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, Title IX Support
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
Using data to refine information and target responses.
Harvey: Keeping the intellectual enterprise moving
All but one class opens Sept. 5

Laura Schaefer, magister of Wiess College and professor of mechanical engineering, discussing energy policy.

The first Lyceum lecture presented by Caleb McDaniel, magister of Duncan College and associate professor of history.
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
Applicant pool: Larger, more geographically diverse

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Applications</th>
<th>Admit Rate</th>
<th>Yield Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>8,106</td>
<td>22%</td>
<td>40%</td>
</tr>
<tr>
<td>2011</td>
<td>13,816</td>
<td>19%</td>
<td>38%</td>
</tr>
<tr>
<td>2017</td>
<td>18,063</td>
<td>16%</td>
<td>37%</td>
</tr>
</tbody>
</table>

- **International**: 4,280
- **Texas**: 7,509
- **U.S. Non-Texas**: 9,816

Data source: Office of Enrollment
Ethnic diversity of domestic UG applicant pool

- **Fall 2004**
  - 7,690 Domestic
  - 416 International
  - 8,106 Total Applications
  - 5% of applicants are international

- **Fall 2017**
  - 14,987 Domestic
  - 3,076 International
  - 18,063 Total Applications
  - 17% of applicants are international

Legend:
- Caucasian
- Asian American
- Hispanic or Latino
- African American
- Other
Yield increased from 35% to 37% (in context we expected some decline)

Areas of improved yield:
- Engineering
- Natural Sciences
- Asian–American students
- Mexican-American students
- Other Hispanic students
- Multiracial students
- Citizens abroad
- U.S. non–Texas students

Other areas of significantly increased numbers:
- African American students
- Texas students

Areas of severe decline:
- Non-STEM foreign students
- Humanities
  — 5% applicants; 8% matriculants
Doctoral degrees: 46% increase 2006 to 2017

2006
147 Degrees

Engineering 49%
Natural Sciences 28%
Music 3%
Humanities 9%
Social Sciences 11%

2017
215 Degrees*

Engineering 43%
Natural Sciences 32%
Music 1%
Humanities 9%
Social Sciences 12%
Business 3%

* Preliminary AY 2017 degrees awarded as of 8/24/17 (does not include Summer 2017 degree conferrals)

Data source: Office of the Registrar
Undergraduate and graduate enrollment

Data source: Office of the Registrar
Components of graduate enrollment

Growth & Diversification of Graduate Enrollment

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

Fall 05
- 1202
- 471
- 270
- 40

Fall 10
- 1306
- 553
- 300
- 116

Fall 17 (Preliminary)
- 1518
- 710
- 389
- 453
Faculty growth

**TTT and NTT FTEs**

- **Fall 04**
  - TTT: 579 (83%)
  - NTT: 100 (17%)

- **Fall 17**
  - TTT: 737 (71%)
  - NTT: 215 (29%)

<table>
<thead>
<tr>
<th></th>
<th>Fall 04</th>
<th>Fall 17*</th>
</tr>
</thead>
<tbody>
<tr>
<td>NTT</td>
<td>100</td>
<td>215</td>
</tr>
<tr>
<td>TTT</td>
<td>479</td>
<td>522</td>
</tr>
<tr>
<td>Total</td>
<td>579</td>
<td>737</td>
</tr>
</tbody>
</table>

FTEs include instructional and research faculty and excludes administrative faculty.

* Preliminary
History of TTT faculty hiring by year of appointment

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2009</td>
<td>37</td>
</tr>
<tr>
<td>FY 2010</td>
<td>35</td>
</tr>
<tr>
<td>FY 2011</td>
<td>23</td>
</tr>
<tr>
<td>FY 2012</td>
<td>11</td>
</tr>
<tr>
<td>FY 2013</td>
<td>24</td>
</tr>
<tr>
<td>FY 2014</td>
<td>23</td>
</tr>
<tr>
<td>FY 2015</td>
<td>27</td>
</tr>
<tr>
<td>FY 2016</td>
<td>24</td>
</tr>
<tr>
<td>FY 2017</td>
<td>21</td>
</tr>
<tr>
<td>FY 2018</td>
<td>27</td>
</tr>
</tbody>
</table>
Citizenship Status
Instructional TTT, Fall 2016: N=526

- US Citizen: 76%, N=400
- International: 2%, N=10
- Permanent Resident: 22%, N=116

Geographic Origin of Bachelor Degree
(Includes other first degrees such as Diploma, License, and Integrated Masters)
Instructional TTT, Fall 2016: N=526

- In U.S.: 70%, N=368
- Out of U.S.: 30%, N=158
Sponsored research revenues

Sponsored Research and Other Sponsored Program Revenues by Funding Source

($ in millions)

FY 2004

FY 2009

FY 2017

Data source: Office of Finance
Endowment growth

$ in billions

Fiscal Year Ended June 30

Preliminary
Rice

Columbia

Harvard

MIT

Northwestern

Notre Dame

Princeton

Stanford

Yale

Moody’s AAA rating
AAU private universities as of 2017
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 staff now in Memorial Hermann and Greenbriar

• 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
Terrence Gee

Tommy Huie

Brian Patterson

New trustees
<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>national universities</td>
<td>(U.S. News)</td>
</tr>
<tr>
<td>3</td>
<td>undergrad teaching</td>
<td>(U.S. News)</td>
</tr>
<tr>
<td>1</td>
<td>best quality of life</td>
<td>(Princeton Review)</td>
</tr>
<tr>
<td>1</td>
<td>race/class interaction</td>
<td>(Princeton Review)</td>
</tr>
<tr>
<td>2</td>
<td>happiest students</td>
<td>(Princeton Review)</td>
</tr>
<tr>
<td>5</td>
<td>overall college</td>
<td>(Niche.com)</td>
</tr>
<tr>
<td>14</td>
<td>U.S. colleges</td>
<td>(Wall Street Journal and Times Higher Education)</td>
</tr>
<tr>
<td>86</td>
<td>top universities in the world</td>
<td>(Times Higher Education)</td>
</tr>
<tr>
<td>8</td>
<td>among private colleges</td>
<td>(Forbes Magazine)</td>
</tr>
<tr>
<td>14</td>
<td>best value college</td>
<td>(Forbes Magazine)</td>
</tr>
<tr>
<td>14</td>
<td>best college for your money</td>
<td>(Money Magazine)</td>
</tr>
<tr>
<td>9</td>
<td>biomedical engineering</td>
<td>(U.S. News)</td>
</tr>
<tr>
<td>4</td>
<td>undergraduate architecture program</td>
<td>(Design Intelligence)</td>
</tr>
<tr>
<td>11</td>
<td>entrepreneurship program</td>
<td>(U.S. News)</td>
</tr>
<tr>
<td>4</td>
<td>university-affiliated think tank in the world</td>
<td>(UPenn)</td>
</tr>
</tbody>
</table>
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 and deans on faculty engagement

• Faculty Senate played critical role in designing process and reviewing documents

• Faculty and community submission of comments on initial V2C2 questions and topics through web-based platform

• Faculty participation in an innovation visioning process: RiceLIFT

• Informal group conversations with president and provost

• Deans and other faculty involved in drafting strategic plan sections

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

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
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
- Inclusiveness: Recruit a diverse staff and create programs and services that foster inclusion and interaction and build understanding

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
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

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
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
Major endeavors with broad institutional impact

- Engineering and Medicine
- Materials
- Systems, Synthetic and Physical Biology
Major endeavors with broad institutional impact

- Data science
- Disparities and inequities
- Cities of the future
- Global health
- Earth, Environment and Energy
- Social policy analysis (School of Social Sciences)
Emerging ideas

Major endeavors with broad institutional impact

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

• Houston: New properties/new engagements

• Building a bigger footprint: Digital and global
• Widespread campus conversations and survey provided input into V2C2 draft

• Online survey for feedback, late September–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
• Rice will provide the best undergraduate education available, fueled by faculty engagement in the full spectrum of student education

• Rice will be a premier destination for graduate students because of the excellence of departments, quality of education and support of the graduate student community

• Rice will be the most diverse and inclusive educational environment among the nation’s top universities

• Rice will achieve research success, recognition and impact far beyond the university’s scale

• 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

• Rice’s educational impact and footprint will be greatly expanded as a result of digital education and global engagement
“No upper limit”