TOWN HALL

President David Leebron

Nov. 27, 2012
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.
### The ever changing landscape:
**Looking back 50 years, then and now**

<table>
<thead>
<tr>
<th>Category</th>
<th>1960</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (instructional, TTT)</td>
<td>160</td>
<td>526</td>
</tr>
<tr>
<td>Staff (benefits eligible)</td>
<td>150 (1965)</td>
<td>2,498</td>
</tr>
<tr>
<td>Undergraduates (degree seeking)</td>
<td>1,619</td>
<td>3,810</td>
</tr>
<tr>
<td>Graduate students (degree seeking)</td>
<td>320</td>
<td>2,543</td>
</tr>
<tr>
<td>Endowment market value</td>
<td>$102 million</td>
<td>$4.4 billion</td>
</tr>
<tr>
<td>Physical plant</td>
<td>32 buildings</td>
<td>84 buildings</td>
</tr>
<tr>
<td></td>
<td>1.34 million sq. ft.</td>
<td>5.85 million sq. ft.</td>
</tr>
<tr>
<td>Schools at Rice</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Undergraduate tuition</td>
<td>None</td>
<td>$36,610 (fall ‘12)</td>
</tr>
<tr>
<td>Federal research dollars</td>
<td>$1.1 million (FY62)</td>
<td>$107.3 million (FY12)</td>
</tr>
</tbody>
</table>
## The ever changing landscape:
The last decade

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (Instructional, TTT)</td>
<td>469</td>
<td>526</td>
</tr>
<tr>
<td>Staff (benefits eligible)</td>
<td>1,948</td>
<td>2,498</td>
</tr>
<tr>
<td>Students (degree seeking)</td>
<td>4,633</td>
<td>6,341</td>
</tr>
<tr>
<td>International undergraduates</td>
<td>2.8%</td>
<td>10%</td>
</tr>
<tr>
<td>(percent of entering class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical plant</td>
<td>64 buildings</td>
<td>84 buildings</td>
</tr>
<tr>
<td></td>
<td>3.7 million sq. ft.</td>
<td>5.85 million sq. ft.</td>
</tr>
<tr>
<td>Endowment market value</td>
<td>$2.9 billion</td>
<td>$4.4 billion</td>
</tr>
<tr>
<td>Research expenditures</td>
<td>$52.3 million</td>
<td>$107.3 million</td>
</tr>
<tr>
<td>Operating revenues (financial</td>
<td>$300 million</td>
<td>$551 million</td>
</tr>
<tr>
<td>statements)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2012: Watershed year for higher ed

- Higher education financial model under pressure
- Declining reputation and public support
- Governance issues at University of Virginia
- Ethics and compliance at Penn State
- Online education gains elite momentum
- New overseas campuses for American universities
  - Yale, NYU and Duke
Princeton Review
- No. 1 for happiest students
- No. 2 for best quality of life, best-run college and students’ love of their school
- No 5 for relations between the city and university
- No. 7 for lots of race-class interaction (only AAU school in top 10)

Kiplinger’s Personal Finance magazine
- No. 2 best value among private universities

U.S. News & World Report
- No. 17 (ninth year in a row)
- No. 25 MBA program

Alumni Factor
- No. 3 among the top 104 national universities
- No. 4 overall (national and liberal arts universities)
Best places to work

- Rice named “one of Houston’s best places to work” seven years in a row.
- Ranked No. 8 among businesses with more than 500 employees.
Undergraduate admissions: Fall 2002 and 2012

- **2002**
  - Applicants: 7,079
  - Admits: 1,682
    - Admit rate: 24%
  - Matriculants: 700
    - Yield rate: 42%

- **2012**
  - Applicants: 15,133
  - Admits: 2,528
    - Admit rate: 17%
  - Matriculants: 935
    - Yield rate: 37%

Source: Office of Enrollment
Graduate student enrollment

- Thesis Master's
- Master's in Arch, Music, Teaching
- Master's in Liberal Studies
- Professional Master's in Engineering
- Professional Science Master's
- MBA
- Doctoral

Source: OIR, Office of Registrar
Benefits eligible staff: up 28 percent
Staff selection rates: FY08-FY12

- **Total Staff Job Applications**
  - 2008: 15,586
  - 2009: 12,715
  - 2010: 20,534
  - 2011: 23,369
  - 2012: 26,907

- **Number of Staff Hires (% Selection Rate)**
  - 2008: 390 hires (2.5%)
  - 2009: 243 hires (1.9%)
  - 2010: 262 hires (1.3%)
  - 2011: 285 hires (1.2%)
  - 2012: 274 hires (1.0%)
Operating revenues

Source: Rice Financial Statements for FY02 and FY12

<table>
<thead>
<tr>
<th>FY02</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300 million</td>
<td>$551 million</td>
</tr>
</tbody>
</table>

+84%
Operating expenses

FY02

- Instruction: 13%
- Sponsored research: 46%
- Library: 7%
- Scholarships: 4%
- Student services: 6%
- General administration: 3%
- Development and other: 6%
- Auxiliary enterprise: 16%

FY12

- Instruction: 10%
- Sponsored research: 45%
- Library: 6%
- Scholarships: 9%
- Student services: 6%
- General administration: 2%
- Development and other: 6%
- Auxiliary enterprise: 18%

Source: Rice Financial Statements for FY02 and FY12

Athletics shifted from auxiliaries to student services in FY06
Endowment returns (as of June 30)

<table>
<thead>
<tr>
<th>1 Year</th>
<th>3 Years</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.5%</td>
<td>11.7%</td>
<td>1.2%</td>
<td>7.0%</td>
</tr>
<tr>
<td>3.6%</td>
<td>10.4%</td>
<td>1.2%</td>
<td>6.7%</td>
</tr>
<tr>
<td>-1.2%</td>
<td>10.9%</td>
<td>8.5%</td>
<td></td>
</tr>
</tbody>
</table>

35% Russell 3000 / 35% ACWI ex US / 30% Barclays Capital Aggregate Bond Index
Buildings & Equipment: $230.7
Endowed Professorships: $87.0
Endowed Scholarships: $93.0
Departmental Endowments: $131.4
Faculty Research: $100.2
Other Departmental Funds: $172.2
Rice Annual Fund: $49.7
Funds Pending Designation: $51.8
Commitments Still Needed: $84.0

Campaign commitments: $916 million

As of Nov. 26, 2012 -- dollars in millions
Centennial highlights: We came!

- Centennial in 100 seconds (video)
- Central Quad picnic: 8,500 attendance
- Homecoming registrants: ~7,000 (usually ~3,000)
- Centennial Celebration registration packets: 7,000
- Football game: 28,677 attendance
- Parking: 18,000 more cars over five days
Centennial coverage: We saw!

- The Centennial Celebration made the front page of Sunday, Oct. 7, Houston Chronicle and the front of the Star section.

- #rice100 trended on social media in Houston during centennial week.

- CultureMap Houston covered several events: Rice Design Alliance Gala, Conversation with John Roberts, the Spectacle, etc.

- More than 120 centennial stories appeared in external media from Oct. 2-19, including 35 newspapers.
“We must be Rice.”

- A great research university dedicated to excellent teaching
- Bold
- Entrepreneurial
- Collaborative, internally and externally
- International but distinctively American
- Fast but also slow
The Second Century: The decade ahead

• Improve teaching, learning and mentoring in the digital age

• Expand our impact through online education

• Enhance our research capability: strengthen faculty and research support

• Foster more collaboration with the TMC, museums and industry

• Build deeper international partnerships

• Invest in infrastructure and maintenance

• Support the entrepreneurial spirit: lead, innovate, create, build

• Develop interdisciplinary, inter-institutional arts initiatives
Addressing big challenges

*Emerging themes and potential areas of Rice impact requiring broad campus engagement:*

- Mind and brain
- Food, energy, water
- Global health
- Technology and understanding: Big data and better decisions
Service recognition

35 years
Yildiz Bayazitoglu
David Lane
James Wise
Bernard Aresu
Stanley Dodds
Arthur Gottschalk
Mason Tomson
Duane Windsor
Umbe Cantu
Pat Jones

45 years
James Hannon
Frank Tittel
Martin Wiener

50 years
Frank Jones

40 years
Stephen Klineberg
Kathleen Matthews
Thomas Hill
In memory of

- Patrick Thornton
- Jennifer Young
- Adilet Imambekov
- Jessie Shieh
- Michael McKee
- Son Mai
- Alex Ferrance
- Carole Speranza
- William Howell
- Gale Stokes
- Sue Brod
- Sharon Bush
- Edward Lewis
- Larry Miggins
- Paul Pfeiffer
Responsibility, Integrity, Community, Excellence

Values that define our culture and guide our behavior
Rice’s 2012-13 United Way campaign