Special Town Hall
President David Leebron
Oct. 3, 2017
What a first week it was

Classes begin

A solar eclipse

Harvey
Hurricane Harvey: A Culture of Care Shapes Rice’s Response
Harvey: Crisis management team

Kevin Kirby, Administration
Jerusha Kasch, Institutional Crisis Management
Marie Lynn Miranda, Provost’s Office
B.J. Almond, Public Affairs
George Andrews, Jones Graduate School
Adria Baker, International Students & Scholars
Lisa Basgall, EMS
Renee Block, Risk Management
Kathryn Cavender, Environmental Health & Safety
Saira Cooper, Glasscock School
Mary Cronin, Human Resources
Mark Ditman, Housing & Dining
Nicole Estrada, Glasscock School
Sydney Gibson, GSA President

John Hutchinson, Undergraduate Students
Klara Jelinkova, Information Technology
Kathy Jones, FE&P
Ryan Kirksey, Office of the President
Sara Lowman, Fondren Library
Selichi Matsuda, Graduate & Postdoctoral Studies
Stacy Mosely, Athletics
Justin Onwenu, SA President
Eugen Radulescu, Administrative Services
Bart Salmon, FE&P
Ben Stevenson, Baker Institute
James Tate, RUPD
Linda Thrane, Public Affairs
Tina Villard, Recreation Center
Richard Zansitis, General Counsel
Harvey: Staff “ride-out-the-storm” members
Harvey: Rice students pitch in
Harvey: R-HAT command center
Harvey: Faculty and staff pitch in
Harvey: The intellectual enterprise keeps moving
All but one class opened Sept. 5

The first Lyceum lecture presented
by Caleb McDaniel, magister of
Duncan College and associate
professor of history.

Laura Schaefer, magister of Wiess
College and professor of mechanical
engineering, discussing energy
policy.
Harvey recovery, short and long term

• Sustained student engagement through R-HAT
  — Rice Harvey Action Team

• Rice HERE: Houston Engagement and Recovery Effort
  — $500,000 fund to support recovery initiatives

• Research and projects:
  — Flood mitigation, water sampling, Urban Data Platform
Helping our employees and our neighbors

**Employee Disaster Assistance Program**

- Financial assistance up to $5,000 in low-interest loans and/or grants
- Meet immediate needs as a result of evacuation from homes, damage to vehicles
- Apply by completing application online or contact Rice Controller Brad Fralic at x4927

**United Way**

- Donate at unitedway.rice.edu
- Donations may be unrestricted or designate an organization of choice
Applicant pool: Larger, more geographically diverse

2004
Applications: 8,106

- Admit Rate: 22%
- Yield Rate: 40%

2017
Applications: 18,063

- Admit Rate: 16%
- Yield Rate: 37%

Data source: Office of Enrollment
Domestic undergraduate ethnic diversity

Fall 2004
2,845 Domestic
87 International
2,932 Total Undergraduates

Fall 2017
3,510 Domestic
470 International
3,980 Total Undergraduates

3% of undergraduates are International
12% of undergraduates are International
Components of graduate enrollment

Growth & Diversification of Graduate Enrollment

- Doctoral
- MBA & Macc
- Terminal Master's & Thesis Master's
- Professional Master's

Fall 05
- Doctoral: 1202
- MBA & Macc: 471
- Terminal Master's & Thesis Master's: 40
- Professional Master's: 270

Fall 10
- Doctoral: 1306
- MBA & Macc: 553
- Terminal Master's & Thesis Master's: 116
- Professional Master's: 300

Fall 17 (Preliminary)
- Doctoral: 1518
- MBA & Macc: 710
- Terminal Master's & Thesis Master's: 453
- Professional Master's: 389
MOOC Enrollment and Courses
Strategy transitions from MOOCs toward certificates

Data source: Office of Vice President of Strategic Initiatives and Digital Education
Faculty growth

TTT and NTT FTEs

<table>
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<th></th>
<th>Fall 04</th>
<th>Fall 17*</th>
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<tbody>
<tr>
<td>NTT</td>
<td>100</td>
<td>215</td>
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<tr>
<td>TTT</td>
<td>479</td>
<td>522</td>
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<tr>
<td>Total</td>
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<td>737</td>
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FTEs include instructional and research faculty and excludes administrative faculty

* Preliminary
Citizenship Status
Staff Headcount, Fall 2016, N=2,429

- US citizen: 1,994 (82%)
- Permanent resident: 243 (10%)
- International: 192 (8%)

As of 11-1-2016, per IPEDS HR
Domestic UG students and staff diversity

**Fall 2017 Undergraduates**

- Caucasian: 39%
- Asian American: 29%
- Hispanic: 17%
- African American: 9%
- Other*: 6%

**Fall 2017 Staff**

- Caucasian: 49%
- Asian American: 13%
- Hispanic: 23%
- African American: 13%
- Other: 2%

*Other includes multi-race
Clear Career Progressions
- Modern Job Structure
- Career Profiles
- Career Progression Navigator Tool
- Linear & Latticed Career Progressions

Developing World Class Staff at Rice
- Performance Development
- Supervisor Development Program
- Staff Development Program
- Career Coaching
- On Demand Learning & Development Resources and Toolkits

The Value of Working at Rice
- Market-Based Pay Structure
- Total Compensation Statement
- Owl Perks
- RICE MILE Award
Sponsored research revenues

Sponsored Research and Other Sponsored Program Revenues by Funding Source

Data source: Office of Finance
Completed projects

- Moody Center for the Arts*
- Brian Patterson Sports Performance Center*
- Soccer and track facilities**
- Allen Center parking and office building
- Teaching lab renovations**
- George R. Brown Hall 2nd floor
  — Faculty offices, labs

*Gift funded  **Partially gift funded
Projects underway
• Music and Performing Arts Center*
• Space Science renovation
• New clean room
• Utilities infrastructure
• Reckling park projects*

Planning underway
• Social Sciences
• Multicultural Center
• Discovery Kitchen, BRC
• Mech Lab

*Gift funded  **Partially gift funded
Relocate Human Resources, Controller, Development and Alumni Relations staff

- Saves rent
- Allows redevelopment of Greenbriar property
- Integration with the rest of the campus; more access for faculty and staff

Adds program space

- First floor for student entrepreneurship activity

Garage has 490 parking spots

- Protected about 450 cars during Harvey
New leaders

Yvonne Romero da Silva  
Vice President for Enrollment

Reginald DesRoches  
Dean of Engineering

Kathleen Canning  
Dean of Humanities
| No. 14 | National universities *(U.S. News)* |
| No. 3  | Undergrad teaching *(U.S. News)*   |
| No. 1  | Best quality of life *(Princeton Review)* |
| No. 1  | Race/class interaction *(Princeton Review)* |
| No. 2  | Happiest students *(Princeton Review)* |
| No. 5  | Overall college *(Niche.com)*        |
| No. 14 | U.S. colleges *(Wall Street Journal and Times Higher Education)* |
| No. 86 | Top universities in the world *(Times Higher Education)* |

| No. 8  | Best value college *(Forbes Magazine)*          |
| No. 14 | Best college for your money *(Money Magazine)*  |
| No. 9  | Biomedical engineering *(U.S. News)*            |
| No. 4  | Undergraduate architecture program *(Design Intelligence)* |
| No. 10 | Full-time MBA *(Bloomberg Businessweek)*       |
| No. 11 | Entrepreneurship program *(U.S. News)*         |
| No. 3  | University-affiliated think tank in the world *(UPenn)* |
| No. 1  | Energy-based think tank in the world *(UPenn)*  |
Vision for the Second Century, part two

- 7 strategic goals
- 36 objectives
- 100s of actions
• Larger, more diverse and highly qualified student body

• Expanded, more robust research profile

• Capital investments: physical infrastructure for teaching, research (buildings and equipment) and student life

• Enhanced curricular and co-curricular offerings

• Increased visibility and reputation, domestically and internationally

• More international curriculum, partnerships and community of faculty, staff, and students

• Greater engagement with Houston: research, service, education
Administration consultation with Faculty Senate, deans

Faculty Senate played critical role in designing process and reviewing documents

Schools engaging in planning for both for the university and their schools

Solicitation of V2C2 ideas through web-based survey

Faculty innovation visioning process: RiceLIFT

Informal group conversations with president and provost

Deans, faculty, staff involved in drafting strategic plan sections

Additional feedback on draft through password-protected survey in October
Transform undergraduate education

• Strengthen the faculty/undergraduate student relationship
• Enhance opportunities in research, creative works and design
• Add innovative experiences into curriculum: international opportunities, leadership, mentoring, internships, entrepreneurial
• Re-envision facilities to support educational goals: library and central quad

Impact: Rice will provide the best undergraduate education available, fueled by faculty engagement in the full spectrum of student education.
Build internationally preeminent graduate and Ph.D. programs

- Recruit highest caliber, diverse students
- Strategically raise quality and reputation of graduate programs
- Invest in the graduate student experience and community

**Impact:** Rice will be a premier destination for graduate students who have sought out the excellence of our faculty, the quality of the graduate education and the vibrant graduate community we support.
Expand access, diversity and inclusiveness

• Effectively recruit and support students from low- and middle-income backgrounds and assure they have access to all Rice opportunities
• Implement more effective diversity strategies for faculty and graduate student recruitment
• Recruit a diverse staff and create programs and services that foster inclusion and interaction and build understanding

**Impact:** Rice will be known as the most diverse and inclusive educational environment among the nation’s top universities, providing the resources for the success of all students.
Build faculty strategically to achieve preeminence

- Strategically invest in faculty clusters and high impact individual hires
- Promote collaboration among faculty, across disciplines and with external partners
- Position Rice as a destination for global scholars and thought leaders, including administrative support and venues

**Impact:** Rice will be the envy of our peers for the exceptional faculty we have recruited and retained.
Enhance research achievement and reputation

- Leverage strengths through strategic research investment
- Double external research funding in 10 years
- Provide strong staff, equipment and facilities support to faculty researchers
- Increase and enhance postdoctoral programs
- Identify global challenges Rice is positioned to address

**Impact:** Rice will achieve research success, recognition and impact far beyond our scale, and contribute in important ways to some of the world’s most pressing problems.
Engage Houston as a model and laboratory for 21st century cities

- Coordinate urban-focused education programs across the university
- Engage with Houston more effectively as an urban laboratory to address selected critical challenges
- Establish mechanism and relationships to assure impact of Houston focused research and education endeavors
- Explore use of off-campus properties to benefit Rice and Houston

**Impact:** *Rice will be recognized as a major force in improving the quality of life in Houston and providing it with the tools of a 21st century city.*
Extend Rice’s reach and impact

- Expand Rice’s global reach and impact through digital education
- Position Rice as a leader and innovator in education technologies
- Develop five online master’s programs of exceptional quality
- Deepen engagement of alumni and leverage their increasing global presence and online education and networking opportunities
- Develop global partnerships and presence for education and research

**Impact:** Rice’s reputation and the educational impact and footprint of Rice will be greatly expanded by the reach of our digital education programs, international engagements and the active support of our alumni.
Emerging big ideas

- Engineering and medicine
- Materials
- Systems, synthetic and physical biology
- Data science
- Disparities and inequities
- Earth, environment and energy
- Social policy analysis
Emerging big ideas

• Central Quad 4.0
  — Library, student center, academic building

• Houston: New engagements

• Cities of the future

• Building a bigger footprint: Digital and global

• Global health
• Widespread campus conversations and survey provided input into V2C2 draft

• Online survey for feedback October

• Ongoing engagement with stakeholders October–December

• Redraft final V2C2 document November–December

• Board discussion and approval December–January
What will it take?

- Major fundraising effort
  - Capital campaign: 2017–2025

- Increasing revenues

- Reallocation of effort and resources

- Strategic organizational changes

- New collaborations and partnerships
  - Internal and external
“No upper limit”