



V2C2

Vision for the Second Century, Second Decade



VISION FOR THE SECOND CENTURY, SECOND DECADE (V2C2)

Mission Statement for Rice University

As a leading research university with a distinctive commitment to undergraduate education, Rice University aspires to pathbreaking research, unsurpassed teaching and contributions to the betterment of our world. It seeks to fulfill this mission by cultivating a diverse community of learning and discovery that produces leaders across the spectrum of human endeavor.

Our Values

Responsibility **Integrity** **Community** **Excellence**

Our Essential Attributes

We seek to be unconventional in our thinking, unlimited in our aspirations and bold in pursuing our goals. We seek to reflect the fundamental ideals of human equality and potential, of diversity and inclusion, of political rights and participation, of free inquiry and free expression, of creativity and innovation and of the possibilities of hard work and economic opportunity.

We are the nation's smallest leading wide-spectrum research university, with a beautiful campus located in the heart of Houston, one of the United States' most dynamic, diverse and cosmopolitan cities. We seek to fulfill our mission by building on our values and taking advantage of our unique qualities, our extraordinarily talented and diverse community, and our campus and location. In all that we do, we are guided by our commitment to integrity and excellence.

We are dedicated to learning, discovering and creating for the benefit and enrichment of humanity. We believe that education and research across a broad array of disciplines provide the deep insights required for a full understanding of our world and the tools necessary to achieve human progress. We believe in the distinctive value of fundamental and curiosity-driven research, convinced that the drive to understand leads to important insights and knowledge. We are committed to the liberal arts vision of undergraduate education that exposes all students to a range of disciplinary methods and knowledge to prepare them for success in a complex and constantly changing world.

We emphasize collaboration and seek to span borders and break down barriers, whether across disciplines, communities, institutions, cultures or countries. We build high-impact external relationships and partnerships in pursuing our work — in our city, our state, our country and around the globe. Through education and research, we seek impact that is both local and global and contributes to human knowledge, welfare and progress.

We are an expansive community, encompassing our faculty, staff, students, alumni, parents and others who engage with the university and support our mission. The diversity and inclusiveness of our community are among our best and most important assets. We deeply value the free exchange of ideas and viewpoints, seek to engage civilly with each other even when we disagree, and believe that Rice should be a forum for such conversations. We value the work of all participants in our community, show respect for them and their contributions, and support the well-being and success of all.

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Our vision and plan for the next decade is driven by our mission, our values, our essential attributes, our history and a driving ambition to contribute to our world through excellence in education and research.

It consists of seven core goals. At the same time, we recognize that we are in a dramatically changing environment, both in higher education and the world at large. We must anticipate those changes, envision a future, plan for that future and adapt to it. Thus while these goals will guide us, they will also evolve along with our university as we seek to educate, improve and sustain our world.

Provide Transformative Undergraduate Education

We must assure the excellence of the classroom and curricular experience and strengthen faculty-student interaction across a range of educational contexts. Every undergraduate student should have the opportunity to learn through faculty-mentored research, scholarship, creative endeavors or team-based projects. We must achieve strong faculty participation in the residential colleges, which are central to the Rice experience. To foster a global perspective, international study and research experiences will be increased, especially those with faculty participation. Real-world problem-solving, leadership experience, entrepreneurial opportunities, communication training, internships, mentoring and preparation for careers and graduate education must play an increasing role in the education of our undergraduates. New technologies can be used to enhance student learning in many contexts. We must utilize the talents of our staff, alumni and others to provide the strongest mentorship programs possible. We must implement a new vision of the Central Quad to provide the dynamic spaces that support an engaged and collaborative educational environment.

Build Nationally and Internationally Renowned Graduate Programs

Every graduate program at Rice should develop and pursue a strategy to increase its visibility and reputation, offer competitive stipends, increase selectivity in admissions and contribute to the development of scholars and leaders who will make a substantial impact on the world. We must also selectively invest in those graduate programs that can achieve international preeminence, with a goal of having significantly more programs in the very top echelon. We should make strategic choices in creating new graduate programs, especially those that leverage interdisciplinary strengths. To compete effectively for the best doctoral candidates, we must provide research oppor-

tunities to work with world-class faculty, state-of-the-art facilities, outstanding mentoring, and teaching opportunities that develop pedagogical expertise and ability. We should also expand educational opportunities provided by excellent professional master's and non-degree certificate programs. We must invest in programs and facilities that build community among our graduate students and assure them a meaningful experience as a vital part of the Rice community.

Invest in Faculty to Achieve Preeminence

To achieve our highest aspirations in our teaching and research missions, we must make deliberate and strategic choices in hiring new faculty. We must identify areas where we can build on our strengths to develop internationally ranked disciplines and programs and make targeted cluster and individual hires to support strategic programmatic leaps. We must recruit high-impact senior faculty, retain our most accomplished faculty, and consistently nurture the growth and development of our rising-star assistant and associate professors. We must ensure a deepened collaborative environment within the university and with external partners. We must strongly support faculty development in research, teaching and service. By additionally providing faculty with assistance and venues for conferences and collaborations, we will make Rice a destination for scholars and thought leaders from around the world.

Expand Access, Diversity and Inclusiveness

We seek a community that embraces a breadth of knowledge, thought, perspectives, experiences and backgrounds and enables us to achieve excellence in all facets of our mission. To expand access and diversity, we must build on our history of recruiting high-achieving individuals from under-resourced and middle-class families and as-

sure affordability by implementing and funding generous financial aid policies that successfully attract them. To promote broad success, we must enable undergraduate and graduate students from all backgrounds to thrive at Rice, including supporting access to the full range of Rice experiences and opportunities. We must seek greater representation of women and minorities in disciplines in which they have historically been underrepresented. We must attract international students from a wider range of countries and backgrounds. We must accelerate progress in building a faculty and staff who are diverse in background and thought. We must support an inclusive environment by creating the programs and facilities that foster interaction and understanding within our diverse community.

Elevate Research Achievement and Reputation

Research achievement drives new knowledge and understanding that improves our world, inspires our students and enhances learning opportunities. Research is fundamental to every aspect of our mission. As an exceptional but comparatively small wide-spectrum research university, we must make strategic choices that build on selected areas of strength across the breadth of our research and scholarship. To accelerate research accomplishment and recognition, we must make bold investments in the best faculty, staff and students, including professional development, facilities, equipment and seed grants. We must significantly augment our postdoctoral fellows program. We should aim to double our research funding over the next decade. We must strengthen external collaborations with business, governmental and nongovernmental entities. We must create deep institutional collaborations in focused areas with the Texas Medical Center that generate signature accomplishments. We should identify critical global challenges in areas such as health, education, cities of the future, and sustainability, energy and the environment to which Rice can make distinctive contributions, and work with partners locally and globally to achieve meaningful progress.

Extend Rice's Reach and Impact

We must complement our strong campus community by building greater national and international engagement, visibility and recognition. We must further invest in digital educational technology and employ it to enhance opportunities for students on the Rice campus, to vastly increase

our educational reach and global footprint, to engage and support our alumni, and to augment our resources. We must utilize and build on our strengths in improving and assessing learning and producing state-of-the-art tools and resources in digital education. To maximize these opportunities, we must identify and serve new learners through innovative online programs, including master's degrees and graduate certificates. We must serve our growing population of alumni, parents and friends with a range of educational opportunities and fully engage them as a supportive and visible network. We must establish deeper and more focused international relationships and collaborations and explore new possibilities for creating a stronger global presence, such as establishing international centers.

Engage Houston and Empower Its Success

Rice's home city — with its coastal location, diverse population, industry, urban and suburban footprints, cultural institutions and world-class facilities — reflects both the challenges and opportunities of a 21st century city. Rice must engage fully with the city on both those challenges and opportunities. To that end, Rice should coordinate educational programs around urban issues and engage with Houston, both learning from it and contributing to it. Using its teaching and research capacity, Rice will participate with the city and key organizations and institutions as a strategic academic partner to collect and analyze data, engage in research on critical issues, and recommend policies and actions on major urban challenges, such as K-16 education, health care and coastal flooding. Rice must play a key role in enabling Houston to achieve its vision of being a leading hub for innovation and technology. We must leverage our Houston engagement and expertise to build relationships with other global cities



Achieving these seven priorities depends upon the success and reputation of our eight schools as well as other major endeavors, including the Baker Institute for Public Policy, the Doerr Institute for New Leaders, the Kinder Institute for Urban Research, other centers and institutes, Athletics and the Moody Center for the Arts. We must develop and execute strategies and secure the resources to advance achievement and recognition in all our schools and these other components of the university.

What will it require to succeed, and what will our success accomplish?

Taken together, these goals and actions set forth an ambitious vision for Rice University. What will it take to succeed? Certainly, an ambitious and successful fundraising effort, but that will not be enough. We will need to find ways to increase other revenues. We will need reallocation of effort and resources. We will need to implement strategic organizational changes that better align with some of our goals and priorities. We will need to embark on new collaborations and partnerships, within Rice and with partners in our city and around the world. And we will need determination, optimism and creativity.

If we are successful, what impact will the achievement of these goals have on Rice?

- We will provide the best undergraduate education, one that is transformative for our students and fueled by the engagement of our faculty.
- We will be a premier choice for graduate students who have sought out the excellence of our faculty, the quality of the graduate education and the vibrant graduate community we support.
- We will have earned the admiration of our peers for the faculty we have recruited and retained and the pinnacles of excellence we have built.
- We will be one of the most diverse and inclusive educational environments among the nation's top universities and provide the resources for the success of all students.
- We will achieve research excellence, recognition and impact far beyond our scale, and contribute in important ways to addressing some of the world's most pressing problems.
- Our educational impact and overall stature will be greatly expanded by new digital education programs, international engagements and the active support and success of our alumni.
- We will be recognized as a major force in increasing opportunity and improving the quality of life in Houston, and providing it with the data and policy tools of a 21st-century city.