

PERSONALIZED SCALE FOR GLOBAL IMPACT

MOMENTOUS



RICE

Our 10-year strategic plan

THERE ARE MOMENTS THAT CHANGE US. THERE ARE MOMENTS THAT CHANGE THE FUTURE. THIS IS THAT MOMENT FOR OUR UNIVERSITY.

We are making a statement and a courageous commitment about what can and will be for Rice, for our students, faculty, staff and alumni, for our greater community, and for our world. It is in this moment that we commit to becoming the premier university in the world for teaching and research. We won't approach this ambition like any other institution. We will do it with humanity for the good of humankind. We will do it on a personalized scale as only Rice can. We will do it in the heart of the most diverse city in the nation — one of the largest human laboratories in the world — bringing together disparate industries to serve as a catalyst as we begin to confront and address some of the most challenging issues facing our world. Our pursuits in teaching, discovery, and research will lead innovations in health, generate sustainable futures, and build thriving urban communities.

We will leverage our curiosity and the uniqueness that is Rice, an unparalleled commitment to the person, and a distinct ability to work across disciplines, across industries, and across communities. We are undeterred as we take the best of Rice forward and earn our place on a global platform.

We are energized. We see opportunity. We see ideas. We see discovery. We see collaboration. We see answers. We see a different future. A future with Rice at the heart — bringing our diverse community, people, ideas, artificial intelligence, cultures, leadership, institutions, and solutions together.

If not us, who? If not now, when? It is our time. Our moment. We are striving for the most personalized education in the world — to us, it is our pursuit of unparalleled excellence. And, together, we will get there as only Rice can.



DEAR RICE COMMUNITY,

It is my greatest professional honor to lead our university forward. Our vision for the future is a courageous view of what can and must be for Rice. We will work to take the very best of our university forward, fiercely protecting what makes us special, and evolving it to meet the future needs of our students, faculty and staff, community, and world.

Leveraging one of the most comprehensive and inclusive processes to build our plan, I am proud of the many voices who came together in a way that only Rice can. We heard big ideas and dreams; we heard challenges to what the future might require; we heard about the uniqueness of our faculty and approach to teaching and research; we heard visions of how a university of our scale is primed to impact not only our greater

community but society as a whole. Most of all, we heard what we already knew - that Rice is different, and we must protect that uniqueness. Our strategic plan lays out a guide for the next 10 years and will dynamically shift based on the needs of our university. It will be reviewed over time, including at the five-year mark.

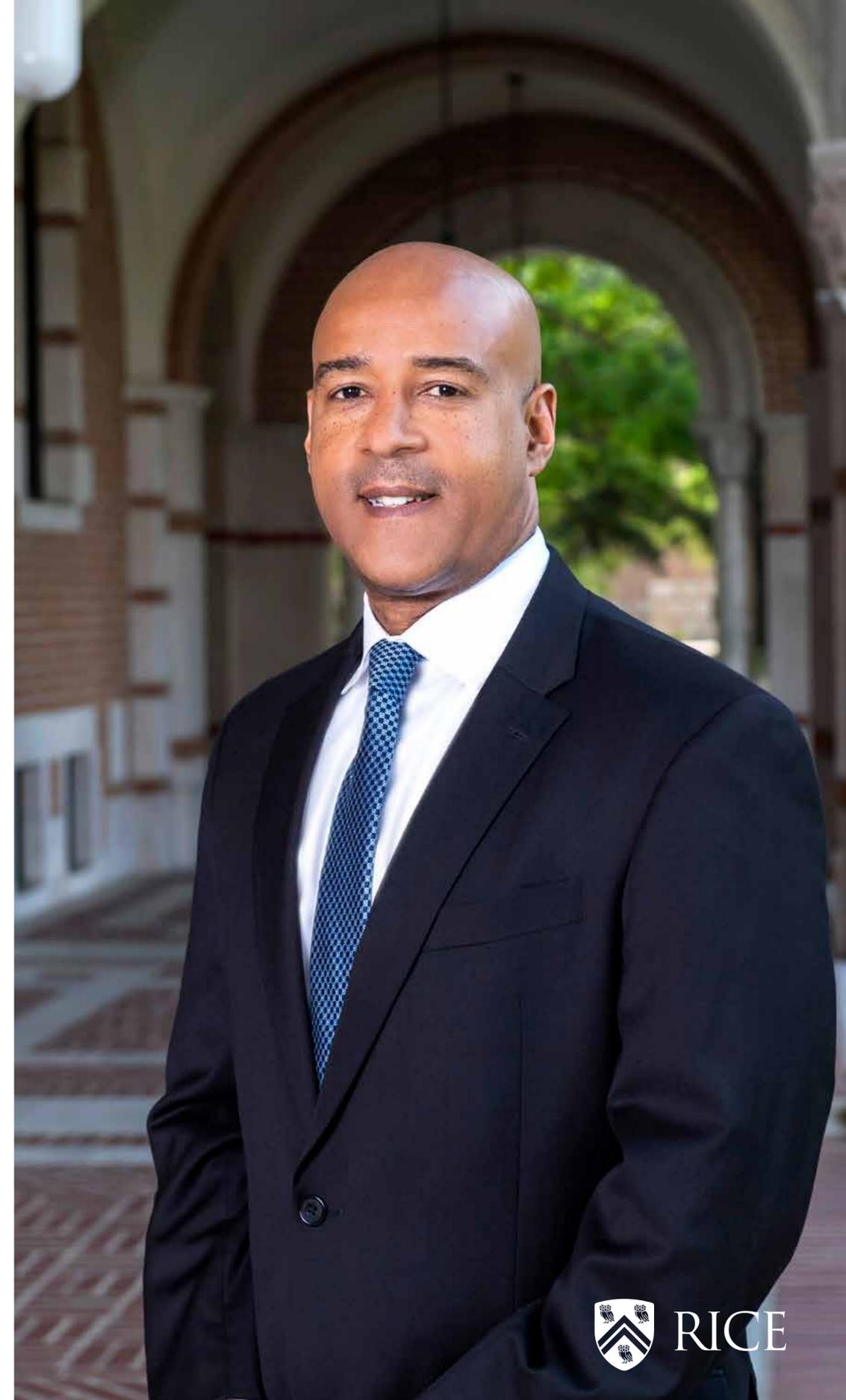
We understand the magnitude of our vision and the moment. We accept that this is a vision that when achieved will forever change the future. We also understand that this is unique to us - in fact, no other university is poised to accomplish what we have ahead. Only Rice.

We are committing to unparalleled excellence as we work to become the

premier university in the world for teaching and research. We won't do it like any other institution. We will do it with humanity for the good of humankind. We will do it on a personalized scale as only Rice can. We will do it using our unique culture and empowered community. We are proud of the many diverse voices in the Rice community that will continue to bring this plan to life. This is at the heart of our ambitious vision, and we will do it with personalized scale for global impact.

Thank you for believing in Rice and knowing that our best days are ahead. This is our unique moment. It is us. And, it is momentous.

Reginald DesRoches
President, Rice University



*A vision transforms an organization.
It provides an aspiration of what can be.*

It is a goal of the highest order and the reason for aligning our talent, resources, and priorities as an organization.

Our vision is aspirational, yet attainable, and describes the moment where we will be as an institution in 10 years.

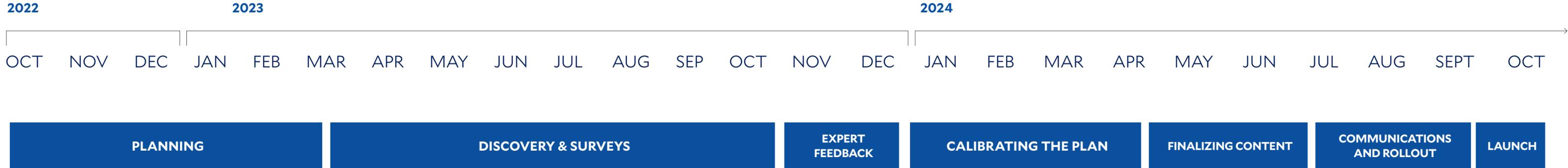
OUR VISION

Rice will be the world's premier teaching *and* research university, delivering unparalleled personalized education and propelling breakthrough discovery to transform lives and better humanity.



STRATEGIC PLAN PHASES

The journey for this new plan began more than a year ago with the culmination of the University’s previous long-term strategic plan. The process has been thorough, with research gathered from a wide range of stakeholders. This plan comes directly from our community.



36 focus groups
with more than 350 faculty, staff, students, alumni, and board members

7 individual interviews
with leaders at peer institutions

20 meetings
with guiding committees

Independent review
of the higher education landscape

3,253 responses
from 7 Rice community surveys

12 personal interviews
of external stakeholders

Benchmarking of 21
peer institutions

34 individual interviews
with experts across campus

Our eight schools facilitate the teaching and research mission of Rice

School of Architecture

Jesse H. Jones Graduate School of Business

Susanne M. Glasscock School of Continuing Studies

George R. Brown School of Engineering and Computing

School of Humanities and Arts

Shepherd School of Music

Wiess School of Natural Sciences

School of Social Sciences

STRATEGIC PLAN STRUCTURE

This Strategic Plan model conveys the interconnectedness of our two main focus areas, Premier Teaching and Premier Research, all centered around the uniqueness that is the Rice Experience.

Main Focus Areas

Main Focus Areas provide a framework for containing and organizing the elements of our strategic plan, specifically the Key Drivers, that better define our direction and focus in the years to come. Our Main Focus Areas come directly from our vision, for Rice to be the world's premier teaching and research university:

- Premier Teaching
- Premier Research

Key Drivers

Key Drivers define distinct areas of focus to which we will provide attention and resources that drive the greatest strategic benefit. They are uniquely Rice, leveraging our personalized scale, interdisciplinary drive, and diverse community to bring our vision to life. Key Drivers contain objectives and initiatives to direct implementation of the plan:

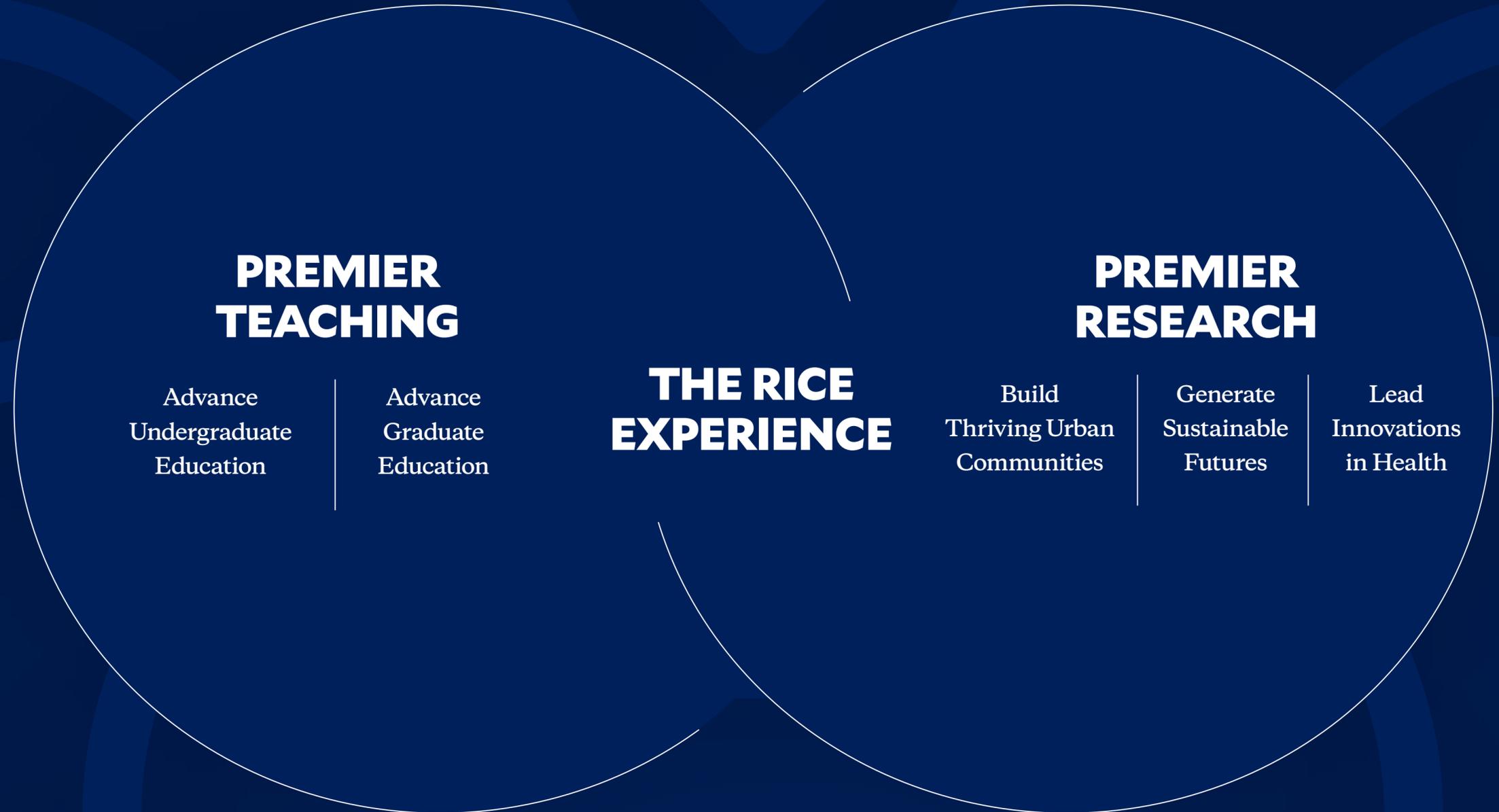
- Advance Undergraduate Education
- Advance Graduate Education
- Build Thriving Urban Communities
- Generate Sustainable Futures
- Lead Innovations in Health

Strategic Catalysts

Strategic Catalysts are foundational supports to the Rice Experience that allow our plan to become a successful strategy in different ways:

- Responsible Artificial Intelligence
- Empowered Campus Culture

EMPOWERED CAMPUS CULTURE



RESPONSIBLE ARTIFICIAL INTELLIGENCE

EMPOWERED CAMPUS CULTURE

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

THE RICE EXPERIENCE

Build
Thriving Urban
Communities

Generate
Sustainable
Futures

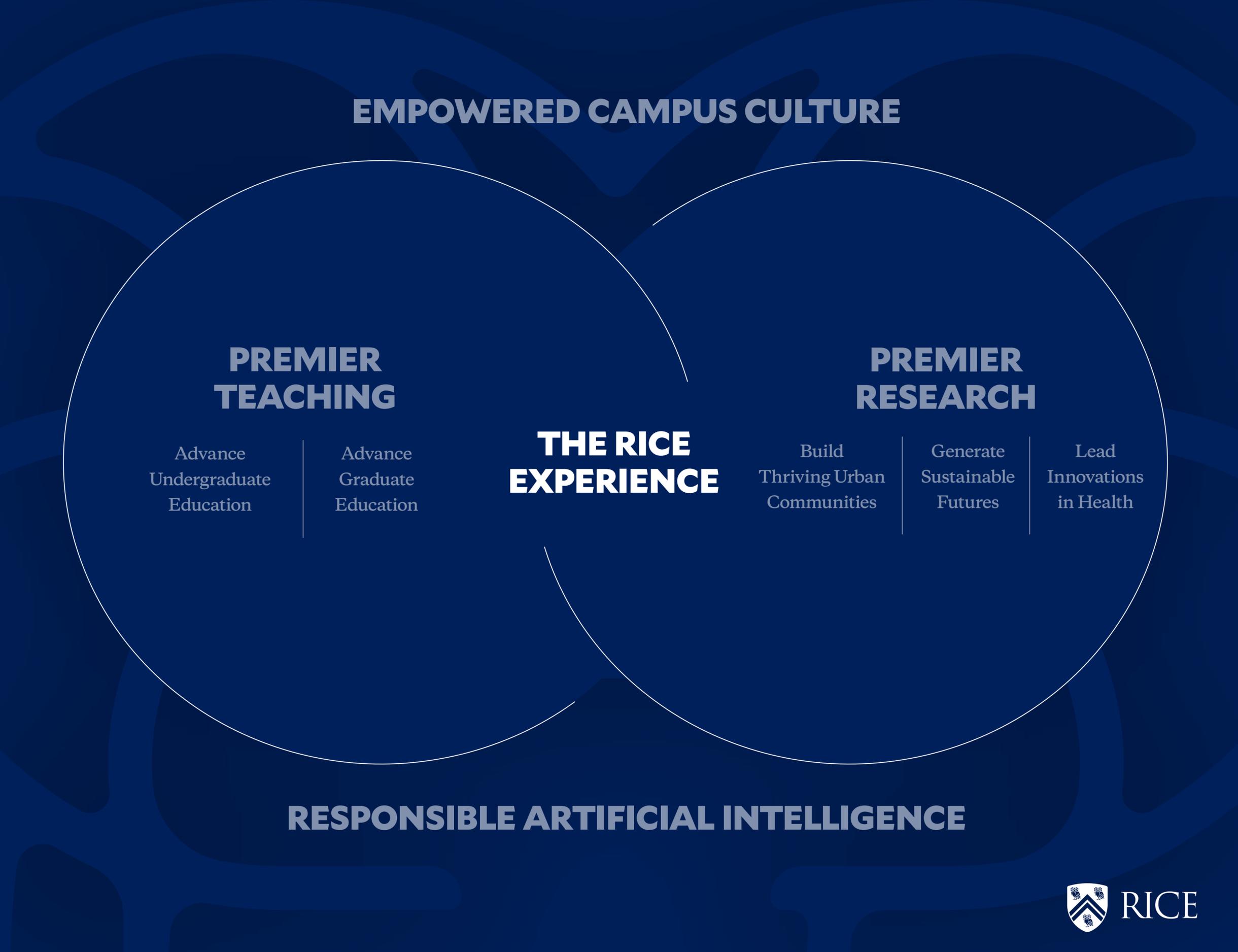
Lead
Innovations
in Health

PREMIER RESEARCH

RESPONSIBLE ARTIFICIAL INTELLIGENCE

We are committing to unparalleled excellence as we work to become the premier university in the world for teaching and research. We won't do it like any other institution. We will do it with humanity for the good of humankind. We will do it on a personalized scale as only Rice can.

The Rice Experience is our excellence and also our culture of care -- the close interactions between faculty and students, the interdisciplinary connectedness of our fields of study, the commitment and ownership to Rice and our community.



Rice will be internationally recognized for our ability to develop leaders prepared to address the world's complexities.

EMPOWERED CAMPUS CULTURE

PREMIER TEACHING

Advance Undergraduate Education | Advance Graduate Education

THE RICE EXPERIENCE

PREMIER RESEARCH

Build Thriving Urban Communities | Generate Sustainable Futures | Lead Innovations in Health

RESPONSIBLE ARTIFICIAL INTELLIGENCE

ADVANCE UNDERGRADUATE EDUCATION

GOAL

Rice will build on its leading position with a premier undergraduate program by enhancing its personalized approach to education through strengthening and integrating academic and co-curricular activities. We will attract an academically excellent, diverse, curious, and deeply engaged student body and develop an educated citizenry that will lead in their field of study and advance the public good through insights, service, innovation, and discourse to solve the challenges of the future and the betterment of the world.

OBJECTIVES

1. Attract an academically excellent, diverse, passionate, and curious undergraduate student body.
2. Enhance academic experiences and student supports to ensure students develop the academic and personal skills to be a leader in their field.
3. Expand opportunities to learn and lead through co-curricular venues that connect learning to real-world problems solved by collaborative teams, including undergraduate research, global experiences, entrepreneurship and innovation activities, and robust civic engagement projects.
4. Build more opportunities for community building and engagement through our colleges, affinity groups, and student support services, continuing to foster a welcoming and inclusive environment.
5. Ensure competitive athletic excellence that enriches campus culture.



1. Attract an academically *excellent*, *diverse*, *passionate* and *curious* undergraduate student body.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Maintain** a leading market position in a changing domestic and global market with challenges to the value of higher education and in the political landscape.
- **Ensure** a robust pipeline of leading worldwide scholars to Rice's seven undergraduate schools with academically excellent and diverse backgrounds, perspectives, interests, and views through a strategic enrollment approach.
- **Enhance** relationships with community colleges and provide more access by increasing the number of transfer students.
- **Expand** outreach in key geographical regions to ensure broad interest in Rice in Texas, nationally, and internationally.



2. Enhance *academic* experiences and *student supports* to ensure students develop the academic and personal skills to be a leader in their field.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Ensure** Rice graduates will be well-rounded individuals who are prepared to advance and lead industry and societal change.
- **Advance** Rice's undergraduate experience to develop global citizens who strive to advance the collective good through their scholarship, career, and life.
- **Guarantee** all Rice students are a part of an inclusive, healthy, thriving, engaged, and diverse community, and each student is empowered by a sense of belonging to flourish and succeed.
- **Develop** a first-year experience to assist students in navigating college and exploring their interests to help them select their major and better determine what they hope to achieve as they proceed from matriculation to graduation.
- **Ensure** support and coordination to enhance cross-disciplinary majors, minors, and courses.
- **Elevate** student learning across the breadth of the curriculum by facilitating a review of the general education program and implementing recommended reforms, with the goal of strengthening learning outcomes for students and educating students with a broader-based approach that draws on the highly curious nature of the Rice student that complements the deep expertise and academic rigor characteristic of the Rice student.
 - Provide a broad liberal arts foundation for all students drawing on their curiosities and interest in deep knowledge to develop core competencies while integrating interdisciplinary approaches to solving challenges and leading change.
 - Develop students' expertise in data and analysis, research methods, and technological advances through coursework, research, and innovations in creative practice, drawing on the close connection between students and faculty.
- Increase opportunities for students to learn and apply skills of critical reflection and expression through writing and the arts to enhance the learning impact of academic and co-curricular experiences.
- **Provide** faculty with increased opportunities for training and support for innovative pedagogical approaches, including effective use of new digital and disruptive technologies, like AI, to enhance the student residential learning experience.
- **Establish** a central tutoring center that is connected to the academic schools and accessible to all so that every student can succeed in their chosen field of study.
- **Ensure** all students have the support to succeed by creating inclusive classrooms and transforming foundational STEM courses guided by careful research and study.



3. Expand *opportunities* to learn and lead through co-curricular venues that connect learning to real-world problems solved by collaborative teams, including undergraduate research, global experiences, entrepreneurship and innovation activities, and robust civic engagement projects.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Maintain** Rice's commitment to ensuring that every undergraduate student has opportunities to make meaningful connections and learn formally and informally from our top-tier faculty through research, advising, and mentorship of projects.
- **Offer** pathways to students to closely collaborate with faculty and other students on interdisciplinary projects, ensuring all students have multiple opportunities to work closely and deeply with faculty.
- **Enhance** the number of options for global experiences, including semester-long study abroad, faculty-led shorter courses, international internships and projects, and other opportunities to ensure every student in every major has a selection of meaningful global engagement experiences. Simultaneously, we will increase financial support so that more students can participate in a global experience while at Rice.
- **Bolster** student leadership development to unite students' experiences in a cohesive and immersive set of leadership experiences.
- **Support** student career readiness both for their post-college and future career trajectory.
- **Enhance** the offerings and learning opportunities available through the Liu Idea Lab for Innovation and Entrepreneurship (Lilie) to ensure more students gain entrepreneurial skills and the entrepreneurial mindset to prepare them to lead as entrepreneurs and innovators.



4. Build more opportunities for *community building* and *engagement* through our colleges, affinity groups, and student support services, continuing to foster a welcoming and inclusive environment.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Maintain** Rice's unwavering commitment to the residential college system, ensuring that every student has a community through their college to navigate the complexities of college life and develop friendships, while fostering a sense of inclusion and belonging for all students.
- **Develop** unique cohort experiences for affinity groups that complement the residential college system.
- **Enhance** alumni-student interactions to provide students with early insights into academic areas of interest and careers, while offering additional mentoring for students.
- **Ensure** every student will have access to the full Rice experience by providing robust financial support and wrap-around services to remove barriers for students with targeted vulnerabilities, including first-generation and under-resourced students.
- **Enhance** health services on campus to provide a holistic approach, ensuring mental health access and health services facilities that meet the needs of a growing and increasingly diverse student body.



5. Ensure competitive athletic *excellence* that enriches campus culture.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Enhance** opportunities for female student-athletes, including adding new women's sports programs.
- **Strategically** invest in Rice Athletics to ensure competitive excellence.
- **Increase** student, campus, and community engagement with Rice's sports teams, emphasizing the game day experience.
- **Attract** and retain the most talented student-athletes with a strong focus on gender equity.
- **Develop** and enhance athletic facilities to provide support for athletes and improved spectator experience.
- **Increase** faculty and staff involvement and engagement in athletic events and with student-athletes.
- **Provide** support for student-athletes to excel on and off the field and elevate Rice's image as a university where student-athletes can excel in academics while being competitive at a D1 university.

METRICS FOR SUCCESS

ADVANCE UNDERGRADUATE EDUCATION

- Undergraduate student demographics
- Win/Loss rate with peers
- Graduation rate, overall and gaps by demographics
- Fit and belonging from climate survey, overall and differences by demographics
- Percent of students with global, research, and/or civic engagement overall and gaps by demographics
- Number of undergraduate prestigious awards, including Fulbright, Marshall, Rhodes, Goldwater, NSF-GRFP
- Number of athletic conference championships
- Number and percentage of students attending athletic events
- US News, US News Reputation score, and Number of areas Top 10 (20) Princeton Review

ADVANCE GRADUATE EDUCATION

GOAL

Rice University will provide a personalized approach to graduate education that leverages its unique interdisciplinary and collaborative culture in a supportive academic community that prioritizes each individual's success while promoting research and discovery to advance our world. We will enhance and grow graduate and postdoctoral programs to ensure that they are among the best in the U.S. and globally, and that multiple graduate programs are the premier programs in their discipline. We will bring together academically excellent, internationally diverse, and deeply curious individuals through master's, PhD, postdoctoral, and non-degree postbaccalaureate programs to advance knowledge and discovery, solve global challenges, and pursue creative endeavors to improve humanity.

OBJECTIVES

1. Attract top-tier graduate students from around the globe by fostering an environment of academic excellence, innovation, and collaborative research.
2. Equip graduate students with the academic resources to bring deep knowledge, interdisciplinary approaches, and creative practice to excel in their research and academic pursuits and solve global challenges.
3. Develop a community of scholars by fostering belonging through connected cohorts, establishing an array of personalized student support services, and developing a network through scholarly, industry, and alumni connections that prepare graduate students to be leaders in their academic and professional careers.



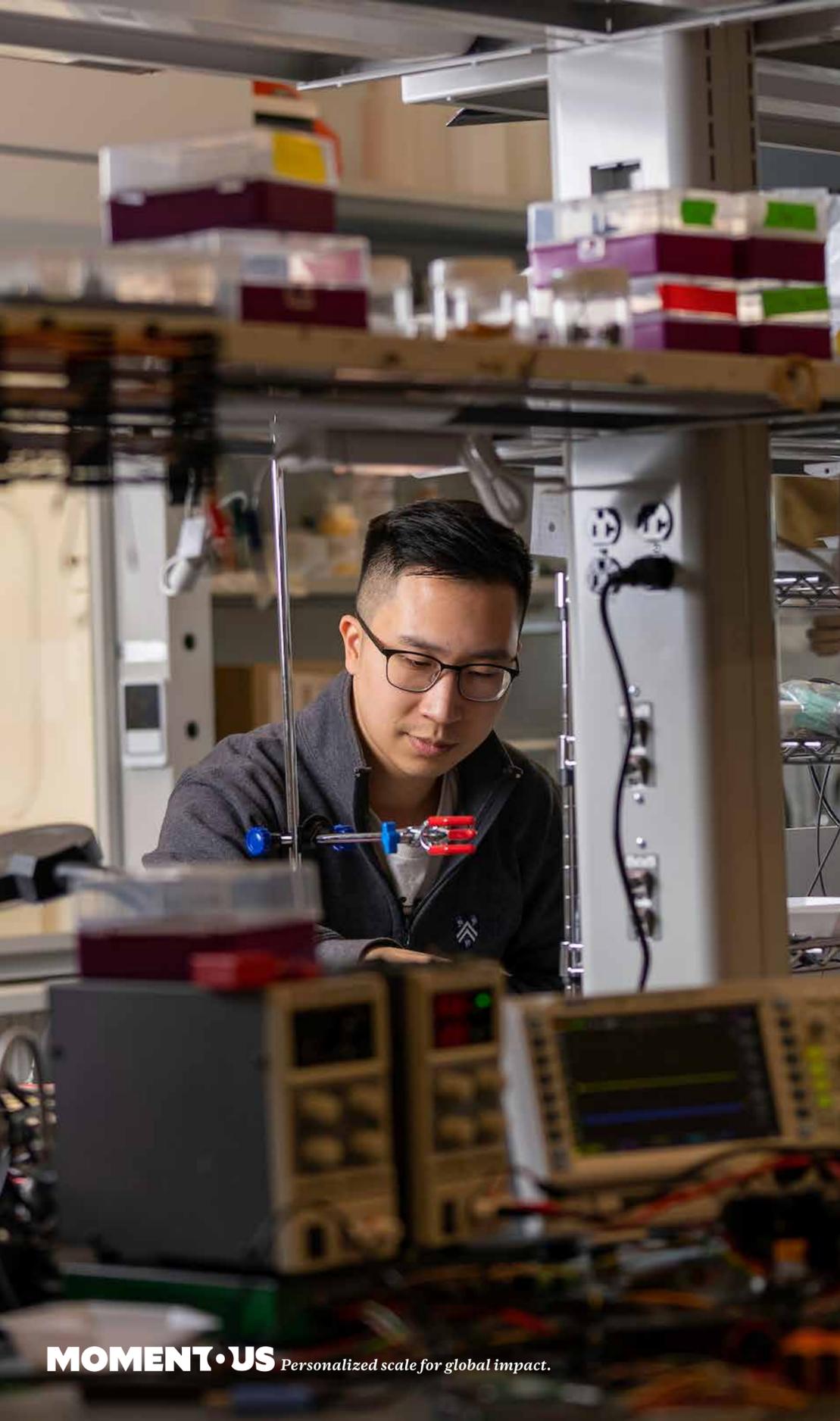
1. Attract top-tier graduate students by fostering an environment of academic *excellence, innovation,* and *collaborative research.*

PREMIER TEACHING

Advance Undergraduate Education

Advance Graduate Education

- **Recruit** top PhD, postdoctoral, and terminal degree students who project to become leading faculty, especially those who have already won or are on track to win major national and international awards.
- **Continually** review and increase stipends and other support to be competitive with peer institutions, and to reflect our commitment to attracting and supporting top talent for students in doctoral programs.
- **Expand** the number and size of master's programs to provide additional opportunities for educational career advancement.
- **Attract** and retain globally recognized faculty across all disciplines to inspire prospective graduate students to choose Rice.
- **Establish** and support a large and strong cohort of postdoctoral scholars, who bring expertise to the university and build our research portfolio.
- **Enhance** outreach internationally to attract students from a diversity of countries.
- **Expand** the number and depth of global partnerships, coupled degrees, and pipeline programs.
- **Enhance** outreach internationally to attract students from a diversity of countries.



2. Equip graduate students with the academic resources to bring deep knowledge, interdisciplinary approaches, and creative practice to *excel* in their research and academic pursuits and solve global challenges.

PREMIER TEACHING

Advance Undergraduate Education

Advance Graduate Education

- **Establish** specific programs for first-year graduate students that enable them to acclimate to the university and develop a sense of belonging and purpose. These programs include:
 - Establish appropriate faculty mentors for all doctoral students,
 - Each degree program must establish clear points of contact to access resources and answer questions for all students, and,
 - Establishing learning cohort programs to unify master's students within degree programs and schools to create community and build networks.
- **Incentivize** faculty to support graduate student success markers and offer centralized training for their roles as advisors.
- **Ensure** students are well-equipped to use resources to advance their research and work utilizing AI and other technological advances.
- **Strengthen** and expand partnerships with global institutions that offer research collaborations, coupled-degree programs, and academic and cultural experiences for graduate students.
- **Support** graduate students who are developing projects for future commercialization and entrepreneurial pursuits.
- **Encourage** global learning and network cultivation by awarding travel grants to doctoral students to engage in research or attend conferences and promote the development of global experiences in master's programs.
- **Ensure** support and coordination to enhance cross-disciplinary graduate degrees and certificates.
- **Expand** programs such as the Gulf Coast Undergraduate Research Symposium and START@Rice.
- **Ensure** that every student has the ability and support to succeed and flourish by recruiting top students and strengthening ongoing financial and student support in programs, resulting in a decrease in the attrition rate.
- **Provide** robust pre- and post-award staff support for doctoral students and postdoctoral fellows.
- **Develop** strong structures, including career development coaching and cohort programs, to support postdoctoral scholars that promote their success.
- **Offer** more non-credit courses and stackable for-credit certificates to expand offerings for current and future master's students while they are in the program and for lifelong learning of alumni and external stakeholders.



3. Develop a community of scholars by fostering *belonging* through connected cohorts, establishing an array of personalized student support services, and developing a network through scholarly, industry, and alumni connections that *prepare* graduate students to be leaders in their academic and professional careers.

PREMIER TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

- **Onboard** all students to Rice with a cohort of students across programs and disciplines to foster belonging and continue to engage the community through ongoing experiences.
- **Distinguish** Rice from other institutions by offering a range of personalized services and supports to graduate students, including wellness and mental health care, affordable housing options, dedicated dining and gathering spaces on campus, and opportunities for disciplinary and interdisciplinary collaboration.
- **Expand** programs such as Pathways and START@Rice to further sustain and grow recruitment and retention of graduate students.
- **Prepare** graduate students for the workforce with a suite of professional development training options (e.g., communications, diversity training, leadership skills, and others).
- **Provide** access to specialized career development and career coaches for industry, specific to their academic programs.
- **Establish** institutional pathways with Rice alumni in academia and industry to create opportunities for graduate students to make career connections.
- **Provide** support for and require doctoral students to teach and mentor undergraduate students when it would advance their personal and professional growth.
- **Increase** the number of doctoral graduates who are appointed to top-tier academic institutions worldwide.
- **Forge** partnerships between master's programs and the Glasscock School and the Doerr Institute to provide master's students with more opportunities to amplify their career-readiness.

METRICS FOR SUCCESS

ADVANCE GRADUATE EDUCATION

- Applications per faculty; Domestic Applications per faculty
- Graduate student demographics
- Graduate student enrollment (Master's, PhD, and Postdoc)
- Win/Loss with AAU and better-ranked departments
- Number of competitive fellowship awards for graduate and postdoctoral students, including NSF-GRFP, Fulbright
- Career outcomes: percent of PhD with academic placements, percent of graduate students with jobs 3 months after graduation, career attainment 10 years after graduation
- Fit and belonging from climate survey, overall and differences by demographics
- Number of programs and departments in the Top 25 (10) in US News

Rice will be internationally recognized for producing unparalleled foundational and applied research to lead discovery and life-changing advances towards innovations in health, sustainable futures, and thriving urban communities.

EMPOWERED CAMPUS CULTURE

PREMIER TEACHING

Advance Undergraduate Education

Advance Graduate Education

THE RICE EXPERIENCE

PREMIER RESEARCH

Build Thriving Urban Communities

Generate Sustainable Futures

Lead Innovations in Health

RESPONSIBLE ARTIFICIAL INTELLIGENCE

We will drive interdisciplinary research, teaching, and service on our key research drivers by employing the full potential of Rice's Institutes, Centers, and Accelerators.

PREMIER RESEARCH

Build Thriving Urban Communities	Generate Sustainable Futures	Lead Innovations in Health
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R E S P O N S I B L E A R T I F I C I A L I N T E L L I G E N C E

Baker Institute | Boniuk Institute | Doerr Institute

Ken Kennedy Institute | Kinder Institute | Rice Advanced Materials Institute

Medical Humanities Research Institute | Moody Center for the Arts

Rice 360 Institute | Rice Biotech Launchpad | Scientia Institute | Smalley-Curl Institute

Rice Space Institute | Sustainability Institute | Synthetic Biology Institute

Water Institute | Woodside-Rice Decarbonization Accelerator

Carbon Hub | Center for African and African American Studies | Center for Coastal Futures and Adaptive Resilience

Center for Environmental Studies | Center for the Study of Women, Gender, and Sexuality | Center for Latin American and Latinx Studies

Center for the Transformation of Data to Knowledge (D2K) | Center for Theoretical and Biological Physics

Chao Center for Asian Studies | Digital Health Initiative | Neuroengineering Initiative | OpenStax

Rice Alliance | Rice Center for Nanoscale Imaging Sciences | Rice Lilie Lab for Innovation and Entrepreneurship

Severe Storm Prediction, Education, and Evaluation from Disasters (SSPEED Center)

Synthesis X Center | Voting, Operations, Technology, Equity and Security Center, Center for Computational Insights on Inequality and Society

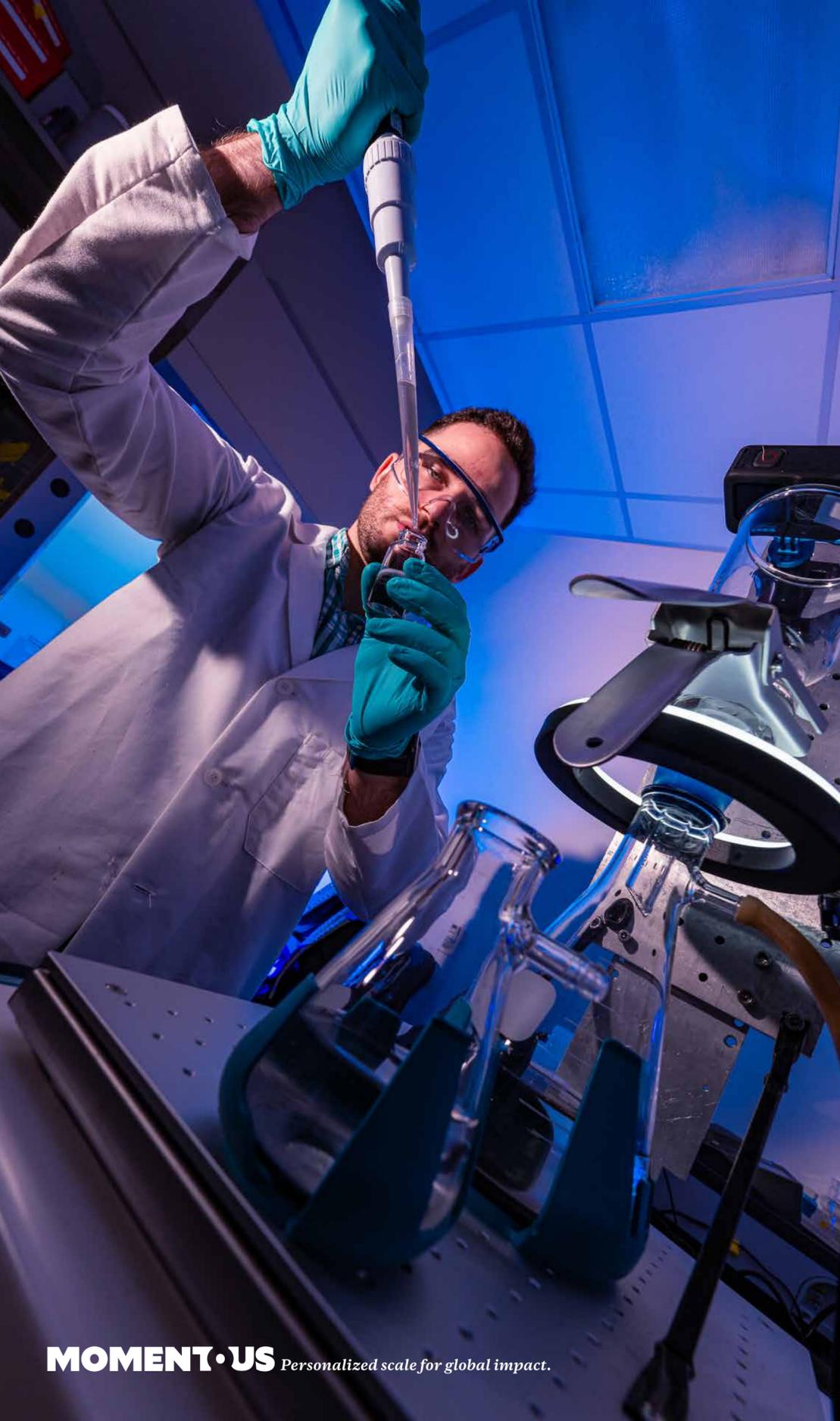
WORLD-CLASS RESEARCH ENTERPRISE

GOAL

Rice will be internationally recognized for producing unparalleled foundational, applied, creative, and humanistic research across all disciplines to lead discovery, understanding, and life-changing advances toward innovations in health, sustainable futures, and thriving urban communities. We will take advantage of our our unique culture, nimble approach, and breadth of faculty to develop interdisciplinary approaches unconstrained by silos and organizational structures to change lives and transform futures, all while harnessing advances in responsible AI.

OBJECTIVES

1. Target faculty growth and hiring in key research areas, where Rice has the potential, vision, and strategy to be a world leader and ensure an ecosystem of diverse scholars.
2. Ensure that Rice has sufficient staffing, information technology, and physical infrastructure necessary to support foundational and translational research of the growing faculty population.
3. Forge dynamic collaborations with strategic partners to enhance and elevate the impact of our research while incentivizing ambition, entrepreneurship, and innovation in research.



PREMIER RESEARCH

Build
Thriving Urban
Communities

Generate
Sustainable
Futures

Lead
Innovations
in Health

1. Target faculty *growth and hiring* in *key research areas*, where Rice has the potential, vision, and strategy to make a lasting impact and to be a world leader and ensure an ecosystem of diverse scholars.

- **Significantly** grow the faculty (currently approximately 850), strategically hiring 200 faculty across a range of disciplines with a focus on where Rice has the potential to be a premier program or department, lead discovery and advance key areas, and ensure an ecosystem of diverse scholars.
- **Accelerate** recruiting to attract several national leading faculty members annually to ensure the faculty hiring initiative is raising the research profile of our faculty at all levels, signaling a commitment to excellence and deploying flexible hiring practices to take advantage of and create opportunities.
- **Enhance** research and add faculty in areas of strategic strengths, including foundational science such as chemistry, core social science disciplines like economics, and the humanities.
- **Deploy** cross-disciplinary cluster hiring to ensure depth and breadth in areas that are vital to the study of Sustainable Futures, Innovations in Health, Thriving Urban Communities, and Responsible AI, recognizing the symbiotic relationship between foundational, applied, and humanistic research in leading to lasting, disruptive advancement.
- **Nurture** and provide resources and professional development for faculty at all career levels, with a focus on assistant professors who are rising stars and key to future research.
- **Attract** and retain the highest caliber faculty and encourage innovation by offering highly competitive compensation, funds to enhance new and existing faculty's labs, and incentives that make Rice the most appealing place to work.
- **Celebrate**, promote, and reward research excellence at its highest levels with internal awards, communications, and external promotions and events.
- **Increase** the number of endowed chairs and professorships for every major research effort across all disciplines.
- **Strengthen** Rice's graduate programs to attract and retain the most competitive candidates from top-tier universities around the world.
- **Ensure** faculty are supported and promoted externally to be recognized by awards, grants, and international recognition.



PREMIER RESEARCH

Build
Thriving Urban
Communities

Generate
Sustainable
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Lead
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in Health

2. Ensure that Rice has *sufficient staffing, information technology, and physical infrastructure* necessary to support foundational and translational research of the growing faculty population.

- **Assess** the staffing needs across the organization to ensure adequate research support staff with the needed professional development to be best in class at their role.
- **Prioritize** investments in physical infrastructure (e.g., faculty labs), including state-of-the-art facilities and collaboration spaces on campus and in/near the Texas Medical Center.
- **Provide** awareness, education and training, supported by robust policies, to ensure research security while maintaining an open and collaborative partnership with the international community.
- **Enhance** seed funding programs and allocation of resources strategically across disciplines, ensuring centralized support that meets the disparate needs of faculty in humanities, social science, foundational and applied science and engineering, business, arts, and architecture while recognizing and incentivizing excellence in these areas.
- **Build** Rice's technological infrastructure to ensure adaptable, secure, and efficient access to technology that will drive basic and translational research efforts, including broad strength in data, analytics, AI, and the impact of science and technology on the common good.
- **Develop** stronger institutional policies, processes, tools, and systems that promote efficiency and support faculty and staff research efforts.
- **Promote** a culture of transparency and continual improvement throughout the organization, while emphasizing a balance between collaboration and competitive ambition.



PREMIER RESEARCH

Build
Thriving Urban
Communities

Generate
Sustainable
Futures

Lead
Innovations
in Health

3. Forge *dynamic collaborations* with strategic partners to significantly enhance and *elevate the impact* of our research outcomes while incentivizing ambition, entrepreneurship, and innovation in research.

- **Cultivate** partnerships with institutions and industries that align with the overarching goals of Sustainable Futures, Innovations in Health, and Thriving Urban Communities.
- **Harness** the full potential of Rice's institutes and centers, maximizing their impact on the university's research efforts and enhancing interdisciplinary, impactful discovery.
- **Advance** innovation and commercialization to attract early stage venture funding to create a funding ecosystem in the Houston area.
- **Develop** the full potential of the ION and Helix Park as a magnet for multidisciplinary collaboration, discovery, and translational research that connects with industry and organizational partners.
- **Promote** the ION as a place for innovative collaborations in all disciplines, developing an innovation district and positioning Rice as the convener for groundbreaking advancements.
- **Develop** global partnerships with strong research institutions in key geographic areas, including Europe through the Rice Global Paris Center, India, and Latin America.
- **Enhance** research capabilities with formal partnerships with one or more national laboratories.
- **Facilitate** the commercialization and translation of research findings into practical applications and partnerships with industry through institutionalized technology transfer efforts.
- **Enhance** support for programs that emphasize entrepreneurship and translational research.

METRICS FOR SUCCESS

PREMIER RESEARCH

- Number of key faculty awards (International, National, National Academies, CAREER, Highly Prestigious, and top Disciplinary)
- Number of citations per faculty
- Number of grant proposals submitted (awarded)
- Research Funding, Total, Federal, NIH, and Industry
- Number of start-ups launched
- Number of partnerships with industry, organizations, and national labs
- THE and QS ranking and percentile

BUILD THRIVING URBAN COMMUNITIES

GOAL

Rice University will be the national and international hub for global applications of research and programs that seek to enhance the social, economic, and infrastructure issues that impact urban life. Utilizing creative, data-driven approaches, we will address the multidimensionality of urban challenges to develop interdisciplinary solutions while contextualizing these complex challenges through an understanding of culture and history. We will define each issue through a lens that celebrates diversity while addressing disparities. We will work across all disciplines and in partnership with communities, nonprofits, and industry all around the world to better society, advance equity, and foster inclusive prosperity in urban communities, utilizing our location in the most diverse city in the country as a laboratory to incubate our impact worldwide.

OBJECTIVES

1. Lead collaborative research and scholarship in social, economic, and systemic barriers.
2. Develop innovative and creative solutions for the physical and educational infrastructure that influences the social and economic wellbeing of urban communities.
3. Establish Rice as the leading U.S. institution in the study of migration and immigration to directly influence policy.
4. Amplify cross-disciplinary and interdepartmental collaborations on celebrations of world cultures and stronger understanding of global disparities.
5. Cultivate, curate, and perform musical and creative arts to bring the world to Rice and Rice to the world.



PREMIER RESEARCH

Build
Thriving Urban
Communities

Generate
Sustainable
Futures

Lead
Innovations
in Health

1. Lead *collaborative* research and scholarship in social, economic, and systemic barriers.

- **Build** connections at the intersection of housing, education, economic mobility, health, and population research at the Kinder Institute with the research of faculty across academic departments, centers, and institutes.
- **Leverage** the collaboration between the Kinder Institute and Houston-area school districts through the Houston Education Research Consortium (HERC) to accelerate the application of early childhood and K-12 education research that is conducted across campus.
- **Enhance** multidisciplinary research to address the racial and ethnic disparities in academic performance, segregation across neighborhoods, and other related areas.
- **Work** with local community partners to develop up-skilling workforce initiatives by leveraging the Glasscock Schools' expertise of the labor market.
- **Expand** innovative programming and learning efforts, such as Rice Lifelong University and the Small Business Center at ION to connect Rice and the community.
- **Coalesce** research on health inequities with the objectives in the Innovations in Health research imperative to infuse the health and well-being implications of disparate access to healthy communities and strong healthcare.
- **Align** faculty growth and hiring plans to advance research to build thriving urban communities, focusing on areas of strength and filling in gaps to connect multidisciplinary solutions.



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2. Develop *innovative* and *creative* solutions for the physical and educational infrastructure that influences the social and economic wellbeing of urban communities.

- **Advance** the study and practice of equitable architecture to prioritize inclusivity in the development of urban communities.
- **In collaboration** with external partners (local and international), develop architectural solutions to comprehensive housing challenges including dwellings, sidewalks, communal social spaces, and others.
- **Enhance** initiatives such as the SSPEED (Severe Storm Prediction, Education, & Evacuation from Disasters Center) initiative and research that targets advances in urban infrastructure to help build equitable, resilient communities.
- **Fuse** urban disparities and environmental impacts research in the Sustainable Futures research imperative to address equity gaps arising from ecological challenges that face global urban communities, particularly in coastal environments.
- **Leverage** Rice's real estate footprint in Houston to develop a model infrastructure that drives prosperity in a way that can be replicated and scaled while balancing financial sustainability and university priorities.



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3. Establish Rice as the *leading* U.S. institution in the study of migration and immigration to directly *influence* policy.

- **Invest** in targeted faculty hiring to build a research hub on the impact of immigration and migration on the social future.
- **Enhance** partnerships between faculty, the Baker Institute, and other institutes and centers across campus to further study immigration challenges at the U.S.-Mexico border and make policy recommendations.
- **Analyze** data, develop data models, and leverage cultural history expertise to understand the effects of immigration and migration on population dynamics, social integration, policy, global connectedness, and economies around the world.



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4. Amplify *cross-disciplinary* and *interdepartmental* collaborations on celebrations of world cultures and a stronger understanding of global disparities.

- **Establish** a center dedicated to the Latinx experience, arts, culture, economics, history, and business.
- **Expand** CAAAS to include undergraduate and graduate degree programs, additional faculty lines, and enhanced collaboration among disciplines, including those outside of humanities and social sciences.
- **Support** the Kinder Institute in developing global applications for its Houston-focused, community-driven research findings.



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5. *Cultivate, curate, and perform* musical and creative arts to bring the world to Rice and Rice to the world.

- **Embed** artists in-residence into the curriculum across schools to drive discourse on critical social issues that affect the work of all disciplines.
- **Initiate** artistic and architectural interventions that celebrate diversity, address social dilemmas, and/or introduce unique aesthetic perspectives.
- **Forge** strong collaborations with local, national, and international arts organizations to work in neighborhoods of historic cultural significance to build community through creative practice.
- **Foster** a culture of creativity, innovation, and mastery to produce world-class art, architecture, and performance while producing the next generation of top artists.

GENERATE SUSTAINABLE FUTURES

GOAL

Rice University will be the most innovative institution accelerating long-lasting advances and discoveries aimed at developing sustainable solutions that address challenges to energy, climate, and environment. With approximately 40% of the world's population living in coastal communities, we are uniquely positioned to leverage our expertise in multiple disciplines, our unparalleled collaborative culture, and our coastal location in the energy capital of the world to bring an interdisciplinary, systems approach working with partners across the energy sector to ensure an energy transition that is aspirational and equitable, as well as attainable, to transform society.

OBJECTIVES

1. Focus on research designed to develop efficient and sustainable energy systems, minimize energy losses, and address the impact of fossil fuels on the built and natural environments.
2. Establish a transformative model for complex challenges created by climate change in coastal communities around the world.
3. Lead in the study of the human impact of climate change and development of effective strategies and policies for the environment and social systems.
4. Develop new, and enhance existing, academic offerings across disciplines to develop graduates to lead in the energy, climate, and environment transformation.
5. Advance the goal of carbon neutrality on the Rice campus.



PREMIER RESEARCH

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Generate
Sustainable
Futures

Lead
Innovations
in Health

1. Focus on research designed to develop *efficient* and *sustainable* energy systems, minimize energy losses, and address the impact of fossil fuels on the built and natural environment.

- **Explore** the development of geothermal reservoirs, optimize extraction methods, and promote the efficient utilization of geothermal energy for sustainable power generation.
- **Develop** innovative engineering, technology, and business solutions to energy efficiency and carbon capture at scale.
- **Propel** innovation in low-cost solar, energy storage, and other groundbreaking sustainability technologies.
- **Expand** research and initiatives on water technologies and sustainable materials.
- **Explore** microbe-level CO₂ management for innovative sustainable carbon processes.
- **Elevate** Rice as a leading innovator in the development of practical business solutions that encourage and equip oil and gas companies to pursue ventures that drive the energy transition and adapt to needed organizational and operational challenges, transforming Houston from the Energy Capital of the World to the Clean Energy Capital of the World.
- **Collaborate** with private and public institutions in Europe, India, Latin America, and the Global South to study and understand varying perceptions that drive human behavior around climate change and innovative approaches that advance the energy transfer while incorporating the differing international policies and approaches to these challenges.



PREMIER RESEARCH

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2. Establish a *transformative* model for complex challenges created by climate change in coastal communities around the world.

- **Advance** the understanding, implications of changes in, and importance of the Gulf Coast ecosystem as a region where many climatic zones converge and multiple flyways intersect, resulting in high biodiversity of living species.
- **Identify** and implement effective strategies, interventions, and adaptive management practices that promote resilience, conserve biodiversity, and sustainably manage Gulf Coast ecosystems.
- **Ensure** solutions and strategies address the compounding challenges resulting from the increasing prevalence of natural disasters to the ecosystems and cities next to coastal areas, integrating scientific advancements, social resilience, and sustainable practices to foster lasting positive impacts on both humanity and the environment.
- **Partner** with local, national, and global businesses and environmental interests to develop holistically sustainable practices that preserve and protect the Gulf Coast ecosystem.
- **Study** the economic impact of climate change on the wellbeing of people living in coastal areas, and develop meaningful contributions to mitigate its negative economic and social impact.
- **Pioneer** innovative solutions that leverage AI, advanced computing, and data analytics to drive transformative innovation for a more sustainable future.



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3. *Lead the study of the human impact of climate change and development of effective strategies and policies for the environment and social systems.*

- **Hire** faculty that enhance the interdisciplinary approach and further strengthen the depth in behavioral research that will ensure systems that facilitate sustainable change.
- **Study** and understand the diverse impacts of climate change, including the impact on the prevalence and severity of natural disasters, biodiversity and human wellbeing, economic conditions, and infrastructure.
- **Advance** policies to improve conditions for under-resourced communities, which are disproportionately affected by the impacts of climate change.
- **Leverage** the expertise of the Baker Institute to develop techno-economic policy solutions.
- **Integrate** social and behavioral sciences research into strategies for a comprehensive approach that takes into account different iterations of a sustainable future.



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4. *Develop* new, and *enhance* existing, academic offerings across disciplines to develop graduates to lead in the energy, climate, and environment transformation.

- **Pursue** multidisciplinary cluster hires around sustainability.
- **Employ** the full potential of Rice's institutes and centers to drive interdisciplinary research on sustainable futures.
- **Coordinate** the multiple undergraduate majors and course offerings in energy and sustainability that span across disciplines, reflecting the university's commitment to environmental responsibility.
- **Enhance** support for interdisciplinary studies to ensure students can personalize their approach to studying energy and the environment, and provide units with support and incentives to collaborate and develop an integrated curriculum.
- **Draw** on the strengths of the Baker Institute and the political science department to develop courses and a public policy program around sustainability.
- **Harness** the transformative power of the arts and creative scholarship to weave compelling narratives and create thought-provoking works that raise awareness and foster constructive dialogue on sustainability and climate change.
- **Pioneer** innovative solutions that leverage AI, advanced computing, and data analytics to drive transformation to address climate and environmental challenges.



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5. Advance the goal of *carbon neutrality* on the Rice campus.

- **Utilize** and enhance the campus as an arboretum that supports research, education, and mental health.
- **Leverage** existing facilities, energy infrastructure, and nature along with construction projects to devise scalable solutions on the Rice campus.
- **Explore** opportunities to implement new policies and technologies in Rice's physical spaces, using the campus as a living laboratory.
- **Make** Rice's transition to carbon neutrality a showcase for implementation of sustainable solutions.
- **Integrate** implementation of campus sustainability across the curriculum.

LEAD INNOVATIONS IN HEALTH

GOAL

Rice University will become the leading non-medical institution in health research and innovation. We will be the leader in foundational research and innovative approaches with social responsibility, interdisciplinary expertise, and agile collaboration to revolutionize health, medicine, and healthcare research. By breaking institutional barriers and forging strategic alliances, especially with Texas Medical Center (TMC), we will create impactful solutions at the nexus of medical care and the multidisciplinary strengths at Rice, advancing the science, practice, and equity in health and healthcare for the benefit of humanity with global societal impact.

OBJECTIVES

1. Harness Rice's expertise in targeted disciplines that produce innovative and ethical health research and high-impact health outcomes.
2. Develop and implement innovative, accessible, and scalable health solutions and policy that empower communities to equitably achieve sustainable well-being.
3. Transform basic and translational research initiatives by creating partnership and research collaborations between Rice and Texas Medical Center institutions, the world's largest medical complex.
4. Advance and expand educational opportunities in the health and healthcare professions, leveraging current academic strengths.



PREMIER RESEARCH

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Lead
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1. Harness Rice's *distinctive expertise* in targeted disciplines that produce *innovative* and *ethical* health research and *high-impact* health outcomes.

- **Lead** innovations and discoveries in engineering and basic sciences to create materials and tools for diagnostics, therapeutics, and understanding complex biological systems.
- **Pioneer** innovative solutions that leverage AI, advanced computing, and data analytics to drive transformative innovation in healthcare.
- **Transform** healthcare through research and applications that use effective teams to prioritize patient-centric care, collaborative approaches, safety, and workforce development.
- **Research** and develop innovative business models that help the healthcare industry adapt to an ever-evolving healthcare landscape, implement new technologies and tools, enhance operational efficiency, and foster commitment to continuous improvement.
- **Set** the standard in healthcare for integrating the social, cultural, and ethical dimensions of health into medical education and practice, thereby influencing positive changes in healthcare culture and delivery in Houston and beyond through Rice's Medical Humanities Research Institute.
- **Invest** in biomedical innovation, commercialization, and startups at the forefront of health advancements, fostering a dynamic ecosystem of cutting-edge health solutions.
- **Advance** research in robotics to develop diagnostic, surgical, therapeutic, and efficient automation applications to improve health outcomes.
- **Fully** utilize and leverage the new joint Houston Methodist-Rice University Center for Human Performance to advance research and growth in the Kinesiology department, and bolster research capabilities by conducting the highest-level research with elite athletes within and outside of Rice.
- **Advance** research on the social determinants of health, including health disparities, healthy aging, health economics, and community health.



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Innovations
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2. Develop and implement *innovative, accessible, and scalable* health solutions and policy that empower communities to equitably achieve sustainable well-being.

- **Actively** contribute to the implementation of policies that foster inclusivity, reduce disparities, and improve healthcare outcomes for everyone.
- **Leverage** the interdisciplinary impact of Rice's global health centers and institutes to pioneer transformative technologies and interdisciplinary solutions that advance health worldwide.
- **Employ** the strengths of the Baker Institute to establish Rice as the foremost health policy resource in the TMC, investigating the effects of specific policies on health disparities and healthcare delivery.
- **Ensure** an interdisciplinary approach to advancing brain health, positioning Rice at the center of a case for a state-wide Texas Brain Institute that will provide funding and research support for brain health, similarly to CPRIT for cancer research.



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3. *Transform* basic and translational research initiatives by creating partnership and research *collaborations* between Rice and Texas Medical Center institutions, the world's largest medical complex.

- **Increase** the number of shared sponsored projects and expanded types of research funding (e.g., NIH, CPRIT) through collaborative research ventures, resource sharing, and data sharing with local partners in health-related institutions.
- **Position** Rice at the forefront of neuroscientific research through strategic collaborations with TMC institutions and researchers across engineering, natural science, social science, and the Baker Institute to develop innovations and improve policy on brain health.
- **Increase** investments to advance cancer research at Rice through Rice's Cancer Bioengineering Center, SynthX Center, and Center for Nanoscale Imaging Sciences through collaborations with MD Anderson Cancer Center and the Dan Duncan Cancer Center at Baylor College of Medicine.
- **Develop** a digital health partnership with Methodist and others at TMC to transform data into actionable insights that will bring practical health applications and products to market.
- **In partnership** with TMC institutions, identify ways to strengthen the healthcare workforce by enhancing employee engagement and improving job satisfaction.
- **Position** the office of Educational and Research Initiatives in Collaborative Health (ENRICH – the liaison between Rice and health-related institutions of the TMC) to identify and eliminate institutional barriers to collaboration, develop networks, and provide funding for new joint initiatives and mid-level collaborative research.



PREMIER RESEARCH

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in Health

4. *Advance and expand* educational opportunities in the health and healthcare professions, leveraging current academic strengths.

- **Develop** additional degree programs, minors, and professional certificates that allow students the opportunity to focus on specific areas of interest in the health field.
- **Offer** unique opportunities in the TMC for health-related educational experiences for undergraduate and graduate students through research projects and internships.
- **Develop** graduate programs and enhance undergraduate offerings in Kinesiology and Sports management analytics, drawing on the expertise of Rice faculty, D1 athletics, and the unique opportunities through the Center for Human Performance.
- **Develop** graduate master's, certificates, and noncredit programs to educate clinicians at TMC in the use of AI and data to advance healthcare.
- **Expand** opportunities for Rice students for careers in health-related fields, including community health and other alternative pathways.
- **Improve** and align processes facilitated through the Rice-hosted Rice-TMC Experiential Education Network of educational administrators to transform the movement of students between various TMC institutions.

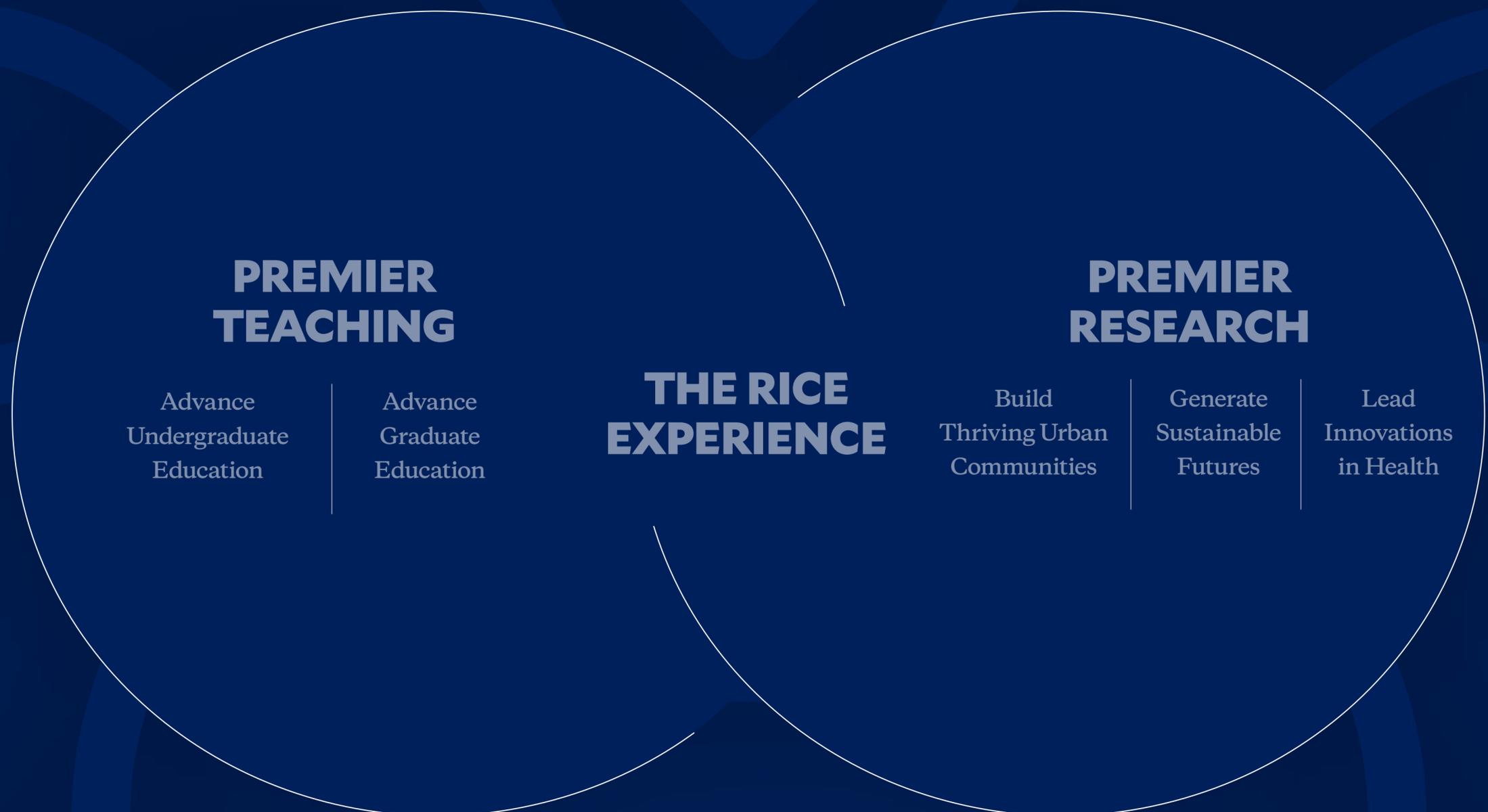
Strategic Catalysts

Empowered Campus Culture and Responsible Artificial Intelligence are two foundational supports to the Rice experience.

The future will hinge on the ability to utilize AI in a myriad of ways to promote discovery and generate new thinking, but we will do it with an ethical lens, pioneering a responsible approach to AI.

Empowered Campus Culture speaks to the importance of our people, that we hire, engage, mentor, and promote, and gives them the right tools to succeed.

EMPOWERED CAMPUS CULTURE



RESPONSIBLE ARTIFICIAL INTELLIGENCE

RESPONSIBLE AI

GOAL

We will position Rice University as a global leader in the development, application, and understanding of responsible AI, advancements in computing, and disruptive technologies. We will do this by fostering cutting-edge research on foundational AI and machine learning, developing interdisciplinary applications of AI to create innovative solutions that integrate behavioral and societal impacts in collaboration with industry and nonprofit organization partners, leading in ethical advancement and understanding of these applications, and creating distinctive, cross-disciplinary educational programs in responsible AI to guide ethical advancements from technological disruptions.

OBJECTIVES

1. Drive fundamental advancements in next-generation AI solutions.
2. Elevate interdisciplinary AI research to design and implement AI solutions and AI-related products that address pressing global challenges.
3. Establish Rice as a hub for defining responsible AI and advancing our understanding of the ethical and societal impact of emerging and disruptive technologies.
4. Lead responsible AI education by providing cutting-edge, cross-disciplinary educational programs in responsible AI.



1. Drive *fundamental advancements* in next-generation AI solutions.

RESPONSIBLE ARTIFICIAL INTELLIGENCE

- **Invest** in cutting-edge research labs focusing on emerging technologies for AI, including mathematical foundations, computer systems, hardware-algorithm co-design, advanced machine learning, energy-efficient computing, and quantum computing.
- **Attract** and retain top-tier faculty engaging in cutting-edge AI research advancement, including scholars that are pushing the boundaries of AI and machine learning capabilities, leading in their insight in identifying and creating responsible AI solutions, and engaging in considerations of how AI-based technologies impact society and human existence.
- **Secure** major investments to support AI research projects and infrastructure development, and leverage strategic partnerships to propel Rice to the forefront of AI research and innovation.
- **Actively** engage in global AI research collaborations.



2. Elevate *interdisciplinary* AI research to design and implement AI solutions and AI-related products that address pressing *global challenges*.

RESPONSIBLE ARTIFICIAL INTELLIGENCE

- **Create** interdisciplinary teams to tackle complex problems through ethical and efficient AI applications across Rice's research mission, with a particular focus on the three research imperatives — Sustainable Futures, Thriving Urban Communities, and Health Innovations, building on the Ken Kennedy Institute and scholars in the academic schools.
- **Drive** fundamental AI-based innovations in the foundational sciences, humanistic studies, and creative arts.
- **Advance** the goals for a sustainable future by deploying AI technologies to solve energy and environmental challenges and by advancing the development of efficient AI technologies.
- **Develop** AI-based solutions to address challenges related to urban development and community resilience, and to design cities of the future that are resilient, adaptive, and equitable.
- **Create** a rich ecosystem of collaborators that come together across the campus to identify and create innovative, solutions-driven applications of AI with a full understanding of the social implications.



3. Establish Rice as a *hub* for defining responsible AI and advancing our understanding of the *ethical* and *societal* impact of emerging and disruptive technologies.

RESPONSIBLE ARTIFICIAL INTELLIGENCE

- **Develop** ethical practices of AI and position AI in historical contexts of technology development.
- **Influence** and formulate policies governing AI development and use that to promote solutions-based applications of responsible AI, drawing on the expertise of scholars in the academic schools and the Baker Institute.
- **Advance** the goals for a sustainable future by deploying AI technologies to solve energy and environmental challenges and by advancing the development of efficient AI technologies.
- **Position** Rice as a leading institution in national and international committees on responsibility and safety in AI.
- **Foster** collaboration with major entities in Houston to leverage local expertise and resources.



4. Lead *responsible AI* education by providing *cutting-edge, cross-disciplinary* educational programs in responsible AI.

RESPONSIBLE ARTIFICIAL INTELLIGENCE

- **Develop** degree and certificate programs to cultivate a skilled workforce aligned with the demands of the industry, organizations, and policymakers.
- **Develop** curricula that integrates responsible AI across disciplines for undergraduate and graduate students.
- **Offer** an array of courses that explore AI comprehensively — its technical dimensions as well as the ethics of responsible AI, AI policies, the historical evolution of the discipline, and its applications and their impact on the human experience.
- **Establish** partnerships with industry for internships and practical experience opportunities.
- **Create** professional development seminars for faculty on the use of AI in courses and develop tools to assist faculty in incorporating AI in courses.

EMPOWERED CAMPUS CULTURE

GOAL

Rice University is made up of our entire diverse community – students, faculty, staff, alumni, and engaged community members. As part of their work, our employees create and facilitate our organizational culture and mission. We will continue to enhance the overall employee experience by fostering an inclusive workplace where everyone feels a strong sense of belonging and understands their purpose and impact on Rice’s mission — to advance undergraduate and graduate education and research.

OBJECTIVES

1. Create a positive environment that values collaboration and psychological safety to foster an inclusive culture and achieve a sense of purpose and belonging.
2. Create inspiring, productive, flexible, and accessible workspaces.
3. Enhance compensation and benefits to recruit and retain the best employees.
4. Ensure all staff and faculty have the support to succeed and flourish through professional development opportunities.



EMPOWERED CAMPUS CULTURE

1. Create a *positive* environment that values collaboration and psychological safety to foster an inclusive culture and achieve a sense of *purpose* and *belonging*.

- **Create** and/or leverage existing programs that become a resource to faculty and staff to develop the skills and competencies necessary for high-impact and collaborative teams.
- **Uphold** psychological safety as a tenant of Rice's commitment to its employees and develop leadership training programs that intentionally cultivate psychological safety.
- **Develop** coaching programs for staff and faculty to cultivate growth in their roles and enable future career opportunities.
- **Drive** technological advancement for enhanced efficiency.
- **Establish** an innovation fund empowering staff to address workplace challenges.
- **Empower** employees at every level to innovate and offer solutions to advance Rice's mission.
- **Promote** accountability as a highly held expectation at all levels of employment.
- **Implement** thoughtful recognition programs for employees that incentivize collaboration between staff and faculty.



EMPOWERED CAMPUS CULTURE

2. Create inspiring, productive, flexible, and accessible workspaces.

PREMIER
TEACHING

Advance
Undergraduate
Education

Advance
Graduate
Education

THE RICE
EXPERIENCE

Build
Thriving Urban
Communities

PREMIER
RESEARCH

Generate
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- **Integrate** inspiring and accessible workspaces into the campus master plan.
- **Care** for existing space to enable high-impact work by creating a plan to regularly keep spaces fresh and comfortable with actions such as paint and carpeting.
- **Support** natural and public art spaces on campus to enhance employees' physical and mental wellbeing.



EMPOWERED CAMPUS CULTURE

3. *Enhance* compensation and benefits to recruit and retain the *best* employees.



- **Ensure** comparable equity and competitive compensation and benefits.
- **Enhance** mental health and wellness access for all.
- **Provide** equitable housing assistance that addresses a wide range of lifestyles.
- **Simplify** employee life with comprehensive onsite services.
- **Pursue** corporate partner benefits for employees, from gym memberships to cell phone services.



EMPOWERED CAMPUS CULTURE

4. Ensure *all* staff and faculty have the *support* to succeed and flourish through professional development opportunities.

- **Establish** dynamic leadership training cohorts for managers and academic leaders.
- **Create** ample opportunities for non-managerial employees to engage in leadership activities across campus (e.g., committee work and task forces).
- **Offer** tuition assistance and scholarships for degree programs and certifications both at Rice and at other institutions through an accessible program that is financially feasible for all pay levels.
- **Provide** personalized employee services — including career and financial coaching.
- **Offer** trainings specifically focused on developing collaboration skills and platforms for information-sharing.

METRICS FOR SUCCESS

EMPOWERED CAMPUS CULTURE

- Fit and belonging from climate survey, overall and differences by demographics
- Staff salary equity/competitiveness in the region
- Faculty salary competitiveness with peers
- Number of faculty (top tier senior faculty) hired
- Faculty to staff ratio
- Staff promotion rate
- Staff turnover/retention

EMPOWERED CAMPUS CULTURE

PREMIER TEACHING

Advance Undergraduate Education

Advance Graduate Education

THE RICE EXPERIENCE

Build Thriving Urban Communities

Generate Sustainable Futures

Lead Innovations in Health

PREMIER RESEARCH

RESPONSIBLE ARTIFICIAL INTELLIGENCE