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
Changing standards for higher ed
Rising tuition and student debt
Value questions: graduation rates, jobs
Emphasis on STEM; liberal arts still vital

CPRIT
Research funding
Regulation
Rising tuition and student debt
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Finances
Public attitudes & government support
Technology & changing expectations
Internationalization
Unique higher ed environment

- Extremely competitive
- Dynamic
- Slow and resistant to change
- Highly visible and scrutinized
- Extensively regulated
- Widespread sense of “crisis” and “disruption”
### Applications, admits and deposits

<table>
<thead>
<tr>
<th>Intended School</th>
<th>2007</th>
<th></th>
<th></th>
<th>2013</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Apps</td>
<td>Admits</td>
<td>Deposits</td>
<td>Apps</td>
<td>Admits</td>
<td>Deposits</td>
</tr>
<tr>
<td>Architecture</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Engineering</td>
<td>27%</td>
<td>33%</td>
<td>32%</td>
<td>36%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Humanities</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>7%</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Music</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>34%</td>
<td>31%</td>
<td>28%</td>
<td>36%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>20%</td>
<td>19%</td>
<td>21%</td>
<td>16%</td>
<td>19%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Graduate student enrollment

Fall 2002
- Thesis Master's: 142
- Terminal Master's in Arch, Teaching, & Music: 140
- Master of Liberal Studies: 46
- Professional Master's in Engineering: 517
- Professional Science Master's: 1017
- MBA: 
- Doctoral: 

Fall 2013
- Thesis Master's: 128
- Terminal Master's in Arch, Teaching, & Music: 157
- Master of Liberal Studies: 70
- Professional Master's in Engineering: 165
- Professional Science Master's: 621
- MBA: 
- Doctoral: 1426

+42%

Fall 2013 data is preliminary

Source: General Enrollment Webapp as of 08/27/2013
International graduate student enrollment

Source: Certified Enrollment Data, Office of the Registrar

<table>
<thead>
<tr>
<th>Year</th>
<th>China</th>
<th>India</th>
<th>Mexico</th>
<th>South Korea</th>
<th>Turkey</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 08</td>
<td>208</td>
<td>118</td>
<td>28</td>
<td>26</td>
<td>31</td>
<td>306</td>
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<tr>
<td>Fall 09</td>
<td>232</td>
<td>125</td>
<td>36</td>
<td>29</td>
<td>28</td>
<td>314</td>
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<tr>
<td>Fall 10</td>
<td>270</td>
<td>121</td>
<td>34</td>
<td>30</td>
<td>25</td>
<td>293</td>
</tr>
<tr>
<td>Fall 11</td>
<td>322</td>
<td>124</td>
<td>33</td>
<td>36</td>
<td>26</td>
<td>283</td>
</tr>
<tr>
<td>Fall 12</td>
<td>388</td>
<td>125</td>
<td>36</td>
<td>35</td>
<td>29</td>
<td>280</td>
</tr>
</tbody>
</table>

- Int'l % of Grad
- China % of Int'l
- India % of Int'l
Undergraduate/graduate student mix

1998 to 2013

- **Fall 1998**
  - Undergraduates: 2,782 (65%)
  - Graduate Students: 1,486 (35%)

- **Fall 2003**
  - Undergraduates: 2,857 (59%)
  - Graduate Students: 1,948 (41%)

- **Fall 2008**
  - Undergraduates: 3,102 (58%)
  - Graduate Students: 2,237 (42%)

- **Fall 2013**
  - Undergraduates: 3,893 (60%)
  - Graduate Students: 2,638 (40%)

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

*Preliminary data per General Enrollment Webbapp downloads on 8/27/13 and 9/4/13
FY13 *up 6.4 percent* from FY12

**FY 2002 = $52,303,000**
- 19% DOD
- 12% NIH
- 30% NSF
- 11% NASA + Other Federal
- 10% Pass Throughs
- 8% Foundations
- 10% Other

**FY 2007 = $77,177,000**
- 31% DOD
- 13% NIH
- 14% NSF
- 11% NASA + Other Federal
- 6% Pass Throughs
- 8% Foundations
- 14% Other

**FY 2013 = $114,183,000**
- 24% DOD
- 14% NIH
- 14% NSF
- 13% NASA + Other Federal
- 11% Pass Throughs
- 10% Foundations
- 14% Other

*Other includes industry and state and local government sponsors*
Research awards: $130.3 million in FY 2013

Annual Awards
Projected completions

- Anderson Clarke Center *(January 2014)*
- George R. Brown tennis facility *(April 2014)*
- Klein Hall

Post 2015
*(depending on fundraising)*

- 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
Operating revenues

**FY 2003**
- Investment returns distributed to operations: 47%
- Grants and contracts: 19%
- Auxiliary revenues: 18%
- Gifts and pledges: 8%
- Student tuitions and fees, net: 7%
- Other revenues: 1%

**FY 2013**
- Investment returns distributed to operations: 40%
- Grants and contracts: 22%
- Auxiliary revenues: 8%
- Gifts and pledges: 5%
- Student tuitions and fees, net: 4%
- Other revenues: 21%

Source: Rice Financial Statements for FY 2003 and preliminary FY 2013 Financial Statements
Operating expenses

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 2003</th>
<th>FY 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and department research</td>
<td>45%</td>
<td>46%</td>
</tr>
<tr>
<td>Sponsored research</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Library</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Student services</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>General administration</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Institutional development</td>
<td>4%</td>
<td>1%</td>
</tr>
</tbody>
</table>

$315.7M → $569.9M

+81%

Student services include athletics in FY 13

Source: Rice Financial Statements for FY 2003 and preliminary FY 2013 Financial Statements
Growth of endowment
($ in billions)

Estimated Growth of endowment ($ in billions)
Rice endowment returns

1 Year: 13.3%
3 Years: 12.8%
5 Years: 10.8%
10 Years: 9.4%

(as of June 30, 2013 - unaudited)
Revenues

- About 84 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
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, biosciences, Klein Hall for Social Sciences, Anderson-Clarke Center for Continuing Studies and Moody Center for the Arts

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

- **New Colleges**
  Duncan and McMurtry Colleges

- **Alumni giving rate**
  FY 2013: 31 percent
  Total campaign: 60 percent
Campaign commitments by source

- Alumni: 42.2%
- Friends: 24.0%
- Foundations: 16.0%
- Corporations: 8.9%
- Estates: 8.9%

As of June 30, 2013
Campaign commitments by type (dollars in millions)

- Buildings & Equipment: $279.6
- Endowed Professorships: $94.9
- Endowed Scholarships: $106.9
- Departmental Endowments: $166.9
- Faculty Research: $135.4
- Other Departmental Funds: $198.0
- Rice Annual Fund: $54.5
- Funds Pending Designation: $61.8

$1.1 billion as of 6/30/13
The application of the V2C to the first decade of our 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
- International engagement
- TMC relations and biosciences
- Energy and environment
- Second Century
- Arts initiative
New developments

• Building corporate relationships

• Improving administrative infrastructure
  o 60 percent of proposals submitted via the electronic proposal routing system
  o Reducing time from award to grant set up
  o Electronic labor redistribution

• Creating SEA equipment endowment

• Managing research space

• Supporting center grant proposals
TMC relations

New developments

• Inter-institutional agreement with BCM under discussion

• New TMC leadership and initiatives

• Vice provost for strategic partnerships
New developments

- **Center for Teaching Excellence:** Josh Eyler, director
  **Fellows:**
  - Lisa Balabanlilar
  - Steven Cox
  - Reto Geiser
  - Bridget Gorman
  - Jane Grande-Allen
  - Michael Gustin
  - Jason Hafner
  - Matthias Henze
  - Rachel Kimbro
  - Kathleen Matthews
  - Albert Napier
  - Marcia O’Malley
  - Ann Saterbak
  - Richard Stoll
  - Robert Westbrook

- **Senate Committee on Teaching**
- **Rice MOOCs for edX and Coursera**
- **Rice’s Center for Digital Learning and Scholarship**
How are we doing?

Leiden Ranking: World’s top universities (2013)
• No. 1 in natural sciences and engineering
• No. 6 for all sciences

• Among top 20 national universities since 1988
• Tied for No. 18 in 2014 ranking, down from No. 17 tie in 2013

Max Planck Society in Germany (2013)
• No. 1 for material sciences and chemistry
• No. 2 for engineering
• No. 4 physics and astronomy
• No. 8 in computer science

Princeton Review (2014)
(survey of students in 378 top universities)
• No. 1 best quality of life
• No. 2 happiest students
• No. 3 best-run colleges
• No. 5 great financial aid
• No. 6 “their students love these colleges”
• No. 10 best health services
• No. 10 for lots of race/class interaction (only AAU school in top 10)
• No. 12 best athletic facilities
RICE

Responsibility, Integrity, Community, Excellence

Values that define our culture and guide our behavior