

RICE UNIVERSITY

TOWN HALL

PRESIDENT DAVID LEEBRON • OCT. 28, 2014



THE RICE MISSION STATEMENT:

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.

LANDSCAPE



Key issues in higher education

- Questions about the higher ed model and effectiveness
- Technological evolution/revolution
- Changing value proposition
- Access and affordability
- Financial sustainability, including research funding
- Sexual assault and campus climate
- Athletics model under attack
- Rankings





I require that those who listen to my words should hold one faith with me. They must believe in the value of human reason; they must love beautiful things and consider them important; they must be enthusiastic for their fellow-man. They must believe that it is possible to learn and that it is also possible to teach.

– EDGAR ODELL LOVETT



RICE

*“Best place to work” list for ninth straight year
(Houston Business Journal)*





35 years

Cynthia Booker
Marjorie Corcoran
Eusebio Franco
Andrea Martin
Jet Prendeville
Russell Price
Robert Stein
Richard Stoll
Serafin Valdivia
Bruce Weisman
Gordon Wittenberg
George Zodrow

40 years

Linda Keating
Deborah Nelson-Campbell
Adela Perez

45 years

J. Dennis Huston
Spencer Parsons
Charles Stewart
William Veech
Geoffrey Winningham

50 years



Philip Brooks



William Cannady



Soorya Avali '14

Clyde Holloway

Tina Borja

John Laxen

Emma Bravo (student)

James Ragan (student)

Stephanie Camp

Christiaan Scholtz (student)

Esther Crawford

King Walters

Edward Doughtie

Michael Woodward

Barbara Eudey

Janie Wright

Joe Hightower



Dean of Natural Sciences (Rossky)



Economics department chair (Merlo)



Psychology department chair (Wetter)



Chao Center director (Ryang)



Chief information officer (Jelinkova)

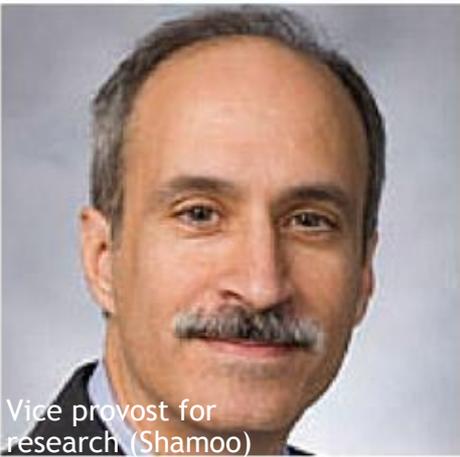
NEW LEADERSHIP

Pending searches:

- *Provost*
- *Director of compliance*



Vice president for digital education and strategic initiatives (Levander)



Vice provost for research (Shamoo)



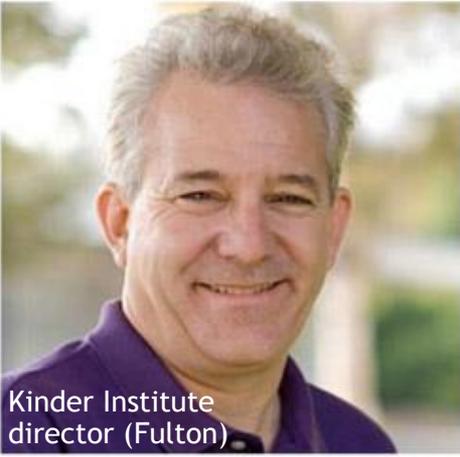
Dean of Graduate and Postdoctoral Studies (Matsuda)



Associate vice president for FE&P (Alty)



Vice provost for strategic partnerships (Carson)



Kinder Institute director (Fulton)

Recruitment and programs

- More facilities, art and amenities → vibrant campus
- Growing number of academic programs, research endeavors, international opportunities
- Quality and diversity of our students
- Faculty recruitments
- Digital programs

Processes

- Electronic tools: Web-time entry, electronic research proposal system, Concur
- Updating policies and procedures

Experienced administrative team

- Vice presidents/athletic director with average tenure of seven years

Sharing information

- Ask the Expert: 253 in FY 14
- Lunch Bunch: 25 people average attendance
- Brown Bags: 30 participants average attendance
- Administrators Forum: 10-11 meetings a year
- Communicators Forum: four meetings a year

Learning for credit and audit

- Auditing classes: 24 (FY 14)
- Rice classes for credit: 31 (FY 14)
- Classes off campus: ~30 per academic year

HR training classes

- Rice classes: 272 participants per year (average over FY 12-14)



EDUCATION



The whole time I have been here I feel that people have empowered me to do everything it is that I think is important and make a real difference in the community that I am a part of.

BEYOND THE CLASSROOM

EXTRAORDINARY OPPORTUNITIES



...the freedom to etch your own path, even in the case of fulfilling engineering degree requirements.



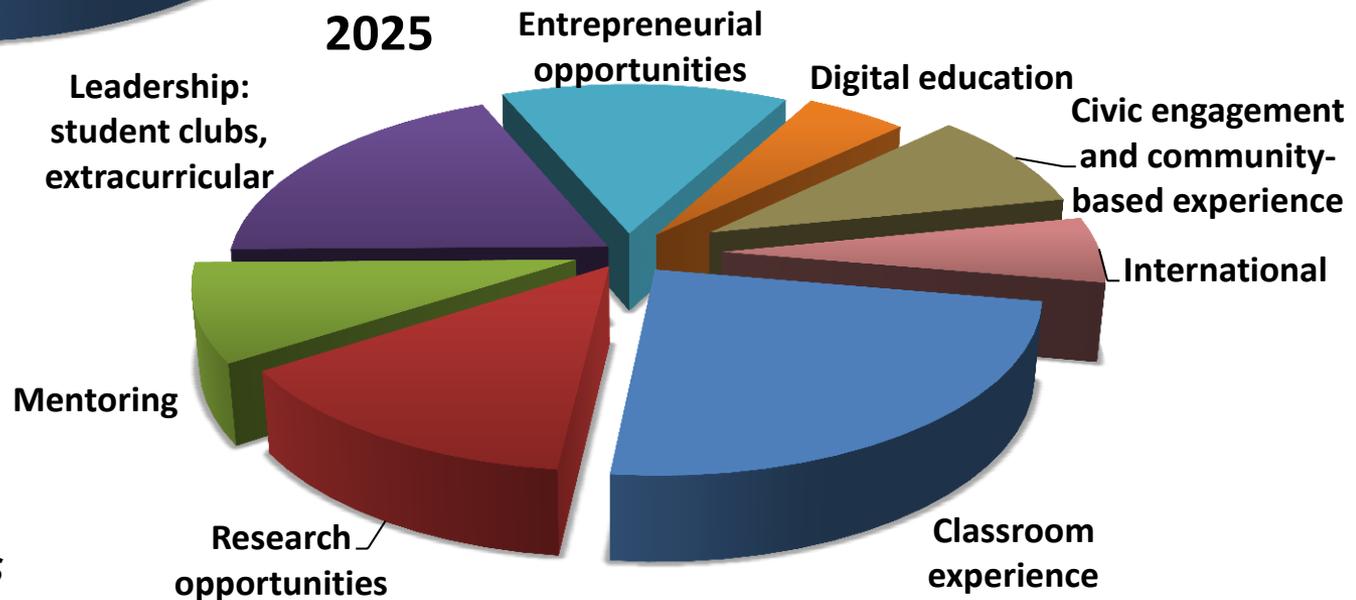
Through research opportunities... Rice has connected me to phenomenal people who are doing phenomenal things...



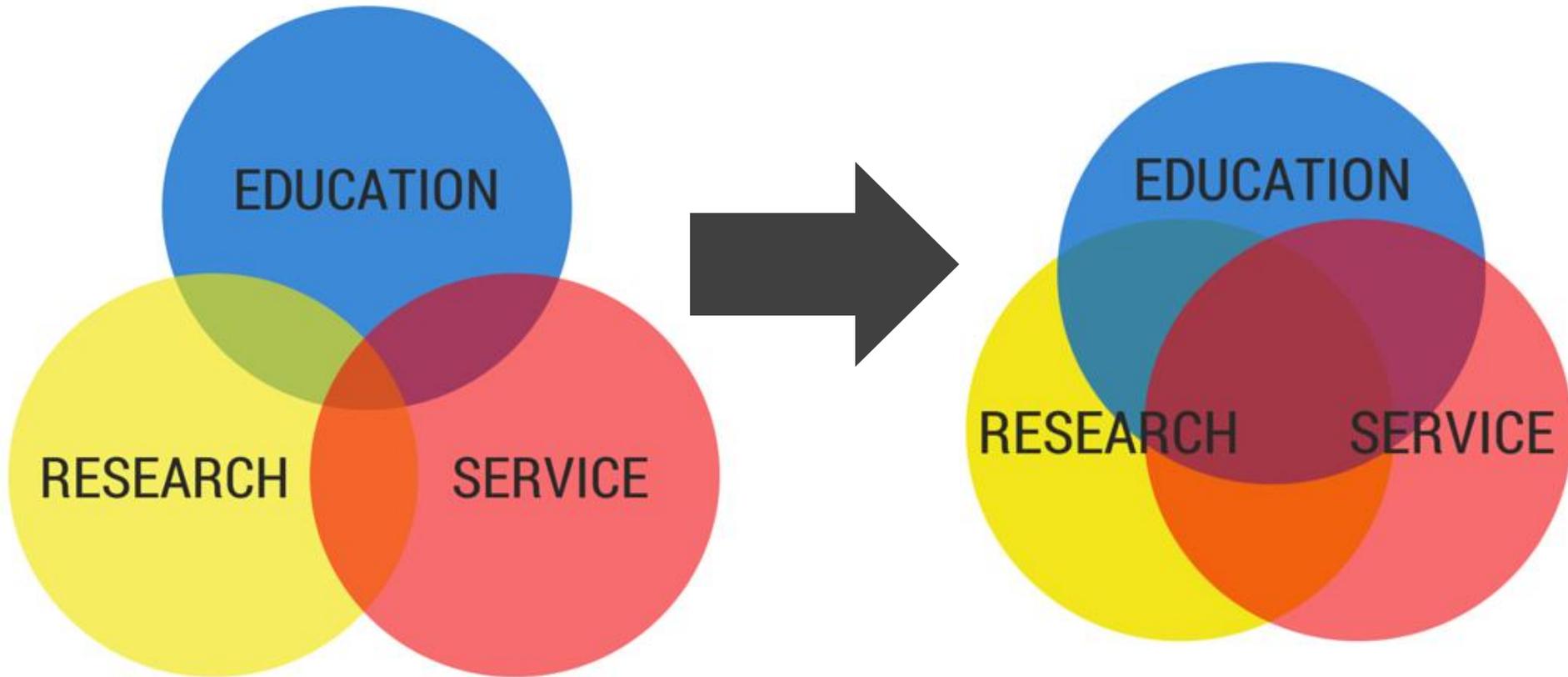
1985



2025



For illustrative purposes



Classroom experience

- Student satisfaction
- Class size: adding instructors for more sections, faculty recruitments
- Six SCALAR (student-centered active learning) classrooms
- Center for Teaching Excellence
- Program in Writing and Communication
- Distinction in research

Learning outside the classroom

- Expansion of OEDK
- OwlSpark
- Engineers without Borders
- Certificate in Civic Leadership





RESEARCH

Photo: Postdoctoral researcher Yang Yang

Awards were up 6 percent in FY 2014 to \$115.3 million

Challenges going forward:

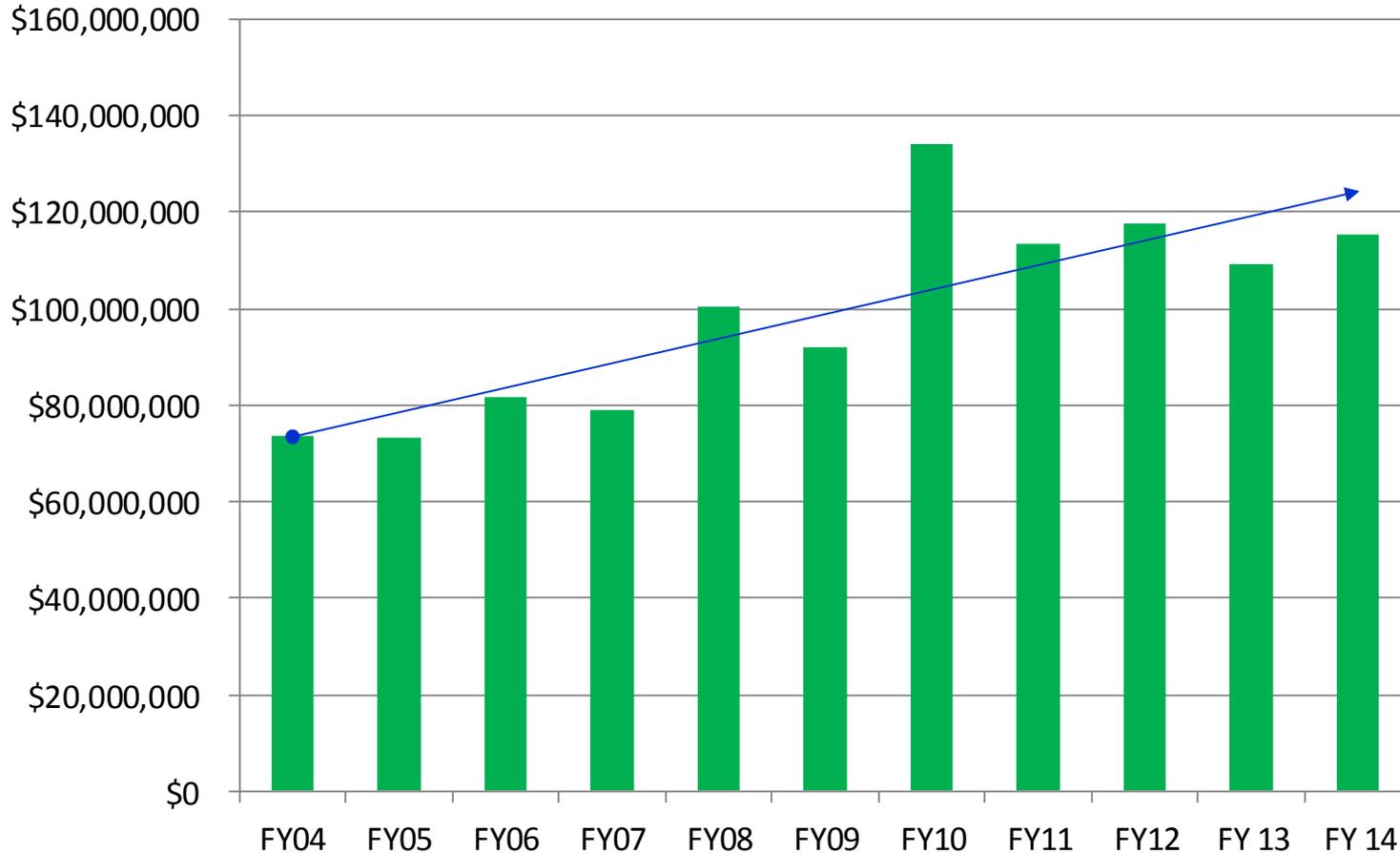
- Strengthening our competitive position as federal funding flattens
- Supporting faculty efforts to write proposals
- Addressing facility and equipment requirements
- Improving and sustaining research infrastructure

Actions to date:

- Proposal writers in Office of Research
- Electronic research system (Cayuse) has virtually 100 percent use
- Investments in research equipment (SEA endowment), clean room equipment replacement, high resolution transmission electron microscopy
- Faculty initiative funds and energy initiative grants

Plans:

- Making the most of the BRC
- Increasing non-federal funding sources

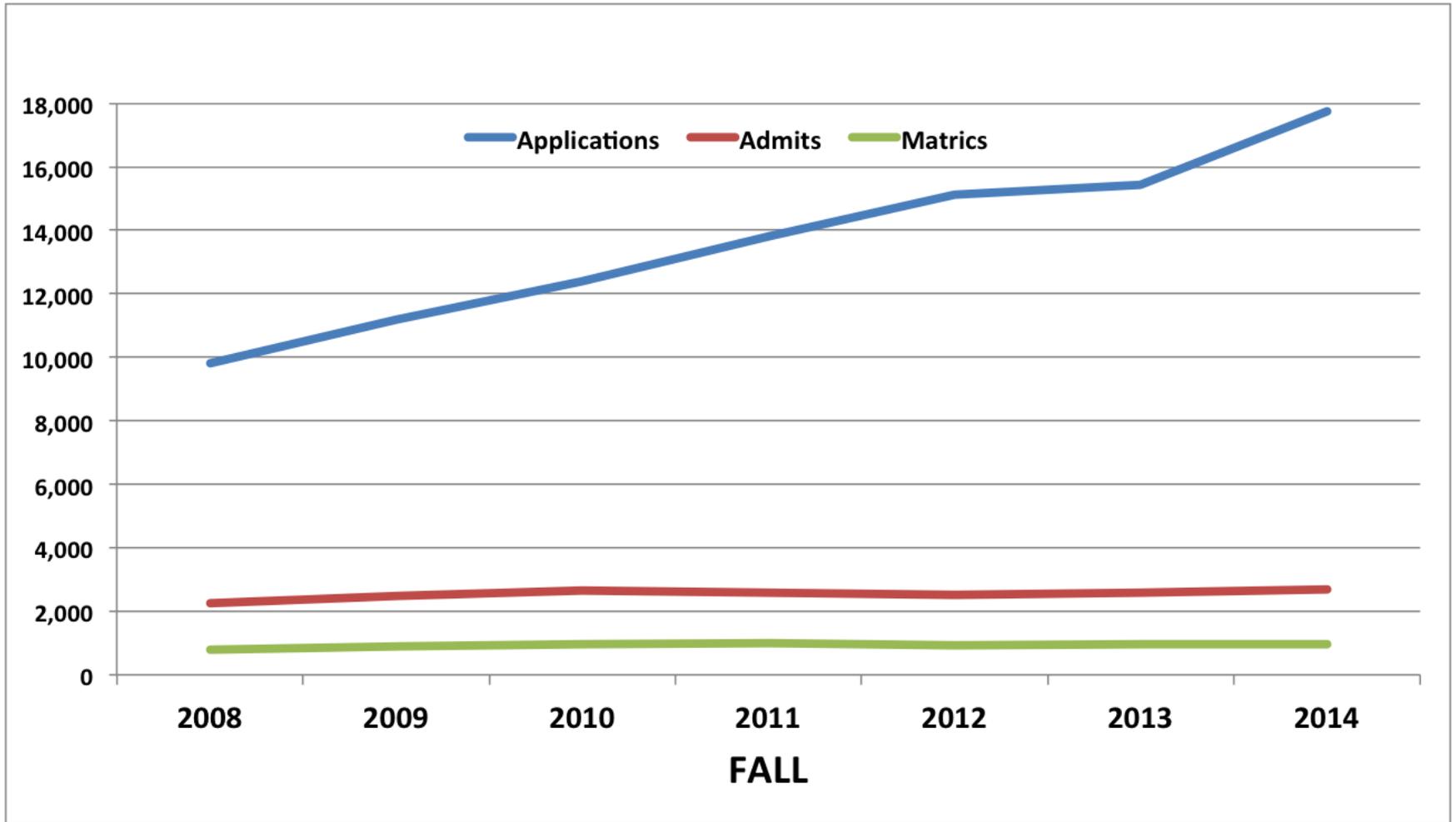


46% success rate for proposals submitted in FY 2013; similar rate projected for proposals submitted in FY 2014



RICE UNIVERSITY
BY THE NUMBERS

ENROLLMENT
CAPITAL PROJECTS
FINANCES





Project completions

- Anderson Clarke Center (*January 2014*)
- Jones College (*August 2014*)
- George R. Brown tennis facility (*September 2014*)

Post 2015 (depending on fundraising)

- Moody Center for the Arts
- Klein Hall for Social Sciences
- Opera theater
- Football facility
- Soccer and track facilities

Under review

- RMC and student spaces
- Undergrad teaching labs
- Office space
- Allen Center parking facility
- Abercrombie
- Infrastructure requirements
- Land use planning

Revenues: \$599.1 million (FY 14)

- About 82 percent of operating revenues come from three sources:
 - Endowment distribution
 - Net tuition revenue
 - Grants and contracts

Expenses: \$594.9 million (FY 14)

- About 62 percent of operating expenses support instruction and departmental and sponsored research

Endowment: \$5.53 billion (as of June 30, 2014)

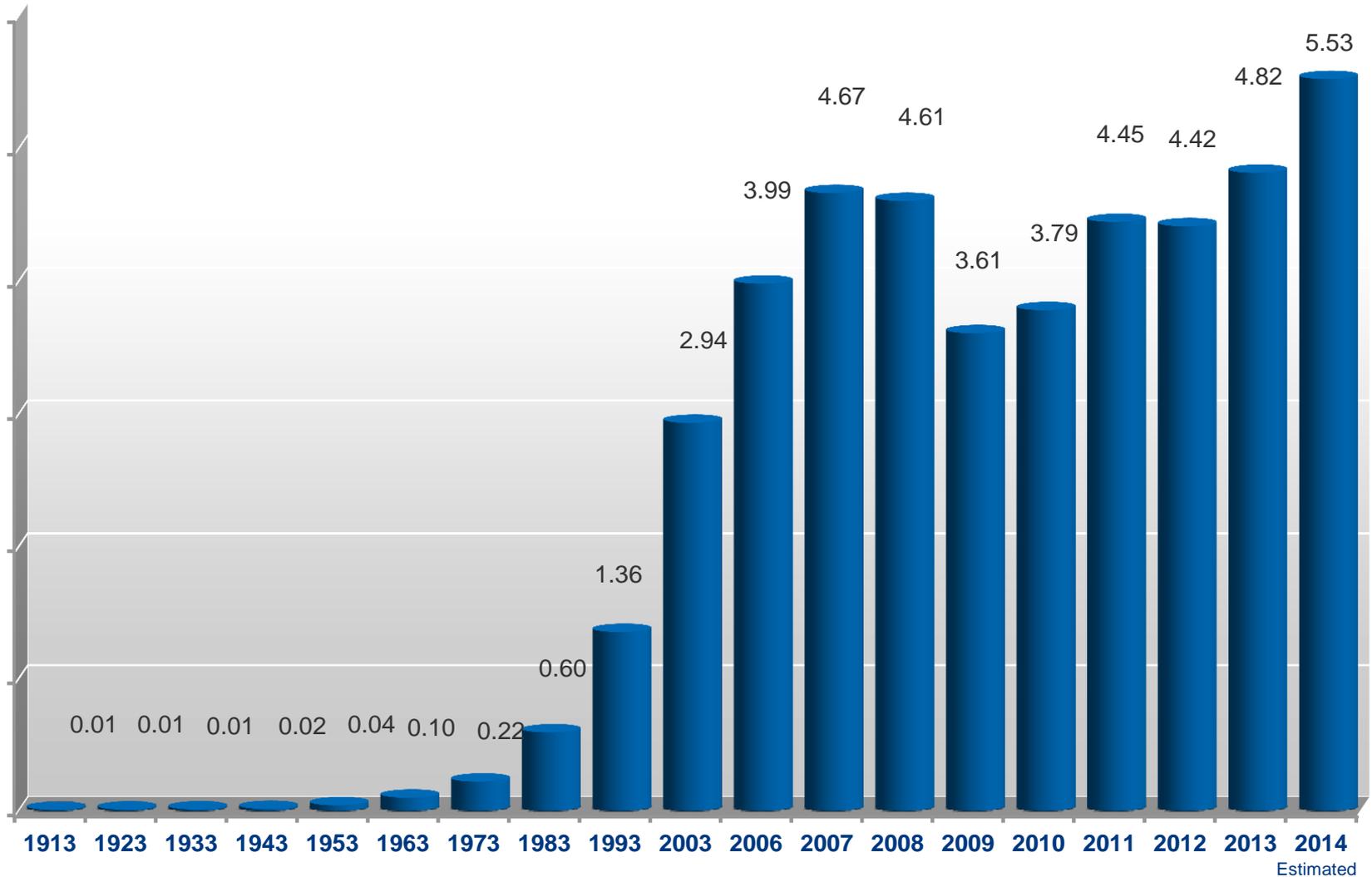
- 3-year endowment spending rate: 5.45 percent as of June 30, 2014
- 5.37 percent projected for FY 2015

Bottom line

- Triple AAA rating on bonds reaffirmed in 2013 (both Moody's and S&P) and in 2014 (S&P)
- Tighter operating margins



Growth of endowment (\$ in billions)



- » **No. 19** best college (U.S. News)
- » **No. 5** best overall college (Niche.com)
- » **No. 5** biomedical engineering (U.S. News)
- » **No. 7** economic diversity (U.S. News)
- » **No. 11** students graduate with the least debt (U.S. News)
- » **No. 2** best quality of student life (Princeton Review)
- » **No. 6** happiest students (Princeton Review)
- » Only top research university in **top 10** of Princeton Review ranking on race/class interaction
- » **No. 3** best value (Kiplinger)
- » **No. 11** among most economically diverse colleges (New York Times)
- » Baker Institute **No. 11** university-affiliated think tanks in the world
- » **No. 7** best colleges to work for (Chronicle for Higher Ed)



To provide the best education for our students

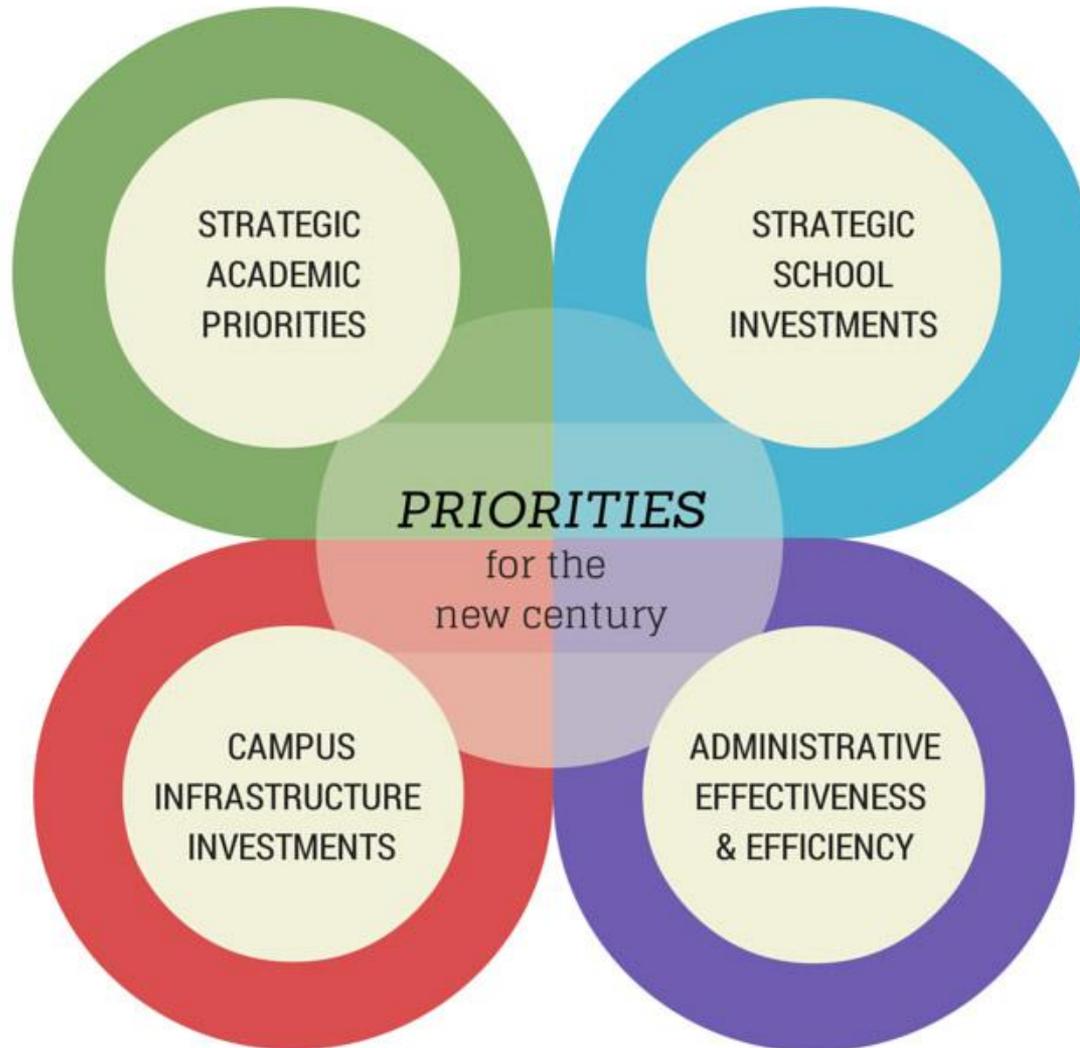
To make extraordinary contributions to knowledge that increases human understanding and welfare here and across the globe

To foster creativity and innovation

To be the most welcoming campus for all visitors

To be the best place to work for our employees

To do all we do with passion and excellence



KNOWLEDGE OPPORTUNITY





RICE[®]



Responsibility **I**ntegrity **C**ommunity **E**xcellence