

Rebalancing the Future Research Ecosystem: From Vision to Action

A GUIPRR and NSB Joint Summit

NAS Building, 2101 Constitution Ave. NW, Washington, DC 20418

October 28-29, 2025

TUESDAY, OCTOBER 28, 2025

Purpose

The U.S. research enterprise is misaligned at a moment of urgent national need. The October 2025 joint summit, convened by the Government, University, Industry, and Philanthropy Research Roundtable in collaboration with the National Science Board, will gather leaders from government, academia, philanthropy, and industry to move from vision to action. The meeting will seek time-delineated solutions that can demonstrate progress within 12 to 18 months. Early findings from a cross-sector strategic assessment initiated by the President of the National Academy of Science and GUIPRR provide a shared frame, clarifying where the system is strong, where it is vulnerable, and what external pressures are shaping its trajectory.

Discussions will focus on how to align investment across sectors, build new financing models, and strengthen the research workforce. Sessions will explore practical approaches for reducing fragmentation in capital formation, developing regionally grounded strategies, and connecting training programs, from research universities to community colleges and employer-led models, more directly to national needs. The summit aims to distill these conversations into a small set of high-impact actions with clear responsibilities across sectors, and to articulate a compelling vision for the future of American science.

2:00–3:45 **GUIPRR Council Meeting, NAS Board Room**

4:00–4:15 **Opening Remarks, NAS Lecture Room**

- **Darryll Pines**, President, University of Maryland
- **Michael W. Nestor**, Board Director, Government-University-Industry-Philanthropy Research Roundtable, National Academies of Sciences, Engineering, and Medicine

4:15–5:30 **Strategic Assessment of the U.S. Research Enterprise: A Cross-Sector Dialogue on Readiness (GUIPRR members & invited NSB members only)**

This opening dialogue will ground the workshop in the strategic assessment of the U.S. research enterprise developed through GUIPRR on behalf of NAS leadership. Industry leaders, philanthropic stakeholders, federal science agencies, and congressional staff will examine the system's core strengths, persistent weaknesses, emerging opportunities, and the external pressures influencing the national research enterprise's function domestically and positioning globally. The discussion will address matters such as how to increase multi-sector engagement in federal research, how to create stronger incentives for collaboration between sectors, and opportunities to improve the talent development pipeline, better connecting education and training with regional economic demands. By testing the assessment's findings and refining its conclusions, participants will help chart a practical path for coordinated federal action over the next 12 to 18 months, ensuring that the U.S. research ecosystem remains resilient, competitive, and aligned.

Moderator: **Norbert Holtkamp**, Science Fellow, Hoover Institution

- **Chike Aguh**, Senior Advisor, Project on Workforce, Harvard University
- **Matt Owens**, President, Council on Governmental Relations
- **Luna Lu**, Vice President, Industry Partnerships, Purdue University
- **Ben Kaplan**, Managing Partner, Deep Venture Partners
- **Rachel Segalman**, Vice Chancellor for Research, University of California, Santa Barbara

5:30–6:30 Networking Reception, NAS West Court

6:30–8:00 Dinner & Keynote Address, NAS Great Hall

Moderator: **Kiki Sanford**, Executive Vice President, Association of Science Communicators

- **Dashun Wang**, Professor, Management and Organizations, Kellogg School of Management, Northwestern University
- **Jennifer Kan**, General Partner & Founder, Juniper VC

END OF DAY 1

WEDNESDAY, OCTOBER 29, 2025

8:30–9:00 Breakfast, NAS West Court

9:00–10:15 Returns, Risk, and Co-Investment- A New Economic Playbook for STEM Innovation, NAS 120

Innovation cannot be scaled if capital remains fragmented and returns are defined too narrowly. This panel will examine practical models for aligning federal research funding with philanthropic and private investment through regionally grounded initiatives. Participants will consider how to create fast-cycle, risk-tolerant funding mechanisms that support industrial relevance and near-term impact. The session will also address how to present research value in terms that resonate with appropriators, institutional investors, and applied sectors. Building on this foundation, panelists will assess the inefficiencies created by overlapping investments in the same domains across multiple states and the absence of differentiated regional capital strategies. The conversation will focus on aligning investment with sector-specific strengths, reducing friction across funding systems, and communicating impact using a unified framework that supports credibility with both public and private funders. Without credible alignment on capital formation, performance expectations, and delivery timelines, system redesign will stall.

Moderator: **Ryan Panchadsaram**, Advisor to the Chairman, Kleiner Perkins; National Science Board

- **Morgan Weidow**, Chief Operating Officer, Shadow Ridge Analytics
- **Paul Sohl**, Chief Executive Officer, Florida High Tech Corridor
- **Drew Scheberle**, Executive Director, National Security Innovation Council
- **Raj Sharma**, Chief Executive Officer, Public Spend Forum

10:15–10:30 Break, NAS West Court

10:30–11:45 Public-private alignment: Moving from Agreement to Action, NAS 120

Public-private coordination in research and innovation is widely recognized as essential, yet difficult to sustain at the speed today's challenges demand. This session will explore how new approaches to funding, ranging from corporate venture capital to philanthropic investment on accelerated timelines, can be integrated with federally anchored initiatives. Panelists will consider models such as shared-risk funds, regional co-investment strategies, and more adaptable grant structures, alongside efforts to align talent pathways and institutional incentives. The discussion will conclude with concrete proposals for implementation and near-term milestones to support measurable progress.

Moderator: **Keivan Stassun**, Professor, Physics, Astronomy, and Computer Science, Vanderbilt University; National Science Board

- **Ali Farhadi**, Chief Executive Officer, Ai2
- **Erwin Gianchandani**, Assistant Director, Directorate for Technology, Innovation and Partnerships, National Science Foundation
- **Jacqueline Olich**, Principal and Founder, Veza Alliance Management
- **Monica Dus**, Director, National Labs, University of Michigan

11:45–1:00 Networking Lunch, NAS West Court

1:00- 2:15 Alternative Financing Models for Science and Innovation, NAS 120

Expanding the nation's capacity to support research requires financing mechanisms that reach beyond traditional grants and appropriations. This panel will examine emerging models and tools that could enable science to be funded at greater speed and scale, including approaches such as loan guarantees, revenue-based financing, and crypto-enabled investment. The discussion will consider how new financing strategies can de-risk private participation, attract broader pools of capital, and reduce dependence on narrow funding streams. Panelists will also explore how the broader financial regulatory landscape influences the viability of these approaches, shaping both the risks and opportunities for innovation in science finance. The session will focus on how financial innovation and regulatory engagement together can align scientific risk-taking with sustainable investment and long-term national priorities.

Moderator: **Sheeva Azma**, Chief Executive Officer, Fancy Comma, LLC

- **Joshua Carter**, Associate Administrator, Office of Investment and Innovation, U.S. Small Business Administration
- **Stephen Susalka**, Chief Executive Officer, AUTM
- **Caleb Watney**, Co-Founder & Co-CEO, Institute for Progress
- **David Lang**, Executive Director, The Experiment Foundation
- **Yaya Fanusie**, Head of Global Policy, Aleo Network Foundation

2:15–2:30 Coffee Break, NAS West Court

2:30–3:00 AAAS Update on The Vision for American Science & Technology (VAST) Initiative, NAS 120

The Vision for American Science & Technology (VAST) will chart the way for the U.S. science & technology (S&T) enterprise to support America's global leadership. Drawing from the collective insights and experiences of an unprecedented array of leaders, VAST will empower U.S. decision makers with a roadmap to ensure the American S&T enterprise remains the vanguard on an increasingly competitive world stage.

- **Sudip Parikh**, Chief Executive Officer, American Association for the Advancement of Science

3:00–4:30 From Programs to Systems: Coordinating Research Through Institutional Design, NAS 120

This session will focus on structural reforms that strengthen the national STEM talent base. The discussion will center on how new federal strategies could connect universities, community colleges, skilled technical programs, and industry into a coordinated pipeline that meets critical workforce needs. Panelists will explore training that moves beyond the traditional single-advisor, discipline-specific approach, including BS-to-doctorate pathways, applied research fellowships aligned with workforce needs, and community college partnerships. The discussion will also capture commitments for expanding the country's talent base, with emphasis on the role of the private sector in providing internships, apprenticeships, and other work-based learning opportunities that strengthen the scientific research workforce.

Moderator: **Erica Goldman**, Director, Day One and Policy Entrepreneurship, Federation of American Scientists

- **Elizabeth Bruce**, Director & Strategy Lead, Innovation + Society, Microsoft
- **Ian Banks**, Director of Science Policy, Foundation for American Innovation
- **Lydia Logan**, Vice President, Global Education and Workforce Development, Corporate Social Responsibility, IBM
- **Russell Mumper**, Vice President, Research, Indiana University

4:30–4:45

Where We Go From Here: Closing Remarks, NAS 120

- **Danielle Merfeld**, Global Chief Technology Officer at Hanwha Qcells

MEETING CONCLUDES