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
Our people, our success
“Best place to work” list for ninth straight year

(Houston Business Journal)
Service recognition

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
In memory

Soorya Avali ‘14
Tina Borja
Emma Bravo (student)
Stephanie Camp
Esther Crawford
Edward Doughtie
Barbara Eudey
Joe Hightower

Clyde Holloway
John Laxen
James Ragan (student)
Christiaan Scholtz (student)
King Walters
Michael Woodward
Janie Wright
Pending searches:
• Provost
• Director of compliance
• Vice president for digital education and strategic initiatives
• Vice provost for strategic partnerships
• Kinder Institute director
Growing and improving

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
Learning and sharing

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

This is a framing slide on 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...

Quotes from 2014 Senior Exit Survey
Education: The changing value proposition

1985
- Classroom experience
- Research opportunities
- Mentoring
- Leadership: student clubs, extracurricular
- Civic engagement and community-based experience
- International

2025
- Entrepreneurial opportunities
- Digital education
- Civic engagement and community-based experience
- International
- Classroom experience
- Mentoring
- Research opportunities

For illustrative purposes
The promise and evolution of the research university
Commitment to teaching excellence

**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
Making an impact
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
Research awards: $115.3 million in FY14

46% success rate for proposals submitted in FY 2013; similar rate projected for proposals submitted in FY 2014
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:
  o Endowment distribution
  o Net tuition revenue
  o 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)

Estimated 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
Priorities for the new century

- Strategic Academic Priorities
- Strategic School Investments
- Campus Infrastructure Investments
- Administrative Effectiveness & Efficiency
In the end: it is all about knowledge.
Responsibility, Integrity, Community, Excellence

Values that define our culture and guide our behavior.