The evolving research landscape – A funders & government survey

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Higher education funders weigh in *on ideal ROI*

Today's research funders make investment decisions based on a multitude of forces that go beyond pure academic endeavors. By infusing financial support into a university's complex ecosystem funders aim to help fuel intellectual discovery, innovation and new ideas, and exploration of solutions to critical challenges in the name of driving societal benefits.

To empower research to more critically and demonstrably contribute to progress on societal issues such as climate change, economic inequity, and health disparities, funding practices and processes have been evolving. As they focus on better aligning research fundingwith progress toward real-world solutions, funders are increasingly interested in funding practices and processes that contribute to longer-term, downstream impacts such as policy and practice change.

Research funders' approach to and thoughts about their work have tremendous significance in the broader higher education arena and beyond. For this reason, Elsevier sought to explore how research funding leaders are navigating and changing funding practices and goals in our High Performance Objectives (HPO) Survey. We surveyed 150 decision-making funders across the globe who hold leadership positions within evaluation, research, science, research and development, grants, and other related areas.

We administered the survey in August/September 2024. Through the survey, we interrogated funders' strategic priorities in supporting research and higher education, perception of progress made on key objectives, and the transformational potential they associate with these objectives.

The questions we posed of funders endeavored to reveal what they expect from the universities and projects they fund. Fundamentally, their research investments do more than just allocate resources to universities—they also set direction and define expectations and impact criteria in the process.

We asked respondents to assess 21 performance objectives derived from Elsevier's Academic Evaluation Framework (AEF) along three dimensions:

Strategic priority

Progress achieved

Future transformational potential

The high performance objectives fit within major higher education drivers: strategy, operations, funding, collaboration and partnerships, and reputation. The 21 objectives include areas such as academic excellence, sustainability, graduate and student outcomes, digital transformation, resource utilization, diversity, community impact and marketing, and cross-sector partnerships.

Respondents ranked each area on a 1 to 7 scale for each category: Priority, Progress, and Potential, assessing the following:

Organizational Priority Scale
Between 1, Very low priority: not a priority for the organization and received little to no focus or resources and 7, Very high priority: organizational priority receiving significant focus and research.

Organizational Progress Scale
Between 1, Very low progress: the organization has made no discernible progress in this area and 7, Very high progress: the organization has made no discernible progress in this area.

Transformational Potential Scale
Between 1, Very low potential: Minimal or no potential to drive organizational transformation and/or contribute significantly to achieving the organization's overall goals and 7, Very high potential: crucial for driving organizational transformation and significantly contributing to the organization's overall goals.

Through aggregation and analysis of their rankings, we generated a picture of what matters most to funders and how they view organizational accomplishments (or lack thereof) in the 21 high performance objectives.

Our results uncover a range of sentiments regarding funders' perspectives and priorities. Notably, they highlight key disconnects between what funding agencies claim as top priorities and what they acknowledge as having high transformative potential.

Funders' ideal achievements

Respondents' selected closely linked facets of research impact as their organization's ideal future state, with the most (40%) selecting Improving Human Life and Progress; followed by Advancing Research Breakthrough (36%), and Developing Next-Generation Researchers (35%).

- Advancing Breakthrough Research: 36%
- Improving Human Life and Progress: 40%
- Fostering Interdisciplinary Collaboration: 15%
- Developing Next-Generation Researchers: 35%
- Promoting Scientific Integrity and Social Responsibility: 24%

Our survey results illuminate the objectives that matters most to funders. They rank the following high performance objectives as their top priorities:

- Sustainable Development (91%)
- Effective Digital Transformation (85%)
- High Sustainability Performance (83%)
- Excellent Graduate Outcomes (83%)
- Developed and Strong Global Research Network (81%)

Respondents' emphasis on sustainability and digital transformation indicates their desire to fund initiatives related to the longevity and efficiency of the higher education institution. They want to help build an institutional reputation and increase and carry out university-wide initiatives in sustainable development related to such areas as water conservation, energy conservation, and resource efficient research and operations.

Similarly, respondents' selection of digital technology as their second-highest priority signifies their interest in operational efficiency and effectiveness, which may mean delivery of transformative, new digital technologies such as workflow solutions and integration of new digital technologies across institution functions such as operations, teaching, research, and administration.

With sustainability and digital transformation at the top of their priority list, funders we point to a focus on future-oriented institutional development and long-term institutional resilience as well as broader societal impact. In other words, their priorities underscore their interest in more than traditional academic metrics of success.

Significant gaps between priorities and progress

Interestingly, Elsevier's survey results highlight a chasm between funders' stated priorities and implementation (progress) of these priorities to date. The gaps between priority and progress provide clues to the reason they are high priorities—since funders are looking to impact areas they deem important. The tension between stated goals and progress, as shown below, might also indicate a misalignment between the most common goals and the ability of current systems to accommodate them.

Our survey revealed proverbial distance between funders' priorities and their assessment of progress to date in those areas, as well as the potential for progress, which provides useful information to funding organizations and government agencies as they formulate, hone, and execute their strategic goals.

Priorities, Progress, and Perceived Potential

Performance Objective	Priority	Progress	Potential
Sustainable Development	91%	46%	49%
Effective Digital Transformation	85%	43%	48%
Excellent Graduate Outcomes	83%	44%	53%
High Sustainability Performance	83%	59%	46%
Developed and Strong Global Research Network	81%	41%	49%
Meaningful Community Impact	81%	35%	39%
Developed and Strong Global Education Network	79%	41%	48%
Academic Excellence in Knowledge Creation and Research Outputs (Bibliometrics)	77%	49%	49%
High Digital Service Adoption Rate	77%	43%	44%
Effective Internal and External Marketing Operations	77%	33%	36%
Diverse and Sustainable Research Funding	76%	49%	43%
A Broad Interdisciplinary Integration Rate	76%	33%	37%
Outstanding Cross-Sector Partnerships	76%	37%	28%
High Community Awareness of Academic Excellence and Broad Impact on Society	75%	43%	40%
Effective Resource Utilization and Optimization	74%	38%	46%
Delivery of Broad Research Outcomes and Real-World impact	74%	41%	40%
A Diverse Student Body	71%	24%	45%
Optimal Income from Innovation and Commercialization	69%	45%	40%
Diversity in Leadership Positions	67%	37%	37%
Effective AI Integration	66%	25%	33%
A Diverse Faculty and Staff	58%	31%	35%

Below, we highlight key results in terms of the intention-versus-implementation gap as shown by funders' performance objective rankings.

Sustainability

Sustainability Performance Objective	Priority	Progress	Potential
Sustainable Development	91%	46%	49%
High Sustainability Performance	83%	59%	46%

In all categories, our respondents ranked their research funding priorities at much higher levels than both progress and potential in those areas. When it comes to Sustainable Development, the priority (91%) ranking is nearly twice as much as the implementation progress ranking (46%). This exposes a critical disconnect between strategic intentions and operational execution.

However, the gap between priority (83%) and progress (59%) is not quite as stark in the High Sustainability Performance rankings. In fact, the progress ranking in this category is the highest out of all 21 organizational performance indicators. That progress in sustainability performance substantially outpaces all other areas indicates that funders perceive operational sustainability practices to have gained significant traction.

With their emphasis on sustainability, funders seek to make societal and environmental impact in the service of also bringing efficiencies to strengthen the longevity and health of a university through operational and institutional initiatives. Success in progress means there are a significant number of sustainability initiatives implemented (e.g., measures to conserve resources, participation and leadership in sustainability impact rankings, and related reviews of curricula and research and operations.

Technological Innovation

Technological Innovation Objectives	Priority	Progress	Potential
Effective Digital Transformation	85%	43%	48%
High Digital Service Adoption Rate	77%	43%	44%
Effective AI Integration	66%	25%	33%

As the second highest priority (at 85%) for the funders we surveyed, Effective Digital Transformation falls short (43%) in the progress arena, according to respondents.

Digital transformation typically requires holistic organizational adoption and disciplined change management to modernize systems and related processes. This is because governance structures, processes and procedures, and organizational mindsets are often challenged in the pursuit of using technology to enable optimization across university operations and departments.

Other related digital and innovation high performance objective areas also demonstrate significant gaps, particularly in AI Integration, where its priority rank of 66% is far from the progress rank of a mere 25%. Amidst the rise of AI and a time when scholars are grappling with its use in both the classroom and their work, Effective AI Integration also ranks second lowest of all objectives in funders' perceived potential (33%).

Across the technical innovation performance areas, funders indicate a relative lack of transformative progress in innovation, digital services adoption, and modernization.

Academic & Societal Impact

Academic & Societal Impact Objectives	Priority	Progress	Potential
Meaningful Community Impact	81%	35%	39%
Academic Excellence in Knowledge Creation and Research Outputs (Bibliometrics)	77%	49%	49%
High Community Awareness of Academic Excellence and Broad Impact on Society	75%	43%	40%
Delivery of Broad Research Outcomes and Real-World Impact	74%	41%	40%

Research funders have traditionally prioritized academic excellence, using it as their key driver on their mission to enact larger societal impact. Our respondents' assessment of organizational progress in key areas of academic success show under-performance in some of the high performance objective areas. Of these, the gap between priority (81%) and progress (44%) for Meaningful Community Impact is the starkest.

Funders strive to make real-world impact through their investments, and to do so requires evidence of such impact in society. This includes the marketing and public knowledge of academic accomplishments that fuel a university's reputation, which might include clinical trials and guidelines completed; influence and participation in local, national, and international policy-making; participation and visibility in the media of academic achievements; number and value of technology innovations and commercialization activities; and invitations to participate at prestigious performing arts exhibitions.

Research funders' fundamentally look to invest in the aspects of academic excellence that can support scholarly breakthroughs and knowledge creation to impact the broader community and world.

Developing People: Talent & Diversity

Talent & Diversity Performance Objectives	Priority	Progress	Potential
Excellent Graduate Outcomes	83%	44%	53%
A Diverse Student Body	71%	24%	45%
Diversity in Leadership Positions	67%	37%	37%
A Diverse Faculty and Staff	58%	31%	35%

Scholars, their students, and academic leaders are the lifeblood of higher education institutions. The quality and success of graduate students as an imperative for an institution's academic impact and greater societal impact is of course not a new concept, which is why funders noting modest progress (44%) in the area of producing strong graduates (i.e., Excellent Graduate Outcomes) stands out—especially compared to their priority ranking (84%).

Because they play a large role in institutional influence, funders typically look to graduate students' earnings, employment rate, student satisfaction, alumni engagement, and success in prestigious student competitions to gauge progress.

Also, in the realm of talent development, funders ranked the objective A Diverse Faculty and Staff, Diversity in Leadership Positions, and A Diverse Student Body.

Consensus in the academic world has long been that diversity in general—among professors, the student body, ideas—leads to positive scholarly and societal outcomes. This perspective is validated in the funders' rankings of their desire to achieve demographic diversity of leadership (67%), faculty and staff (58%), and students (71%) across race, ethnicity, gender, and socio-economic backgrounds.

However, the intention versus implementation gap exists in all of these areas. The gap is between priority and progress is especially stark (47%) in the category of student body diversity, which poses a challenge for organizations pursuing societal good through research, since representation gaps in racial, gender, socioeconomic, and other groups may weaken research outcomes.

Collaboration & Partnerships

Collaboration & Partnerships Performance Objectives	Priority	Progress	Potential
Developed and Strong Global Research Network	81%	41%	49%
Developed and Strong Global Education Network	79%	41%	48%
Outstanding Cross-Sector Partnerships	76%	37%	28%
A Broad Interdisciplinary Integration Rate	76%	33%	37%

Collaboration and partnerships across sectors, global research networks, and disciplines contribute to capacity building and a university's capability in research and education. Collaboration promotes research, opportunities, and education; strengthens and leverages global research expertise and opportunities; and fosters international and interdisciplinary partnerships and collaboration in research and publications.

In their goal to advance initiatives that support collaborative knowledge-seeking and problem-solving as a way to nurture research that aims to bring about global societal benefits, funders recognize collaboration as an important organizational strategy.

Survey results in these areas represent similar levels of disconnectedness between priority and progress: A Broad Interdisciplinary Integration Rate (43%), Outstanding Cross-Sector Partnerships (41% Gap), Developed and Strong Global Research Network (40% gap), and Developed and Strong Global Education Network (38% gap). Despite it's relative priority, the cross-sector partnership objective ranked lowest in potential among all objectives.

This intimates that there is critical room for improvement in execution, even if funders might prioritize such activities as supporting funding applications with international co-applicants; multi-disciplinary and joint degree programs; highly-interdisciplinary publications; cross-disciplinary authorship; international partnerships and campuses; partnerships delivering cross-sector programs and internships.

Funding

Funding Performance Objectives	Priority	Progress	Potential
Diverse and Sustainable Research Funding	76%	49%	43%
Optimal Income from Innovation and Commercialization	69%	45%	40%

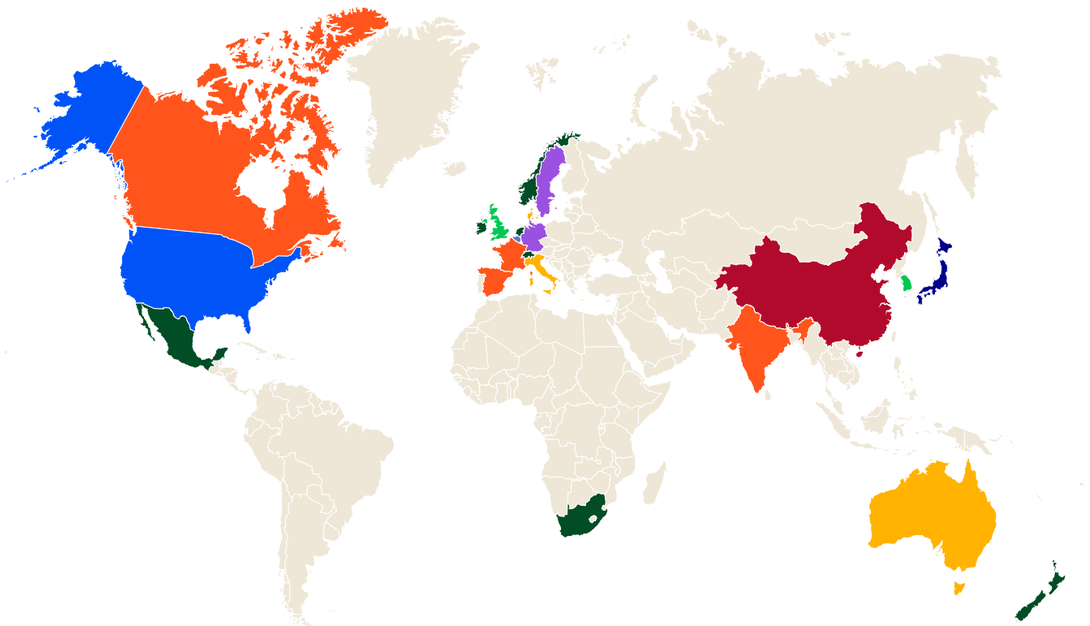
Higher education institutions rely on research funding to spur revenue growth and innovation of all kinds, advance knowledge, improve educational quality, and attract talented professors and students. To that end, having an array of research funding avenues and longevity of funding sources (i.e., Diverse and Sustainable Research Funding) garnered a middle-range (76%) priority ranking.

Maximizing innovation pathways and commercialization through funding (i.e., Optimal Income from Innovation Commercialization) ranked fairly low (69% and 4th from last) among our respondents' performance objective priorities. Such pathways might be venture capital that supports innovation, contracted research, IP income (patents, designs, trademarks, licenses), business consultancy, or patent co-applications with industry.

While it is not a top priority, the relatively small gap between priority (69%) and progress (45%) could signify that reasonable progress has occurred in this area to lessen its priority level.

Global perspectives offer insights into different funding priorities

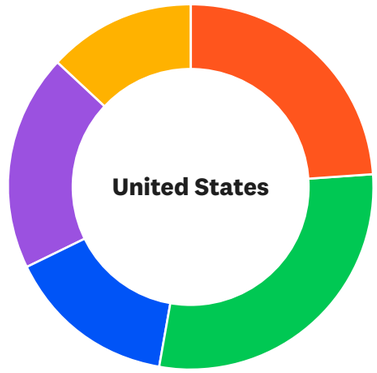
Our 150 survey respondents hail from around the world, representing North America, Europe, Asia, Africa, Australia, and Oceana. The countries representing these global regions have similar strategic focus.



United States

It is useful to note that Elsevier conducted the survey prior to the U.S. 2024 elections. As such, our results offer a snapshot of the strategic priorities funders declared in September 2024. The results also provide critical data within an evolving context—we will continue to leverage these results to analyze the impact the new political environment may have on both funders' priorities as well as the ability to implement the priorities cited.

As with Elsevier's overall survey results, U.S. funders point to sustainability as their dominant strategic focus, with Sustainable Development (95%) and High Sustainability Performance (92%) ranking as top priorities. Where they depart slightly from the aggregated global results, funders from the U.S. rank the Effective Digital Transformation objective third (92%) in priorities and first in potential (63%). The high transformation potential in digital initiatives suggests that U.S. funders believe targeted investment in digital capabilities provides a powerful avenue for improvement.



- Advancing Breakthrough Research: 24%
- Developing Next-Generation Researchers: 29%
- Fostering Interdisciplinary Collaboration: 15%
- Improving Human Life and Progress: 19%
- Promoting Scientific Integrity and Social Responsibility: 13%

Still, while digital transformation leads the priorities and potential, AI Integration ranks in the bottom 1/3 of priorities (76%) and the lowest progress of all objectives at 20%, showing the starkest disparity (a 56% gap) between ambition and reality.

Unlike funders from all other geographical areas, the majority of U.S. funders point to Developing Next-Generation Researchers as the ideal future state for their organization. This correlates to their ranking for the potential for impact in the high performance objective Excellent Graduate Outcomes as second highest at 61%. From these results, U.S. funders see clear paths to enhancing educational impact through better support mechanisms.

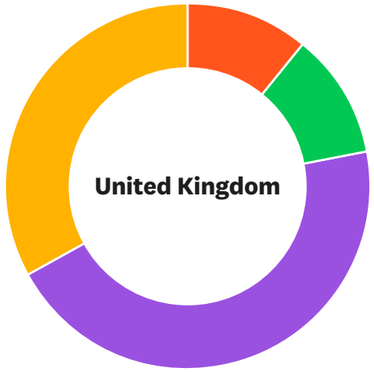
U.S. funders ranked diversity-related objectives in the bottom of all high performance objective areas. A Diverse Faculty and Staff (58%) and Diversity in Leadership Positions (64%) ranked as the lowest and second-lowest priorities, respectively. A Diverse Student Body (71%) was the fifth-lowest ranked priority. The related area where the priority ranked highest is Diversity in Leadership Positions (64%), though this objective has lagged in terms of progress (31%) and is similarly related for potential (34%).

Funders from the U.S. show consistently low progress in these same diversity-related objectives (24-31%), which might suggest systematic barriers in achieving diversity goals that current funding approaches have not effectively addressed. Low progress and low potential rankings might also reflect the current political situation. Respondents similarly view diversity in faculty, staff, and leadership positions as low-potential objectives (32-34%).

The area with the second-highest progress rate is academic excellence in knowledge creation and research outputs (53%), followed in third place with diverse and sustainable research funding (51%). These results reveal that U.S. organizations have a strong research foundation as well as the progress potential to continue to leverage research and academic frameworks and funding mechanisms. Perhaps they also demonstrate that U.S. organizations have made most the headway in established, measurable areas that have clear frameworks and metrics (e.g., sustainability performance and traditional academic measures).

United Kingdom

In stark contrast to funders from the U.S. who classify the highest ideal state of their organization as developing next-generation researchers, those from the UK highlight the ideal state as Improving Human Life and Progress (45%). Funders from the UK ranked lowest the ideal state areas that U.S. funders ranked the highest: Advancing Breakthrough Research and Developing Next-Generation Researchers.



- Advancing Breakthrough Research: 11%
- Developing Next-Generation Researchers: 11%
- Improving Human Life and Progress: 45%
- Promoting Scientific Integrity and Social Responsibility: 33%

Consistent with the overall results, sustainability emerges as the undisputed top priority with multiple related high performance objectives ranking highly: Sustainable Development in the top spot (with 100%) and High Sustainability Performance came in third (89%). Both also show relatively strong progress scores (67% and 89% respectively). Through these rankings, UK funders' strong commitment to sustainability likely reflects broader UK policy frameworks and societal expectations around environmental stewardship and social responsibility.

Academic excellence ties as UK funders' top priority (100%), but the difference between priority and progress (67%) represents a lack of satisfaction with current progress in bibliometrics and research outputs as well as breakthrough research and significant knowledge advancements.

UK funders rank High Digital Service Adoption Rate (89%) and Effective Digital Transformation (89%) in the top six high performance objective priorities, indicating that they view digital initiatives as important to higher education institutional success. The significant gap between priority and progress (33%) as well as priority and potential (33%) for these objectives identifies an implementation challenge for digital projects UK funders deem necessary to remain competitive in the higher education landscape.

Consistent across overall results, UK funders ranked Effective AI Integration as one of the lowest of UK funders' priorities (44%), with a 0% potential ranking. Globally, it seems funders do not put much stock into AI as having transformative potential.

When it comes to diversity objectives, UK funders rank them in the bottom half of all objective priorities: A Diverse Student Body (67%), Diversity in Leadership Positions (56%), and A Diverse Faculty and Staff (44%). Progress rankings in diversity objectives illustrate uneven success across organizational levels, with student body diversity lagging significantly. A Diverse Student Body displays a significant gap (45%) between priority and progress; Diversity in Leadership Positions exhibits a smaller gap (23%); and A Diverse Faculty and Staff reveals the smallest gap (11%).

UK funders also rank the Meaningful Community Impact objective as the fourth highest priority (89%), but rank progress in this area at 33%, showing a significant disparity between goals and reality. Additionally, the High Community Awareness of Academic Excellence objective ranks one of the least important priorities, at fifth from the bottom in both priority (56%) and potential (22%) and third from the bottom in potential (22%). Thus, results show that UK funders want universities to engage with and impact their communities, but they see weakness in their desired outcomes of meaningful local and community impact and engagement.

Europe

Like their UK counterparts, the highest number of European survey respondents point to Improving Human Life and Progress as the ideal future state for their organization.

- Advancing Breakthrough Research: 19%
- Developing Next-Generation Researchers: 23%
- Fostering Interdisciplinary Collaboration: 10%
- Improving Human Life and Progress: 35%
- Promoting Scientific Integrity and Social Responsibility: 13%

European funders prioritize community and research impact, ranking Meaningful Community Impact as the top (87%) high performance objective and Delivery of Broad Research Outcomes and Real-World Impact (83%) as the fourth-highest priority. However, despite its top priority ranking, Meaningful Community Impact shows a significant implementation gap (41%), highlighting the difficulty of defining and measuring community contributions.

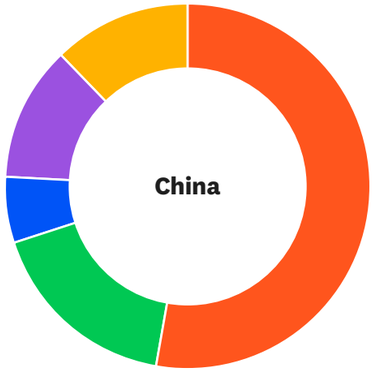
European funders' priority rankings also echo the priority on Effective Digital Transformation (86%) of funders from around the globe, where funders view digital transformation as a fundamental strategic priority. In this area, there is a significant gap between priority and progress (47%) as well as between priority and potential (52%), indicating there's been little success in implementation of digital initiatives or even hope that there will be in the future, perhaps due to insufficient expertise, resources, or organizational resistance. Consistent with funders from other parts of the world, European funders ranked Effective AI Integration as their lowest priority ranking (59%), with the lowest potential ranking (13%).

Compared to the emphasis funders from the U.S. and UK put on sustainability, European funders showed a more moderate focus on these areas, perhaps because they have seen good progress in these areas. They ranked Sustainable Development as the fifth highest priority (83%) with the second highest progress ranking (68%) and High Sustainability Performance as the seventh lowest priority (71%) and highest progress rating (70%). This suggests that sustainability is effectively integrated across operations, research, and education in European organizations.

Moreover, European funders prioritize Diversity in Leadership Positions (84%, the 3rd-highest priority) at a higher level than A Diverse Faculty and Staff (60%, the 2nd-lowest priority). The perfect alignment between priority and progress for A Diverse Faculty And Staff (both 60%) suggests either realistic goal-setting or effective implementation strategies that could serve as a model for other areas. Having A Diverse Student Body ranked as a middling priority (80%) with the largest gap between priority and implementation (54%), possibly signaling institutional barriers to execution.

China

The majority of Chinese funders overwhelmingly rank Advancing Breakthrough Research as their ideal organizational future state.



- Advancing Breakthrough Research: 53%
- Developing Next-Generation Researchers: 17%
- Fostering Interdisciplinary Collaboration: 6%
- Improving Human Life and Progress: 12%
- Promoting Scientific Integrity and Social Responsibility: 12%

Chinese funders ranked the high performance objectives Effective Digital Transformation (94%) and High Digital Service Adoption Rate (94%/rounded) first- and second-priority objectives, respectively, and these areas also correlated with the highest levels of potential among all objectives. Their focus on operational efficiency and digital infrastructure also leads in progress (1st and 4th, respectively).

Funders from China also ranked Meaningful Community Impact as their third highest priority (94%/rounded), yet this result is correlated with the most significant gap to progress (70%), which suggest execution of this priority is severely lagging. The related objective, Delivery of Broad Research Outcomes and Real-World Impact, ranks second to the last of their priorities (59%), despite its societal relevance. These contrary results point to a misalignment of priorities, or maybe suggests the need for a more nuanced understanding of how they view "community" and "real-world" impact.

Unlike funders from the U.S., UK, and Europe, those from China do not highly prioritize sustainability objectives. High Sustainability Performance and Sustainable Development rank 14th/15th priorities and 15th/21st (last) in progress. Their rankings in diversity categories lag, especially in terms of progress. In progress rankings, Diverse Student Body ranks second to last (18%) and A Diverse Faculty and Staff ranks third to last (18%), and Diversity in Leadership Positions ranks fourth to last (24%); the three diversity objectives are in the bottom four rankings of progress (17th–20th), suggesting structural barriers to implementing more diverse representation.

Chinese funders ranked the Outstanding Cross-Sector Partnerships objective last in both in priority and potential, despite their role in fostering innovation and applied research—areas of related objectives that rank much higher. And unlike funders from Europe, the UK, and the U.S., Chinese funders have not written off the Effective AI Integration objective. They indicate their belief in AI's power in their results, which land in the middle of objective results for priority (71%), priority (35%), and potential (53%). This represents a large perspective difference from funders from other parts of the globe, who generally ranked the AI objective as among the lowest priorities with low potential.

Overall: Opportunities for further progress as priorities evolve

Our findings depict modest progress in a few strategic performance areas and overall progress levels across the globe are below 60% across all strategic performance objectives, indicating widespread implementation challenges.

Additionally, the rankings in terms of the potential to improve and make progress in all high performance objective areas sit at a lower level, at an average of 42%.

According to survey respondents across all geographic areas, student success is the most promising catalyst for meaningful institutional change. Excellent Graduate Outcomes (53%) lead the transformation potential rankings, signaling a pivotal shift toward student-centered metrics as an indicator to funders of institutional advancement.

Areas of sustainability, global research networks, and academic excellence are also among the higher objective rankings for potential (all 49%) and demonstrate funders' perspective that there are multiple pathways to institutional evolution.

Further, according to a senior leader from a European Research Evaluation Agency, the disconnect between what agencies claim as top priorities and what they acknowledge as having high transformative potential: *"raises a fundamental question about strategic alignment: are agencies equipped with the visibility and coherence needed to guide their priorities effectively?"*

Our survey results, particularly in the gaps between research funding and progress along the high performance objectives in advancing funding organizational goals, provide important clues that funding organizations and government agencies can use to foster value-added efforts to increase their ideal goals of achieving socio-economic benefits of research.

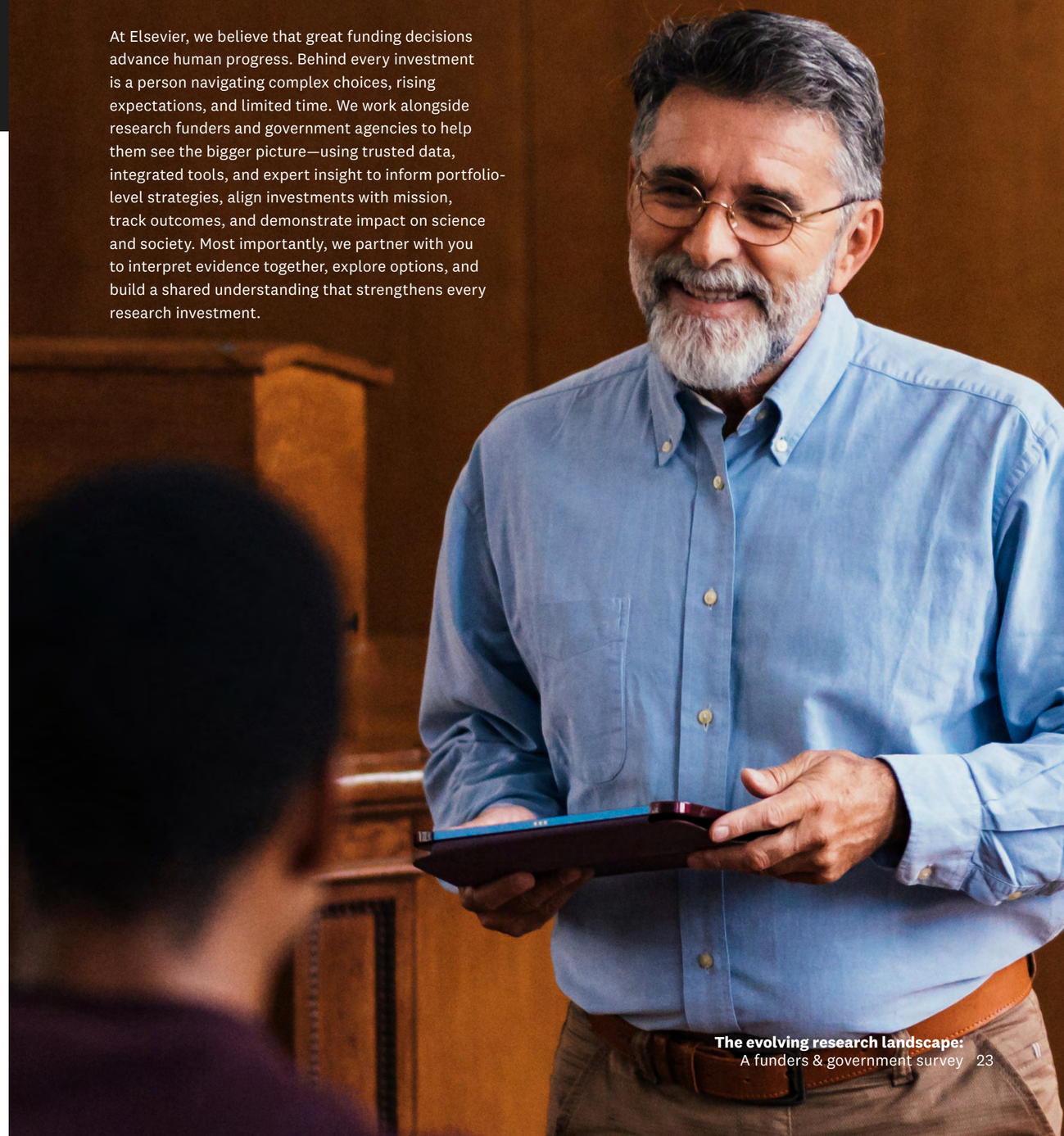
Many objectives that are more important to funders than merely "checking the box" for compliance reasons have nebulous metrics. Today's funders measure success by societal contribution and real-world influence rather than purely academic metrics. Therefore, funders need measurable methods to demonstrate—and thus strategically seek and better achieve—the tangible and powerful outcomes they outline.

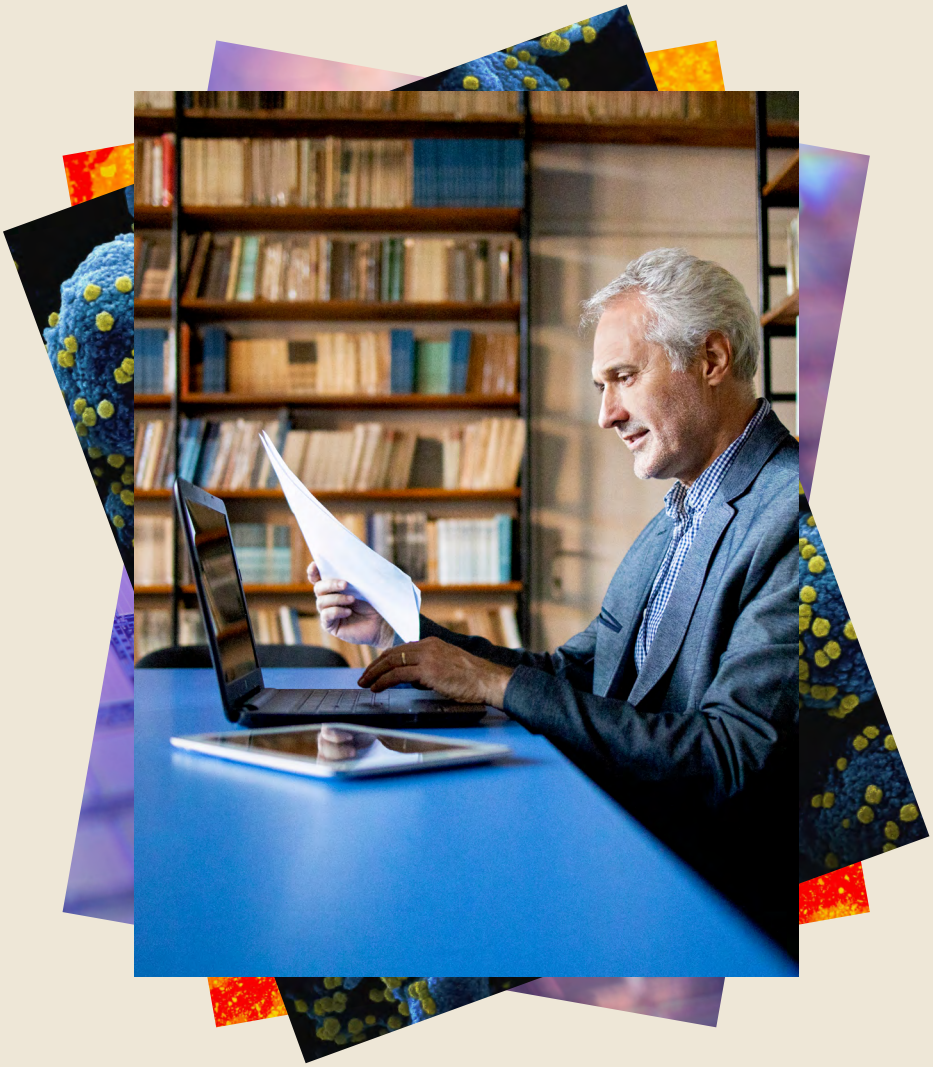
Research funders and leaders aim to use their investments to impact the academic communities and society at large. To varying degrees, they have different perspectives on how to make the most significant difference, especially as higher education as a whole and intertwined research avenues and networks are in flux.

As today's funders seek to advance breakthrough initiatives that maintain research integrity and social responsibility, they look at higher education institutions holistically and formulate strategic priorities that can best achieve their goals to strengthen universities and bring tangible benefits to society through targeted support of research and initiatives.

Partnering with funders & government to enable research impact

At Elsevier, we believe that great funding decisions advance human progress. Behind every investment is a person navigating complex choices, rising expectations, and limited time. We work alongside research funders and government agencies to help them see the bigger picture—using trusted data, integrated tools, and expert insight to inform portfolio-level strategies, align investments with mission, track outcomes, and demonstrate impact on science and society. Most importantly, we partner with you to interpret evidence together, explore options, and build a shared understanding that strengthens every research investment.





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