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.
RICE
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.
Elizabeth Gillis Award

“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
### Number of staff who celebrated service milestones in calendar year 2016, including retirees

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Number</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>
<tr>
<td>Name</td>
<td>Name</td>
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</tr>
<tr>
<td>Hans Ave Lallemant</td>
<td>Angelo Miele</td>
</tr>
<tr>
<td>Katherine Tsanoff Brown</td>
<td>Joseph Nagy</td>
</tr>
<tr>
<td>James Buchanan</td>
<td>Hally Beth Poindexter</td>
</tr>
<tr>
<td>Michael Carroll</td>
<td>Meredith Riddell</td>
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<tr>
<td>Jean-Claude De Bremaecker</td>
<td>Sandy Saunders</td>
</tr>
<tr>
<td>Norma Cowley</td>
<td>Mingjia Tang (student)</td>
</tr>
<tr>
<td>Joel Cyprus</td>
<td>William Veech</td>
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<tr>
<td>Sheila Dinnon</td>
<td>Stacy Ware</td>
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<tr>
<td>Elinor Evans</td>
<td>Pauline Warren</td>
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<tr>
<td>Oscar Flores</td>
<td>Sam Waters (student)</td>
</tr>
<tr>
<td>Robert Hauge</td>
<td>Scott Wellington</td>
</tr>
<tr>
<td>David Hellums</td>
<td>Ethan Wissell (student)</td>
</tr>
<tr>
<td>James Lang</td>
<td>Tom Yeates</td>
</tr>
<tr>
<td>Mae Leamons</td>
<td></td>
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</tbody>
</table>
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
What changes might we want to see in our undergraduate education?
Education: The changing value proposition

For illustrative purposes
## New programs and services

<table>
<thead>
<tr>
<th>Category</th>
<th>Programs/Services</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

- Humanities: 34%
- Natural Sciences: 22%
- Social Sciences: 17%
- Engineering: 14%
- Other: 4%
- Architecture: 3%
- Business: 1%

Fall 2016: N = 59,928

- Humanities: 16%
- Natural Sciences: 25%
- Social Sciences: 20%
- Engineering: 23%
- Other: 7%
- Architecture: 3%
- Business: 3%

"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 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

- **Professional Master's**: 270, 116, 411
- **Terminal Master's & Thesis Master's**: 471, 553, 646
- **MBA**: 1,202, 1,306, 1,442
- **Doctoral**: 1,983, 2,275, 2,861

Source: Office of the Registrar as of census date in mid-October
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

<table>
<thead>
<tr>
<th>Institution</th>
<th>Percent UG</th>
<th>Percent GR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brown</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>68%</td>
<td>32%</td>
</tr>
<tr>
<td>Princeton</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Cornell</td>
<td>66%</td>
<td>34%</td>
</tr>
<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

**Rice Fall 2016**

- Undergrad (includes visiting UG): 3,893
- Grad (includes visiting GR): 2,962
24% of degree-seeking students are international*

Total Degree-seeking: 6,740
International: 1,604

Fall 16
Degree-seeking UG: 3,879
- International: 471
- Domestic: 3,408

Fall 16
Degree-seeking GR: 2,861
- International: 1,728
- Domestic: 1,133

Top 5 countries = approx 80% of International students

Undergraduate
- CHINA: 282 (60%)
- SOUTH KOREA: 42 (9%)
- CANADA: 29 (6%)
- INDIA: 15 (3%)
- SINGAPORE: 17 (4%)

Graduate
- CHINA: 587 (52%)
- INDIA: 144 (13%)
- SOUTH KOREA: 45 (4%)
- TAIWAN: 32 (3%)
- IRAN: 32 (3%)

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?
History of new programs

1975: Shepherd School opens
1977: Jones Graduate School opens
1979: School of Social Sciences established
1989: Rice/Baylor College of Medicine joint admissions
1993: Baker Institute founded
2006: First minor offered (financial computation and modeling)
2007: Rice 360 Institute for Global Health established
2008: Chao Center for Asian Studies established
2010: Kinder Institute established
2013: Boniuk Institute established
2014: Doerr Institute for New Leaders established
2015: Rice/UTHealth master’s in public health
2016: Liu Idea Lab for Innovation and Entrepreneurship established
2017: Moody Center for the Arts opens
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?

- Faculty
- Staff
- Students
- Alumni