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.
Higher education landscape

University updates
- Student body
- Research
- Campus: construction and planning
- Finances

Looking ahead
- Our aspirations for the first decade of the second century
Forces reshaping higher education

- The economic outlook
- Competition for the best faculty, students, resources
- The state and federal outlook
- CPRIT Research funding
- Regulation
- Rising tuition and student debt
- Value questions: graduation rates, jobs
- Emphasis on STEM; liberal arts still vital
Unique higher ed environment

- Extremely competitive
- Dynamic
- Slow and resistant to change
- Highly visible and scrutinized
- Extensively regulated
- Widespread sense of “disruption” and “crisis”
Undergraduate/graduate student mix

1998 to 2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>2,782</td>
<td>1,486</td>
</tr>
<tr>
<td>2003</td>
<td>2,857</td>
<td>1,948</td>
</tr>
<tr>
<td>2008</td>
<td>3,102</td>
<td>2,237</td>
</tr>
<tr>
<td>2013*</td>
<td>3,924</td>
<td>2,566</td>
</tr>
</tbody>
</table>

Source: Common Data Set
Excludes students that are visiting or studying abroad

*Preliminary data per 12th Day Enrollment
Financial update

Revenues
- About 83 percent of operating revenues come from three sources:
  - Endowment distribution
  - Net tuition revenue
  - Grants and contracts

Expenses
- About 64 percent of operating expenses support instruction and departmental and sponsored research

Bottom line
- Triple AAA rating on bonds reaffirmed in 2013
- Tighter operating margins
  - Expenses growing faster than revenues
Rice endowment returns -- June 30, 2013

* 35% Russell 3000 / 35% ACWI ex US / 30% Barclays Capital Aggregate Bond Index
Operating revenues

Source: Rice Financial Statements for FY 2003 and FY 2013 Financial Statements

FY 2003

- Investment returns distributed to operations: 1%
- Student tuition and fees, net: 19%
- Grants and contracts: 18%
- Auxiliary revenues: 7%
- Gifts and pledges: 8%
- Other revenues: 7%

Total: $325.5M

FY 2013

- Investment returns distributed to operations: 40%
- Student tuition and fees, net: 22%
- Grants and contracts: 21%
- Auxiliary revenues: 6%
- Gifts and pledges: 4%
- Other revenues: 7%

Total: $568.3M

+75%
Research revenues

FY 2002 = $52.3 M

FY 2013 = $114.2 M

- DOD: 10%
- NIH: 11%
- NASA + Other Federal: 30%
- Pass Throughs: 19%
- Foundations: 12%
- Other: 8%

FY 2002 +118% FY 2013

- DOD: 14%
- NIH: 14%
- NASA + Other Federal: 24%
- Pass Throughs: 14%
- Foundations: 13%
- Other: 11%

*Other includes industry and state and local government sponsors
Rice bioengineering students build a robotic arm for a young patient at Shriners Hospital.

Naomi Halas, Oara Neumann and colleagues demonstrate a new "solar steam" technology that could provide clean water for more than 2.5 billion people in developing countries.
Janet Braam and colleagues find the potential of making cancer-fighting antioxidants by controlling the “internal clocks” of vegetables.

Rebecca Richards-Kortum and Maria Oden win the $100,000 Lemelson Prize from MIT and donate the money to a new neonatal ward at a Malawi hospital.
Research impact

Jim Tour
Scientist of the Year
R&D Magazine
Goal exceeded: $1.1 billion raised

- **Endowments**
  $106 million for scholarships and 28 new endowed professorships

- **New or expanded programs**
  Asian studies, Jewish studies, urban research, religious tolerance, global health and leadership, undergraduate business minor, sociology, master of accounting

- **New research and classroom facilities**
  Brockman Hall for Physics, Klein Hall for Social Sciences, Anderson-Clarke Center for Continuing Studies and Moody Center for the Arts

- **Campus enhancements**
  Brochstein Pavilion, Gibbs Recreation and Wellness Center, Tudor Fieldhouse, James Turrell Skyspace and other public art

- **New colleges**
  Duncan and McMurtry Colleges

- **Alumni giving**
  FY 2013: 31 percent
  Total campaign: 60 percent
Capital projects and plans: Moving west
Projected completions
• Anderson Clarke Center (January 2014)
• George R. Brown tennis facility (April 2014)

Post 2015
(depending on fundraising)
• Klein Hall
• Opera theater
• Moody Center for the Arts
• Football facility
• Soccer and track pavilion

Integrated campus planning study
• Infrastructure: tunnels, roads, PARKING, storm water
• Impact of land development strategies

Space utilization study
Parking

Possible Locations
- Underground
- Above ground
V2C ➔ PNC

The application of the V2C to the first decade of Rice’s second century
Priorities for the new century

- Strategic academic priorities
- Campus infrastructure investments
- Administrative effectiveness and efficiency
Strategic academic priorities

- Enhancing research
- Quality teaching and digital learning
- Entrepreneurial university
- TMC relations and biosciences
- International engagement
- Energy and environment
- Arts initiative

Second Century
RICE

Responsibility, Integrity, Community, Excellence

Values that define our culture and guide our behavior
A freshman's response as to biggest surprise during her first week at Rice: "Everyone seems to be competing to see who can be the kindest."
Creating a community

- HClH: How can I help?
- Culture of care
  - Coach Bailiff and the football team help at move-in, serve in the Houston community
  - ‘Team Joyce’
- 280 faculty and 235 staff are college associates
- 198 faculty and 61 staff serve on university committees

Get involved

- Be part of Alternative Spring Break
- Join the Rice OWL Career Mentor Network (LinkedIn)
- Attend Owl home games
- Serve on a university committee
- Recognize staff accomplishments
Outside the hedges

• Associate General Counsel Veta Byrd-Perez founded When and Where I Enter, Inc., a nonprofit organization that seeks to empower Afro-Latinas to improve the quality of their lives and be self-sufficient, contributing members of their communities.

• Associate Sociology Professor Ruth Lopez Turley directs the Houston Education Research Consortium, a center that seeks to close the socio-economic gaps in education achievement and attainment through rigorous research.
Rice United Way campaign

Goal
$175,000

$160,168

As of 10/30/13
35 years
George Bennett
Ronnie Featherston
Maria Flores
Nick Iammarino
John Laxen
Elizabeth Long
Margarita Martinez
Mary McIntire
Jennifer Overton
Lupe Reyna
Bart Sinclair
Meredith Skura
Bob Spiro
Edward Williams
Stephen Zeff

40 years
John Casbarian
James Disch
Huey Huang
John Olson
Richard Smith
Lon Wilson

45 years
John Clark
Wesley Morris

50 years
Gilbert Cuthbertson

Allen Matusow
In memory of

Ted Anderson
John Brelsford
Mary Coulter
Lorraine Gibbons
Vivian Guan (student)
Humberto Gutierrez
Riki Kobayashi
Thomas McEvilley

John Meixner
Lorenzo Mendez
J. Bernardo Perez
Harold Rhodes
Jan Shapley
Tina Smith
James Walker
Alex Zhou (student)
It looks like a solitary sport, but it takes a team.

Diana Nyad
Trick or treat...
or questions?