Town Hall
President David W. Leebron
Feb. 7, 2017
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 the 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.
Responsibility, Integrity, Community, Excellence

Defining our culture. Guiding our behavior.
Art conservators began restoring the Berlin Wall outside the Baker Institute for Public Policy this afternoon following its defacement in an act of vandalism two weeks prior. According to conservator Robert Pringle, the process will cost $10,000 to $12,000 and require a week of restoration.

Story to follow.
In recognition of her dedication, the Board of Trustees of Rice University establishes the Elizabeth Gillis Award for Exemplary Service to Rice University, to annually recognize the outstanding achievements and services by a staff member in support of the mission of the university. Recipients shall, like the woman for whom the award is named, show consistently outstanding performance and embody an exceptional attitude of service.”

Resolution by the Board of Trustees, May 2000
Elizabeth Gillis Award winner

Jim Bevan
Women’s Track and Field Coach
## Our people: Years of service

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-year recipients</td>
<td>100</td>
</tr>
<tr>
<td>10-year recipients</td>
<td>95</td>
</tr>
<tr>
<td>15-year recipients</td>
<td>53</td>
</tr>
<tr>
<td>20-year recipients</td>
<td>29</td>
</tr>
<tr>
<td>25-year recipients</td>
<td>20</td>
</tr>
<tr>
<td>30-year recipients</td>
<td>14</td>
</tr>
<tr>
<td>35-year recipients</td>
<td>8</td>
</tr>
<tr>
<td>40-year recipients</td>
<td>1</td>
</tr>
</tbody>
</table>

**Number of staff who celebrated service milestones in calendar year 2016, including retirees**
In memoriam

Hans Ave Lallemand
Katherine Tsanoff Brown
James Buchanan
Michael Carroll
Jean-Claude De Bremaecker
Norma Cowley
Joel Cyprus
Sheila Dinnon
Elinor Evans
Oscar Flores
Robert Hauge
David Hellums
James Lang
Mae Leamons

Angelo Miele
Joseph Nagy
Hally Beth Poindexter
Meredith Riddell
Sandy Saunders
Mingjia Tang (student)
William Veech
Stacy Ware
Pauline Warren
Sam Waters (student)
Scott Wellington
Ethan Wissell (student)
Tom Yeates
In memoriam

Marjorie Corcoran
1950–2017
The goal: Renewing the vision and strategy to guide Rice for the next five to 10 years

The first step: Initiating the conversation
What must we do to accelerate our research achievement and reputation?
Sponsored research and other sponsored program revenues by funding source

- Federal
- Foundations
- Industrial
- Other, State, & Local

FY04: $67.1M
FY09: $85.4M
FY16: $140.2M
What changes might we want to see in our undergraduate education?
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

For illustrative purposes
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Writing:</strong></td>
<td>Program in Writing and Communication</td>
</tr>
<tr>
<td><strong>Leadership:</strong></td>
<td>Doerr Institute for New Leaders; Rice Center for Engineering Leadership</td>
</tr>
<tr>
<td><strong>Creativity:</strong></td>
<td>Moody Center for the Arts; OEDK</td>
</tr>
<tr>
<td><strong>Entrepreneurship:</strong></td>
<td>Liu Idea Lab for Innovation and Entrepreneurship</td>
</tr>
<tr>
<td><strong>International:</strong></td>
<td>Study abroad programs</td>
</tr>
<tr>
<td><strong>Internships:</strong></td>
<td>Sallyportal connections to alumni; various internship programs</td>
</tr>
</tbody>
</table>
Shifting interests of undergraduates: Credit hours by school

Degree-seeking undergraduate credits (As of census date, mid-October)

Fall 2004: \( N = 47,225 \)
- Social Sciences: 17%
- Natural Sciences: 22%
- Humanities: 34%
- Engineering: 14%
- Architecture: 3%
- Other: 4%

Fall 2016: \( N = 59,928 \)
- Natural Sciences: 25%
- Humanities: 16%
- Social Sciences: 20%
- Engineering: 23%
- Architecture: 3%
- Other: 7%
- Music: 4%

"Other" includes Dean of Undergraduates (FWIS, LPAP, LEAD, etc.) and Continuing Studies (EDUC).
What changes might we want to see in our graduate education?
New graduate degrees and services

**New doctoral programs**
- Art History
- Business
- Sociology
- Systems, Synthetic, and Physical Biology
- Materials Science and NanoEngineering

**New masters programs**
- Artist Diploma in Music
- Accounting
- Architecture
- BioScience and Health Policy
- Computational Science and Engineering
- Energy Economics
- Global Affairs
- Space Studies

**New services**
- Graduate and postdoctoral studies
- Center for Teaching Excellence
- Rice Center for Engineering Leadership
- GRADstarter
Graduate student growth and diversification

Source: Office of the Registrar and Web Apps General Student Download, 8/31/2015
What should shape our priorities in faculty recruitment?
Criteria for recruitment

Meeting teaching needs

Enhancing Rice’s research profile

Preserving or raising the caliber of a school or department

Supporting strategic objectives

Increasing diversity
What is our vision for the composition of our student body and our educational outreach?
Rice enrollment is 43 percent graduate

Rice Fall 2016

<table>
<thead>
<tr>
<th>University</th>
<th>Percent UG</th>
<th>Percent GR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Vanderbilt</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>WashU</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>CMU</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Penn</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Yale</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Duke</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Stanford</td>
<td>41%</td>
<td>59%</td>
</tr>
<tr>
<td>MIT</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Chicago</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>Harvard</td>
<td>36%</td>
<td>64%</td>
</tr>
<tr>
<td>JHU</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Columbia</td>
<td>29%</td>
<td>71%</td>
</tr>
</tbody>
</table>

Data source: IPEDS Fall 2014 Enrollment (peers) Fall 2016 Rice Enrollment
Total Degree-seeking: 6,740
International: 1,604

Fall 16
Degree-seeking UG: 3,879

- International: 471 (12%)
- Domestic: 3,408 (88%)

Fall 16
Degree-seeking GR: 2,861

- International: 1,728 (60%)
- Domestic: 1,133 (40%)

Top 5 countries = approx 80% of International students

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHINA</td>
<td>282</td>
</tr>
<tr>
<td>SOUTH KOREA</td>
<td>42</td>
</tr>
<tr>
<td>CANADA</td>
<td>29</td>
</tr>
<tr>
<td>INDIA</td>
<td>15</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>17</td>
</tr>
</tbody>
</table>

Data source: Office of the Registrar.
*Those who enter with visas; excludes those with permanent resident status.
Growth in online education

Enrollments in Rice online courses by calendar year

- 2011: 0
- 2012: 97,190
- 2013: 228,360
- 2014: 641,507
- 2015: 717,137
- 2016: 594,384
I’ll climb up this strand of DNA to see where life takes me

Are there major new endeavors we should begin?
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>Shepherd School opens</td>
</tr>
<tr>
<td>1977</td>
<td>Jones Graduate School opens</td>
</tr>
<tr>
<td>1979</td>
<td>School of Social Sciences established</td>
</tr>
<tr>
<td>1989</td>
<td>Rice/Baylor College of Medicine joint admissions</td>
</tr>
<tr>
<td>1993</td>
<td>Baker Institute founded</td>
</tr>
<tr>
<td>2006</td>
<td>First minor offered (financial computation and modeling)</td>
</tr>
<tr>
<td>2007</td>
<td>Rice 360 Institute for Global Health established</td>
</tr>
<tr>
<td>2008</td>
<td>Chao Center for Asian Studies established</td>
</tr>
<tr>
<td>2010</td>
<td>Kinder Institute established</td>
</tr>
<tr>
<td>2013</td>
<td>Boniuk Institute established</td>
</tr>
<tr>
<td>2014</td>
<td>Doerr Institute for New Leaders established</td>
</tr>
<tr>
<td>2015</td>
<td>Rice/UTHealth master’s in public health</td>
</tr>
<tr>
<td>2016</td>
<td>Liu Idea Lab for Innovation and Entrepreneurship established</td>
</tr>
<tr>
<td>2017</td>
<td>Moody Center for the Arts opens</td>
</tr>
</tbody>
</table>
Are there particular global and national problems we might want to focus on?
Rice addresses challenges

Urban issues: Kinder Institute
Global health: Rice 360
Energy security: Baker Institute’s Center for Energy Studies
Clean water: NEWT
World affairs: Baker Institute’s Center for the Middle East
Religious tolerance: Boniuk Institute
What should Rice do to develop strategic relationships with, and in support of, vitally important constituencies and organizations beyond campus?
What things about Rice are distinctive and important to maintain?
Are there critical aspects of our culture or organization we need to change?
What else should we be asking ourselves?
What are the elements of our success?
“We must be bold”

Take the survey:

V2C2.RICE.EDU