Appendix A – Charge and Announcement from the Provost

Charge from the Provost

In November 2015, Provost Carolyn Dever established this working group with the following charge:

The Science Strategy committee is charged with developing a strategy to guide future investments in science (broadly defined) across Dartmouth. The goal is to build institutional reputation through research excellence, while recognizing that resources are limited and focus will be important. The strategy should leverage Dartmouth’s scale, define areas of existing or developing strength, and address potential areas of emerging opportunity. The strategy should be placed in a national/international context through reference to developing areas of inquiry and analysis of the external funding environment. Beyond the departmental or school structures, new organizational models should be considered that provide sustainable funding models, research support, and facilities support, such as high-value instrumentation, computation, and data analysis. This institutionally-directed strategy should be considered complementary to school-based plans for development and investment, but in no way to replace them.

I request that a planning committee comprising Deans Duane Compton, Joe Helble, Jon Kull, and Mike Mastanduno address this charge, and have asked Senior Vice Provost Martin Wybourne to chair the committee. A working group will support the planning committee. The Deans are each requested to recommend two representatives to the working group.

I expect the working group to consult broadly with academic leaders, faculty, and students, and to support its recommendations with data. I will be available to consult as progress is being made and would like to receive the final strategy document by the conclusion to the Spring 2016 term.

Announcement from the Provost

From: Provost Carolyn Dever <Provost@Dartmouth.edu>
Subject: Science Strategy Planning
Date: January 13, 2016 at 1:07:55 PM EST
To: All Faculty;

Dear Faculty,

President Hanlon has set an academic vision in which Dartmouth's impact is heightened by interdisciplinary faculty teams advancing knowledge in areas of intellectual and societal importance. Through new academic initiatives such as cluster hiring and venture funding, Dartmouth is aggressively pursuing exciting scholarship in nearly every area of academic inquiry.

In the sciences, in particular, Dartmouth's interdisciplinary research teams span departments, divisions, and schools. Given the increasing complexity and expense of scientific infrastructure, Dartmouth needs an institution-wide strategy to guide future investments in the scientific disciplines.

I have established a planning committee to develop a strategy that is appropriate to Dartmouth's scale and complementary to school-based plans for investment in the sciences and related areas. Informed by the 2013 strategic plan, the committee will consider organizational structures that support areas of multidisciplinary intellectual focus and provide sustainable models for shared infrastructure, such as
high-value instrumentation. The planning committee members are Deans Compton, Helble, Kull, and Mastanduno, chaired by Senior Vice Provost Wybourne. They will be supported by a working group of faculty:

-- Julie Bynum, Associate Professor of Medicine and Associate Professor of TDI;\textsuperscript{16}
-- Jennifer Dougherty, Assistant Professor of Epidemiology;
-- Eric Fossum, Professor of Engineering and Director of PhD Innovation Program, Thayer;
-- Todd Heatherton, Lincoln Filene Professor of Human Relations, Psychological and Brain Sciences and Director, Center for Social Brain Sciences;
-- Deborah Hogan, Associate Professor of Microbiology and Immunology;
-- David Kotz, Champion International Professor, Computer Science;
-- Keith Paulsen, Robert A. Pritzker Professor of Biomedical Engineering and Professor of Radiology; and
-- Elizabeth Smith, Associate Dean for the Sciences and Paul M. Dauten Jr. Professor, Biological Sciences.

The working group will consult broadly with academic leaders, faculty committees, individual faculty, and students as the work progresses over the next six months. The institution-wide strategy is expected to be finalized before the end of spring term and will be shared broadly when complete.

Sincerely,
Carolyn Dever
Provost

\textsuperscript{16} Later replaced by James O’Malley.