STATE OF THE UNIVERSITY

President David W. Leebron
Sept. 24, 2015
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 the 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.
Fall 2015 entering class:
Graduates and undergraduates

1,897 new matriculants
969 undergraduates
928 graduate students

- Undergraduates: 969
- Thesis Master’s: 20
- Business Master’s: 343
- Professional Master’s: 176
- Other Terminal Master’s: 114
- Doctoral: 275

*Other Terminal Master’s includes Music (77); Architecture (20) and Liberal Studies (17)*

Source: Office of Graduate and Postdoctoral Studies (presented at Sept. 2015 Admin Forum)
Prepared by: Office of Institutional Research
Undergraduate Applications and selectivity

<table>
<thead>
<tr>
<th>Fall</th>
<th>2005</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admit rate</td>
<td>25%</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Yield rate</td>
<td>37%</td>
<td>36%</td>
<td>34%</td>
</tr>
<tr>
<td>SAT composite median</td>
<td>1440</td>
<td>1460</td>
<td>1475</td>
</tr>
</tbody>
</table>

Source: Office of Enrollment
Prepared by: Office of Institutional Research
Fall 2015 undergraduate class

Geographic Origin
969 matriculants

- Texas: 42%
- Non-Texas: 46%
- International: 12%

Ethnicity
855 domestic matriculants

- Caucasian or White: 42%
- Asian American: 29%
- Hispanic or Latino: 15%
- African-American or Black: 7%
- Other: 7%

Other includes Multiracial, Not Reported, American Indian and Native Hawaiian.

Source: Office of Enrollment
Diversity: Domestic undergraduate student body

**Fall 2003**
2,766 domestic degree-seeking undergraduates

- Caucasian: 55%
- Asian American: 15%
- Hispanic or Latino: 12%
- African-American: 6%
- Other: 11%

**Fall 2015**
3,410 domestic degree-seeking undergraduates

- Caucasian: 42%
- Asian American: 27%
- Hispanic or Latino: 16%
- African-American: 8%
- Other: 7%

Other includes Multiracial, Not Reported, American Indian and Native Hawaiian.

Source: IPEDS (2003) and WebApps General Student Download 8/31/15
Intended school of study as indicated in application for admission.

- **Engineering, 35%**
- **Natural Sciences, 31%**
- **Social Sciences, 20%**
- **Humanities, 9%**
- **Music, 2%**
- **Architecture, 2%**

Source: Office of Enrollment  Prepared by: Office of Institutional Research
Applicants intended majors

Note: In 2004 and 2015, 14% and 3% of applicants did not indicate a major of study.
Undergraduate majors awarded by school

- Engineering
- Humanities
- Natural Sciences
- Social Sciences

Academic Year

Source: Office of the Registrar, Cognos download 6-24-2015

Kinesiology and Sport Management majors moved from Humanities to Natural Sciences and Social Sciences, respectively, in AY 2014. Linguistics moved from Humanities to Social Sciences in AY 2015.
Graduate student enrollment

- **Fall 2005**:
  - Doctoral: 1,202
  - MBA: 471
  - Terminal Master's & Thesis Master's: 270
  - Professional Master's: 40
  - Total: 1,983

- **Fall 2010**:
  - Doctoral: 1,306
  - MBA: 553
  - Terminal Master's & Thesis Master's: 300
  - Professional Master's: 116
  - Total: 2,275

- **Fall 2015**:
  - Doctoral: 1,456
  - MBA: 624
  - Terminal Master's & Thesis Master's: 292
  - Professional Master's: 378
  - Total: 2,750

Source: Office of the Registrar and Web Apps General Student Download, 8/31/2015
OUR INITIATIVES
Priorities for the new century

- Strategic Academic Priorities
- Strategic School Investments
- Campus Infrastructure Investments
- Administrative Effectiveness & Efficiency
control

OUR EDUCATION
Student survey*
Rice value proposition of 2015-16

- Classroom: 26%
- Leadership: 16%
- International: 10%
- Being Mentored: 14%
- Research: 14%
- Civic/Community Engagement: 12%
- Entrepreneurial: 8%

*Dec. 2014
The initiative for students

Raising funds for:

Mentorship and career guidance
Leadership
Scholarships
Undergraduate research
Entrepreneurship
Civic and community engagement
International experience

Year one results:
$102.4 million pledged
450 parents and volunteers engaged
Creating externships and internships
• Increase externships (job shadowing) from 150 to 250
• Launch 50 new alumni hosted internships
• Fund 20 summer internship stipends
• Increase freshmen engagement with Career Services

Career exploration
• Assessments in sophomore year
• Informational interviews with alumni
• Pilot career treks with alumni hosts at their places of employment
• Launch Willy’s Hub online alumni network

Career development resources
• Offer online career development course
• Increase virtual career resources for students
Center for Teaching Excellence
• Since inception in 2012, 34% of instructional faculty have used its services or attended programs

Undergraduate education
• Experiential learning (entrepreneurship activities, leadership institute, art, research)
• Initiative for Students – internships, externships

Teaching awards
• Mikki Hebl: finalist for Cherry Award (campus lecture 4 p.m. Oct. 5)
• Bridget Gorman, Mikki Hebl, John Hutchinson: nominated for Carnegie Foundation’s U.S. Professor of the Year Award
• Fabiola Lopez Duran, Assistant Professor of Art History (Phi Beta Kappa Award)
• Caleb McDaniel, Associate Professor of History (Duncan Award)
• Sandra Parsons, Lecturer in Psychology (George R Brown Award for Superior Teaching)

Resources
• IDEA software for course/teaching evaluation
• Digital tools and flipped classrooms
• Instructional resources to add sections

New programs, new people
• Tom Kolditz, Doerr Institute for New Leaders director
• Alison Weaver, Moody Art Center director
• Yael Hochberg, Rice Entrepreneurship Initiative director
Rice Emerging Scholars Program:

Goal
Help first generation and underrepresented minority students succeed in science and engineering to increase retention at Rice and in STEM majors

- Intensive six week course work
- Teach effective learning and study strategies
- Provide intrusive advising and mentoring throughout Rice career

Students
102 students in four cohorts, beginning in fall 2012

- 96% still enrolled; first cohort graduates in May 2016
- 75% of 2013 cohort still STEM majors compared to 55% in control group

Success
Grades in core science subjects higher than control group
RESP scholars complete twice as many STEM courses on time than control group

Participating faculty and staff
Mike Wolf, Margaret Beier, Kristi Kincaid, Ann Saterbak, Matt Taylor, Megan McSpedon
In 2015: 259 students, 127 judges, 57 awards
**Focus:** Experiential Research Opportunities

**Proposal due to SACS:** Jan. 15, 2016

**Co-chairs:** Robert Stein and Maria Oden

- Planning committees will include representatives from all schools and Student Association
Professional master’s
  • Energy Economics
  • Global Affairs

GSA undergraduate mentoring program
  • Some 75 graduate students mentoring 100 undergraduates about going to graduate school

Rice Center for Engineering Leadership
  • First leadership course for graduate students
Digital education

Rice edX

- 244,000 enrolled
- 2,500+ Rice students taking courses
- 8,600 completions
- 2,300 certificate enrollments

Rice Coursera

- 1.5M enrolled
- 25,000 certificate enrollments
- 59,000 completions
Examples of course enrollments:
**Coursera:** Intro to Programming in Python: avg. 110,000 enrollments every time it runs (Coursera has 11.5 million unique registered learners)
**edX:** Electricity and Magnetism: avg. 18,000 enrollments every time it runs (edX has 4 million unique registered learners)

New developments:
**Advanced Placement STEM courses:** Bio, Physics, Environmental Sci, Calculus
~55,000 enrolled across these courses
**Advanced Placement Physics I:** Sept. 8 launch
**Academic Partnerships International Specializations:** Corp. Finance, Corp. Ethics
(Jones School of Business)
**Flipping O-Week**

Examples of courses in development:
**America through Foreign Eyes** (Humanities)
**Financial Accounting** (Jones School of Business)
**Critical Thinking for Energy Decision-making** (Energy & Environment Initiative)
**The Responsible Conduct of Research** (Natural Science)

Overall:
30 distinct MOOCs involving 22 faculty and 14 faculty with courses in development
OUR RESEARCH
Research success = Rice success

- Great faculty/students
- Research infrastructure
- Postdoctoral associates
- Research venture capital
- Grant success
- Impact and reputation

Research importance
46% success rate in FY 2013, 47% for FY 2014, with 224 proposals still pending for FY 2015.
Federal research revenues
FY 05-15

Federal research revenues by funding source

- FY05: $58.5 M
- FY10: $79.1 M
- FY15: $76.5 M

($ in millions)
Board of Trustees approved $150 million plan funded by:
• Increased endowment spending
• Philanthropy
• Reallocation

Focus areas:
• Research competitiveness
• Data sciences
• Molecular nanotechnology
Investing in equipment and instrumentation:

• Planning a new clean room
• Launching new electron microscope
• Equipment replacement (SEA endowment)
**NEWT** (Nanotechnology Enabled Water Treatment)

**Purpose:**
NEWT’s technology will convert water from any source—pond, sea, flood—for residential or industrial use.

**Partners:**
Rice University (headquarters)
Arizona State University
Yale University
University of Texas at El Paso
30-plus industry and government partners

**Faculty:**
**Directors:** Pedro Alvarez, Paul Westerhoff (ASU)
**Faculty Co-PIs:** Naomi Halas, Qilin Li, Meny Eimelech (Yale), Jorge Gardea-Torresday (UTEP)

**Grant:**
$18.5 million over 5 years
Houston’s first NSF Engineering Research Center
OUR CAMPUS
Completed projects
• George R. Brown tennis facility *(September 2014)*
• Jones College renovation *(August 2015)*

Projects underway
• Moody Center for the Arts
• Brian Patterson Sports Performance Center
• Soccer and track facilities
• Allen Center parking and office building*
• George R. Brown Hall second floor east renovation*
• Music and Performing Arts Center  
  *Subject to 100% fundraising for building and plaza*
• New clean room  
  *Seeking board approval in December*

Review underway
• Klein Hall for Social Sciences
• Rice Memorial Center and student spaces
• Undergraduate teaching labs
• Abercrombie
• Utilities infrastructure*  
  *Debt financed*
• Football stadium improvements
OUR RESOURCES
Revenues: 6.2% compound annual growth (FY 05-15)

- Positive operating margins
- AAA rating renewed in April 2015
- Issued $100M of new debt in spring 2015

Source: Rice Financial Statements
Our finances: Expenses

Expenses: 6% compound average annual growth (FY05-15)

- Facility-related costs (depreciation and amortization, interest and bond costs and utilities) grew at 7.6% and accounted for 18% of expenses (FY 15)
- Compensation (salaries, wages, benefits) grew at 5.6% and accounted for 60% of expenses (FY 15)

Source: Rice Financial Statements
Operating margin

Operating margin (surplus/operating revenues)

(% operating margin)

2005: 3.6%
2006: 7.2%
2007: 4.7%
2008: 6.6%
2009: 0.0%
2010: 4.1%
2011: 4.6%
2012: 0.6%
2013: -0.2%
2014: 0.7%
2015: 5.9%

(Preliminary)
Undergraduate tuition revenue
Gross and net, discount rate 46% in FY 15

29% of aid funded from endowed scholarships

Gross Tuition Revenue
Net Tuition Revenue
Endowment market value

Fiscal year ending June 30

<table>
<thead>
<tr>
<th>Year</th>
<th>Value ($ in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$3.6</td>
</tr>
<tr>
<td>2006</td>
<td>$4.0</td>
</tr>
<tr>
<td>2007</td>
<td>$4.7</td>
</tr>
<tr>
<td>2008</td>
<td>$4.6</td>
</tr>
<tr>
<td>2009</td>
<td>$3.6</td>
</tr>
<tr>
<td>2010</td>
<td>$3.8</td>
</tr>
<tr>
<td>2011</td>
<td>$4.5</td>
</tr>
<tr>
<td>2012</td>
<td>$4.4</td>
</tr>
<tr>
<td>2013</td>
<td>$4.8</td>
</tr>
<tr>
<td>2014</td>
<td>$5.5</td>
</tr>
<tr>
<td>2015</td>
<td>$5.6</td>
</tr>
</tbody>
</table>

(unaudited)
Endowment returns

as of June 30, 2015 (unaudited)

**Rice Endowment**
35% / 35% / 30% Passive Stock / Bond Index
Our reputation: Rankings

No. 18 national universities \textit{(U.S. News)}
No. 5 overall college \textit{(Niche.com)}
No. 4 biomedical engineering \textit{(U.S. News)}
No. 4 mathematics and computer sciences \textit{(Leiden)}
No. 1 best quality of life \textit{(Princeton Review)}
No. 1 race/class interaction \textit{(Princeton Review)}
No. 9 happiest students \textit{(Princeton Review)}
No. 4 best private school value \textit{(Kiplinger)}
No. 14 undergraduate major in economics \textit{(College Factual)}
No. 69 top university in the world \textit{(Times Higher Ed)}
No. 2 most international university in the U.S. \textit{(Times Higher Ed)}
No. 1 MBA program in Texas and the Southwest \textit{(Economist)}
No. 9 university-affiliated think tanks in the world \textit{(UPenn)}
Our reputation

U.S. Department of Education College Scorecard:

- Rice: One of 23 four-year institutions with low costs that lead to high incomes

- Rice: One of 30 four-year institutions with high graduation rates and low costs for their lowest income students

“Rice University in Houston is one of the nation’s most affordable private colleges.” Forbes
OUR COMMUNITY
Values and climate

Our values
• Standards of ethical conduct
  Website: rucompliance.rice.edu

Campus climate
• Faculty survey
• Survey of unwanted sexual experience
• More climate surveys planned
• To better understand nature of sexual violence and misconduct
• To foster a safe environment
• To improve prevention and provide the best services to survivors
• To provide a baseline for ongoing assessments and improvements

“The results shown in the survey are simply unacceptable. ... We pledge that the university will redouble its efforts to combat sexual assault and misconduct now and in years to come ...”

David Leebron and Marie Lynn Miranda
Responsibility, Integrity, Community, Excellence

Defining our culture. Guiding our behavior.