenges, and expanding capacity to accelerate scientific innovation. The inclusion of more talent and funding creates a greater opportunity for scientific breakthroughs. Thus, the Alliance should move toward an increasingly international footprint to be more effective and impactful in the future. As of 2022, the

Alliance has three international members whose partnership is greatly valued, including one in Canada and two in the United Kingdom. Additionally, many members fund scientific initiatives and activities around the world. Our analysis indicates that approximately 75% of Alliance members fund internationally to at least some extent. Given that the Alliance does not have international facilities and staff, approaches through existing channels will be most effective at this early stage. Learning about the differing structure, priorities, and approaches of international philanthropies and institutions will take time. Thus, the Alliance will follow a measured approach to broadening international engagement.

GLOBAL PHILANTHROPIC GIVING

Wealth-X (2022) estimates that ultra high net worth individuals (with \$30M+ in assets) gave \$175.3B to charitable causes in 2020, with more than 80% of this giving from philanthropists in the United States and Europe. This figure is adapted from the Wealth-X Ultra High Net Worth Report 2022.



Credit: Wealth-X Ultra High Net Worth Report 2022

For the next 3–5 years, **the Alliance will connect with philanthropies in countries with substantial philanthropic giving and similar institutional structures, leveraging existing networks. The focus will be on bi-directional learning and engagement for effectiveness.** Initially, Alliance staff will make connections through member networks and share international funding calls. These connections will better inform the Alliance about the potential scope of engagement. An example is the Research on Research Institute, an international consortium of funders and academic institutions undertaking meta-research (research on research), with the pilot phase consortium involving 22 partners in 14 countries or regions. As the Alliance learns more, it can then effectively participate in **international science and policy forums, roundtables, conferences, and workshops** to make additional connections and further its learning. Through these forums, the Alliance can showcase the importance of science philanthropy as part of a robust funding portfolio within a country or region, encouraging more philanthropic science funding. Sharing the history

and development of the Alliance provides an example that could stimulate the formation of similar alliances in other regions. Finally, the Alliance can facilitate international collaborations and partnerships for members. **These efforts will require leadership and staff time**; however, they will be important for achieving maximum impact and effectiveness now and in the future.

5. Groups of Institutions Partnerships with groups of organizations that serve scientists and other aspects of the research enterprise can provide concentrated access to scientific leaders and other influencers, efficiently extending the Alliance’s reach. A few examples are the American Association for the Advancement of Science, the Council of Scientific Society Presidents, the Government-University-Industry Research Roundtable, the Council of Graduate Schools, and the Association of American Medical Colleges.

HOW MIGHT THE ALLIANCE EXPAND PARTNERSHIPS?

We come at this question from an Alliance perspective, rather than an individual foundation perspective. We support members and advisees in exploring potential partnerships that align with their interests. We also advise on the potential value of a partnership: How would the interaction fulfill the Alliance’s mission of advancing scientific discovery? How would a partnership be a ‘win-win’ for all partners? The Alliance will use its principles for engagement to assess potential partnerships.

Many members have access to excellent existing networks through their leaders, staff, and advisors. **Thus, partnerships should be established especially with other philanthropies, federal agencies, and groups of institutions.** Partnerships are valuable for curiosity-driven topics, such as understanding the brain, astronomy, and the ocean, as well as pressing societal problems, such as pandemic preparedness, climate change, or inequities in science.

PRINCIPLES FOR ENGAGEMENT

To maximize the potential for success, partnerships facilitated by the Alliance should be a win-win and:

1 Advance the objectives (mission) of the philanthropic organization	3 Permit new activities or expand or improve existing activities of both partners
2 Amplify the resources or influence of the philanthropic organization	4 Provide other mutual benefits, such as new constituencies or expanded scope

Identifying funding opportunities3.3

The Alliance can play an important role in **identifying funding opportunities in cutting-edge areas of research where philanthropy can make a difference for the benefit of people and the planet.** This is particularly true for new or high-risk research or for large, interdisciplinary, or long-term projects that will attract multiple funders. For areas of use-inspired research, the Alliance can help identify critical funding gaps. While these efforts are particularly beneficial to new philanthropies, many established funders also benefit. A recent example is the Infectious Disease Working Group led by External Science Advisor Shirley Tilghman in the second half of 2020. In response to the COVID-19 pandemic and a growing interest among funders in supporting infectious disease research, the Alliance convened a group of 20

experts in infectious disease to identify scientific research areas in need of philanthropic funding. Once the group converged on a list of research priorities, the Alliance convened the infectious disease funders in its network to learn more about the resulting funding opportunities. Major infectious disease funders expressed that the event advanced their knowledge of research priorities in this space and have since committed millions in funding. This work also led to the Alliance completing eight advising projects for philanthropists and their staffs in 2021, with additional funding for infectious diseases anticipated in 2022 and beyond. The Alliance has also hosted workshops for funders in the fields of ocean science, neuroscience and pain research, influenza, energy storage, research infrastructure, and more.

With support from its external science advisors, the Alliance will expand its work to identify funding opportunities by convening scientists and funders in areas of interest to potential funders, ensuring diverse representation across career stages, institution types, geographic regions, and racial and gender identity. Additionally, we will **increase communication among members who are exploring funding opportunities in similar areas**, particularly in the early stages when there is greater potential for meaningful collaboration. The Alliance can facilitate this exchange between members with shared interests and funding priorities by making introductions and providing opportunities for announcements at members' meetings and in members-only communications. Finally, we will **leverage and contribute to new digital tools**, such as relational databases or cluster analyses, to support these endeavors, enabling the identification of unique and collaborative opportunities and the sharing of open funding calls. We may partner with other organizations to share existing tools and expertise. Examples of potential partners may include the Health Research Alliance, the Climate Leadership Initiative, and the Audacious Project, housed at TED.

Facilitating shared learning and collaboration **3.4**

The Alliance provides a variety of platforms for shared learning and collaboration, including members' meetings, workshops and events, small group discussions, and online forums. The most formal of such platforms are Shared Interest Groups (SIGs), which are member-led and engage members around specific topics through a series of meetings over an extended period. The Alliance's two initial SIGs are on the topics of diversity, equity, and inclusion (DEI) and measurement, evaluation, and learning (MEL). Here we describe the planned exploration of science communication as a potential topic for future engagement. Alignment of topics with member interests is essential, as members devote time to attending meetings and leading SIGs. **Thus, with member input, the Alliance will periodically assess its existing platforms and determine which topics warrant further attention, ensuring the timely evolution of SIGs and other forums to facilitate shared learning and collaboration.**

These formal and informal platforms provide the opportunity for members to build consensus around practices and exchange mechanisms. In addition, they provide a forum for sharing connections to outside experts or trusted consultants. While focused on specific topics, these platforms serve a more profound function within the Alliance. Convening staff for substantive conversations around critical topics is at the core of why many members value their Alliance affiliation. These activities build connectivity, trust, and shared values among members.

Advancing diversity, equity, and inclusion **3.4.1**

Science philanthropy has the power and potential to advance equity and inclusion in science, resulting in a greater diversity of perspectives that leads to increased scientific innovation and excellence (Hofstra et al. 2020). Conversely, philanthropy can unintentionally reinforce structural inequities in the scientific enterprise. An analysis of philanthropic investments in higher education commissioned by the Alfred P. Sloan Foundation found that 44% of philanthropic dollars from 2016–2021 went to the top 10 most-funded

institutions (Espinosa and Gale 2021). As these authors note in the title of their *Inside Philanthropy* article, “Philanthropy has fallen short in its efforts to make STEM more diverse—We have the tools to fix it.”

“Simply acknowledging inequities and the societal forces that created and perpetuate them is not enough. As a grantmaker, our responsibility is to make change for the better.”

– Deanna Gomby, President of the Heising-Simons Foundation

Advancing DEI in science is a key component of the Alliance’s work to improve the impact and effectiveness of science philanthropy. It is also consistent with our values and the efforts of many individual member organizations. Philanthropic funders are increasingly driving change by supporting broader sets of institutions and grantees. The Burroughs-Wellcome Fund, for example, has committed to substantial giving to support the work of researchers from populations and geographic regions underrepresented in science. The Alfred P. Sloan Foundation is creating more diverse, equitable, and inclusive pathways in part by supporting minority-serving institutions and other institutions with a demonstrated record of graduating underrepresented students in science. Many philanthropic funders have also made new commitments to applying DEI principles within their organizations. For example, the Heising-Simons Foundation is committed to applying an equity lens to how they approach their work, including how they analyze problems,

engage a diversity of perspectives and partners, develop strategies, and structure their grantmaking processes. Further, in a 2021 survey, the Council on Foundations found that, after years of stasis, foundations are hiring more people of color as program officers and chief executives (Council of Foundations 2021). There are new goals for science philanthropy, with a commitment to increase equity in funding (Córdova 2022).

The Alliance’s DEI Shared Interest Group (SIG) was formed in late 2020, building on the strong interest and engagement in the DEI leadership training for Alliance members hosted by the Heising-Simons Foundation in 2019 and the Simons Foundation in 2020. The focus of the Alliance’s DEI SIG has been on providing a space for collective DEI learning and sharing promising practices. The Alliance anticipates a continued need for this space for years to come.



The Alliance’s DEI SIG brings together funders to explore how philanthropy can advance diversity, equity, and inclusion in the research enterprise. Members of the SIG gathered in person for the first time at the Alliance’s May 2022 meeting in New York.

MOTIVATED BY THE OBSERVATION THAT DEI IS AMONG THE HIGHEST PRIORITIES FOR SCIENCE FUNDERS LOOKING TO IMPROVE IMPACT & EFFECTIVENESS, THE ALLIANCE WILL:

- 1 Continue to **provide a platform for shared DEI** learning among members
- 2 **Facilitate sharing promising practices** among members and to broader audiences
- 3 **Offer skill-building training, workshops, and other opportunities** for philanthropists and foundations
- 4 Leverage member expertise to **provide guidance on collecting demographic data and establishing metrics** for DEI funding outcomes. Members who opt to make such data publicly available will demonstrate a commitment to accountability for their values.

Assessing the impact and effectiveness of grantmaking is of increasing interest in the science philanthropy community. This topic is highly amenable to sharing best practices and approaches, particularly with the growth of Alliance membership and as newer funders seek to learn from more established funders about assessment approaches. Science philanthropies have a clear interest in ensuring that their funds are spent responsibly. While the quality of scientific research and output is often the primary focus of efforts to assess grantmaking impact, philanthropies use many other dimensions to understand their impact in greater detail. These dimensions include student training, career advancement, team formation and collaboration, and network building. Many science philanthropies also have a desire to evaluate grantmaking effectiveness—from individual grants to programs to foundation-wide assessments. Given differences in size, resources, and capacity, Alliance members are highly variable with respect to assessing grantmaking impact and effectiveness. This presents the Alliance with an opportunity to share promising practices within the membership and more broadly. Additionally, impact assessment within science philanthropy presents unique challenges given the unpredictability of scientific discovery and a focus on high-risk research.

The MEL SIG has become a primary mechanism for member engagement and networking around the topic of impact assessment. Through the MEL SIG, members can learn about innovative approaches related to grantmaking impact and effectiveness. For example, the Research on Research Institute is conducting experiments with the funding process, such as trials of partial randomization in grant selection, to help funding organizations improve grant allocation and decision-making outcomes. As another example, the Research Corporation for Science Advancement continuously improves the design and scope of their interdisciplinary Scialog programs based on evaluations of participants and data analysis of meeting outcomes.

THE ALLIANCE WILL HELP FUNDERS ASSESS THEIR GRANTMAKING EFFECTIVENESS, OUTCOMES, AND SOCIETAL IMPACT BY:

- 1 Providing a platform for shared learning and facilitating the dissemination of promising practices** related to assessing effectiveness, impact, and outcomes
- 2 Facilitating the joint development of metrics** that members can adapt or adopt for benchmarking and to assess their individual grants or funding programs
- 3 Connecting funders to expertise as needed** by hiring an assessment specialist if necessary or providing consultant recommendations through the member network

Communicating the value of basic science

3.4.3

The Alliance values encouraging broad understanding of science. An example of its past work in this area is the [COVID-19 Basic Science Prequels](#), sponsored by The Kavli Foundation and the Simons Foundation. Many members have staff dedicated to funding and promoting science communication and public engagement in science. Thus, it is a natural topic for shared learning and collaboration and is one of several topics ripe for further engagement.

DRIVEN BY A SHARED INTEREST IN SCIENCE COMMUNICATION AMONG MANY MEMBERS, THE ALLIANCE WILL:

- 1 Explore science communication as a potential topic for a future SIG**
- 2 Consider new activities** to facilitate shared learning and collaboration in this area

4 STRATEGIC BUSINESS PLAN

The Alliance's operations are supported by an exceptional membership base committed to its mission to advance scientific discovery through visionary philanthropy. The Alliance's capacity to advance its mission under this strategic plan will rely on a sustainable business model. Historically, the Alliance has had strong membership growth, which has led to increased revenue to support its mission. Membership contributions will remain the most important component of the Alliance's business model. Additionally, we will explore the potential of new revenue sources to support work toward our mission, such as seeking multi-year general support and welcoming one-time gifts from funders who want to support the Alliance without joining as members. The Advisory Board will consider potential changes in the membership and governance structure and revise policies such as board designation as appropriate, ensuring additional opportunities for engagement within the Alliance membership. Ultimately, the Alliance will develop a strategic business plan, with approval by the Alliance's Advisory Board. The resulting business plan will enable the Alliance to achieve maximum impact towards its mission on behalf of its members.



Members of the Alliance staff at the May 2022 meeting. (Left to right: Mary Thurston, Bishakha Mona, Andrew Golnar, Kate Lowry, France Córdova, Sue Merrilees, Elizabeth Weiss, Daren Ginete, Diane Matar, Kate McCarrel. Not pictured: Elenoa Fuka, Rachel Jackson, Jason Maier.)



Members of the Alliance Advisory Board at the Simons Foundation in May 2022 (Left to Right: Harvey Fineberg, France Córdova, Elizabeth Christopherson, Adam Falk, David Spergel, Caroline Montojo, Daniel Linzer. Not Pictured: Cynthia Friend, Deanna Gomby, Louis Muglia, Claire Pomeroy.)

5 MEASURING OUR IMPACT

We will use a combination of short-term and long-term measures for assessing the Alliance’s impact under this strategic plan. We will communicate success stories from our work with new and existing philanthropists. Goals will be developed in a way that leaves flexibility for pursuing new opportunities and maintains an emphasis on both qualitative and quantitative outputs and outcomes, rather than prioritizing more easily measurable metrics. Ultimately, we will assess our impact and effectiveness against our mission to advance scientific discovery through visionary philanthropy. We will evaluate what the Alliance has meaningfully contributed by considering what would be different if the Alliance didn’t exist.

New philanthropy for science 5.1

The first pillar of the strategic plan is a focus on attracting new funders to science philanthropy and positioning and promoting science philanthropy as an important sector of the research enterprise to increase philanthropic science funding.

EXAMPLE MEASURES TO ASSESS OUR IMPACT UNDER THIS PILLAR COULD INCLUDE THE NUMBER, SCALE, INFLUENCE, AND PROFILE OF:

- | | | |
|---|--|---|
| 1 Organizations aligned with the Alliance’s mission | 3 Communications and readership | <i>One key tool will be a brief annual survey that asks members about their perception of the Alliance’s engagement, inclusivity, and responsiveness.</i> |
| 2 Advising projects completed | 4 Community building and networking activities | |

More impactful and effective science philanthropy 5.2

The second pillar of the strategic plan is a focus on increasing the impact and effectiveness of science philanthropy through sharing science funding trends, facilitating and vetting partnerships, identifying funding opportunities, and providing platforms for shared learning and collaboration. Initially, we will assess our impact through outputs, with a longer term and ultimate focus on outcomes.

EXAMPLE MEASURES TO ASSESS OUR IMPACT UNDER THIS PILLAR COULD INCLUDE THE NUMBER, SCALE, INFLUENCE, AND PROFILE OF:

- | | | |
|---|---|--|
| 1 Outreach opportunities for academic institutions | 4 Science funding trend analyses | <i>Annual surveys of shared interest group participants and event attendees will be used to assess the impact and effectiveness of these activities.</i> |
| 2 Partnerships across multiple sectors of the research enterprise | 5 Activities focused on shared learning and collaboration | |
| 3 Convenings for funders and identification of funding opportunities and gaps | | |

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PILLAR #1: NEW PHILANTHROPY FOR SCIENCE

Strategies	Tactics	Resources Needed
1.1. Enhance advising and member services to encourage new philanthropy for science	1.1.1. Advise new and existing philanthropists and foundations with the inclination and capacity to advance the Alliance's mission	Dedicate more staff time to advising and outreach for new philanthropists
1.2. Maintain measured growth and retention of members focused on increasing impact toward the Alliance's mission	1.2.1. Increase touchpoints, networking, and collaboration opportunities for members 1.2.2. Enhance the members-only section of the Alliance website	Devote staff time to member engagement
1.3. Position and promote science philanthropy as an important sector of the research enterprise to encourage more philanthropy for science	1.3.1. Expand communications about the unique and increasingly important role of science philanthropy 1.3.2. Facilitate partnerships and international engagement to increase science philanthropy (see Pillar #2: Strategy 2.2 below)	Prioritize leadership, contractor, and staff time for communications

PILLAR #2: MORE IMPACTFUL AND EFFECTIVE SCIENCE PHILANTHROPY

2.1. Share science funding trends, including the giving of Alliance members	2.1.1. Collect and report on the aggregated science giving from Alliance members 2.1.2. Analyze and amplify national and global science funding trends	Devote staff and contractor time to gathering and sharing data
2.2. Facilitate partnerships for impact and effectiveness	2.2.1. Support members in establishing vetted partnerships, particularly with other philanthropic funders, federal agencies, and groups of institutions 2.2.2. Share information about science philanthropy broadly with the research community; facilitate two-way communication and initiate and participate in bi-annual meetings for academic institutions 2.2.3. Broaden international engagement and bi-directional learning for effectiveness	Devote staff time to supporting partnerships and engagement
2.3. Identify new funding opportunities in selected areas and funding gaps for use-inspired research	2.3.1. Convene funders and scientists to identify funding opportunities and gaps 2.3.2. Increase communication among members who are identifying funding opportunities in overlapping areas of research 2.3.3. Leverage and contribute to new tools for identifying areas of shared interest among members	Devote staff and external science advisor time to these efforts
2.4. Facilitate shared learning and collaboration among members through Shared Interest Groups (SIGs) and other platforms	2.4.1. Advance DEI in science by sharing promising practices, offering training and workshops, and providing guidance on data collection and metrics for DEI 2.4.2. Help funders assess their grantmaking by sharing promising practices, developing metrics, and connecting to expertise as needed 2.4.3. Explore new activities related to science communication and public engagement in science 2.4.4. Routinely assess SIGs and member interest in new topics, ensuring timely evolution	Members to lead SIGs, with limited staff support Devote staff time to facilitating shared learning and collaboration on topics of interest to members

Strategic business plan: A strategic business plan will be developed and approved by the Advisory Board, enabling the Alliance to achieve maximum impact towards its mission. **Measuring our impact:** The Alliance's impact and effectiveness will be assessed through a combination of qualitative and quantitative measures under the pillars of 1) new philanthropy for science, and 2) more impactful and effective science philanthropy.

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