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.

The university must take the following steps in furtherance of this mission:

• We must visibly and substantially increase our commitment to our research mission and raise our research and scholarship profile.

• We must provide a holistic undergraduate experience that equips our students with the knowledge, the skills, and the values to make a distinctive impact in the world.

• We must strengthen our graduate and postdoctoral programs to attract and recruit high-caliber students and young researchers.

• We must aggressively foster collaborative relationships with other institutions to leverage our resources.

• We must invest in a select number of interdisciplinary endeavors that will enable us to leverage our own strengths as well as the strengths of potential collaborators.

• We must continue to invest in our professional schools in architecture, management, and music, as well as the James A. Baker III Institute for Public Policy, and seek ways to integrate their success into the broader university.

• We must increase the size of the university to realize more fully our ambition as an institution of national and international distinction that attracts the very best students and researchers from around the globe.

• We must become an international university, with a more significant orientation toward Asia and Latin America than now characterizes our commitments.

• We must provide the spaces and facilities that will cultivate greater dynamism and vibrancy on the campus and foster our sense of community.

• We must fully engage with the city of Houston—learning from it and contributing to it—as a successful partnership with our home city is an essential part of our future.