



JGSB DASHBOARD

A dark blue banner with a ribbon-like shape at both ends. The text "JGSB DASHBOARD" is written in a white, outlined, serif font across the center of the banner.

MAY 2016



RICE
JONES GRADUATE
SCHOOL OF BUSINESS

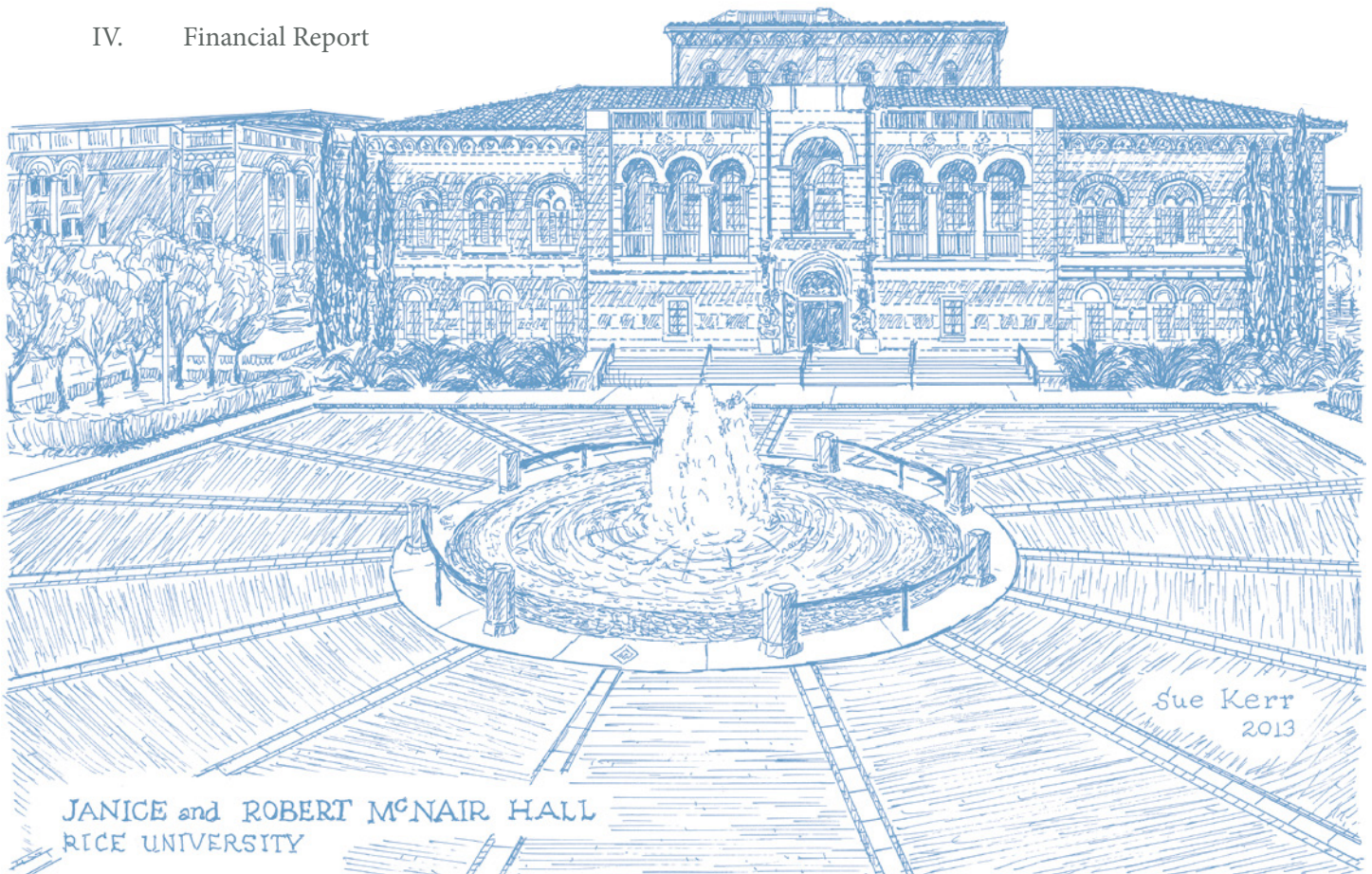
JGSB DASHBOARD

MAY 2016

JONES GRADUATE SCHOOL OF BUSINESS DASHBOARD FOR A PREMIER BUSINESS SCHOOL CREATING VALUE THROUGH THOUGHT LEADERSHIP

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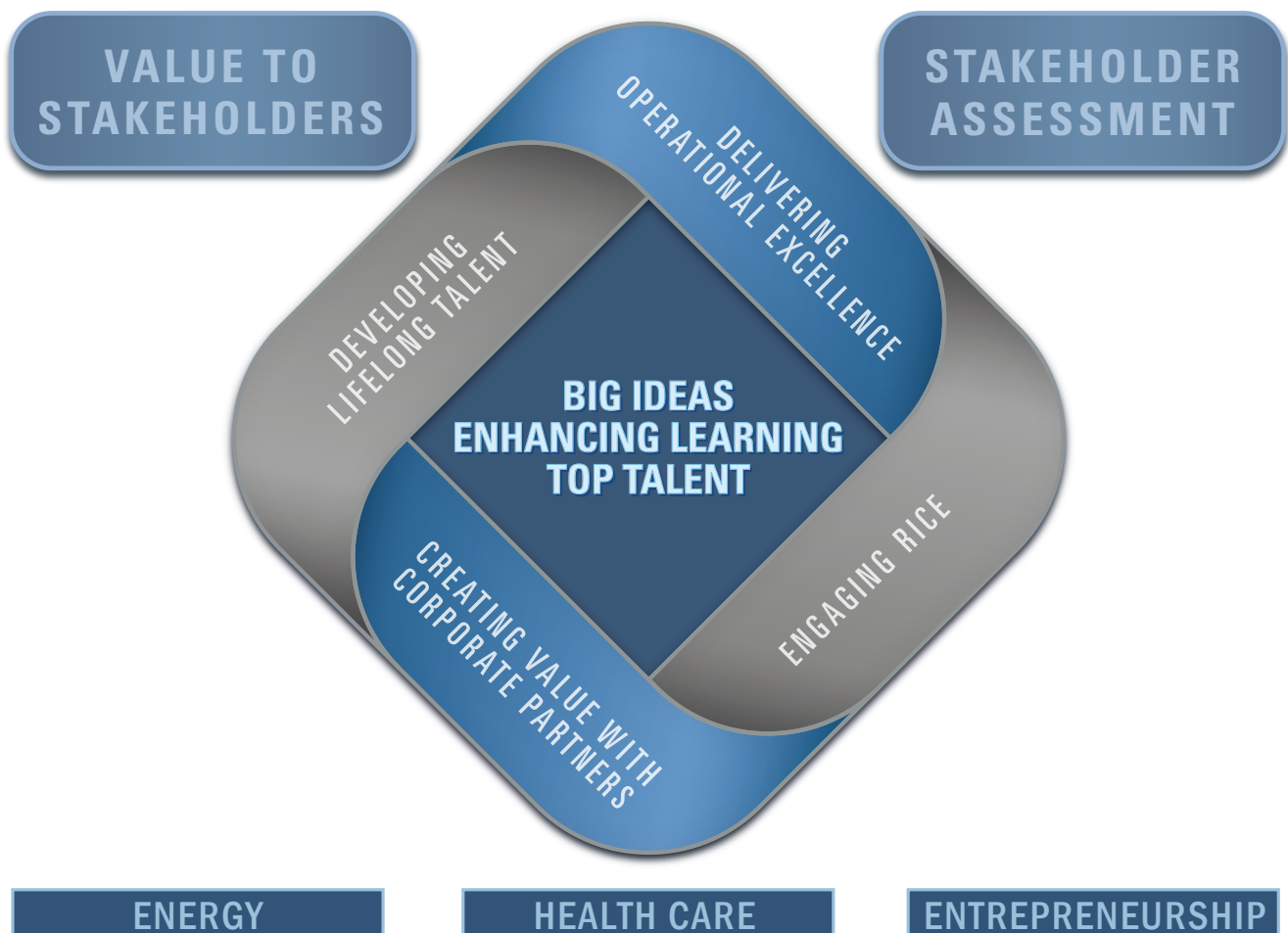
JANICE and ROBERT MCNAIR HALL
RICE UNIVERSITY

INTRODUCTION

The JGSB Dashboard reports on value creation by the Jones Graduate School of Business as reflected in the vision statement for the school. This report will be released three times per year highlighting different elements based on the academic season and the timing of external reports that supply critical comparisons of the school's performance relative to our peers and aspirational peers. The vision statement for the school is:

JGSB is a premier business school honoring the legacy of Jesse Jones through big ideas creating value, enhancing learning and top talent. This vision is viewed through the lens of real value delivered to our stakeholders (knowledge creation and value-added business education) and stakeholder assessment of our value creation (student quality and demand; effectiveness of the learning process; engagement by alumni, corporations and community; and philanthropic support). Although many of Jesse Jones' experiences were grounded in Houston, his big ideas created value globally. The JGSB will be known for thought leadership that drives action and global value creation.

The following strategy graphic illustrates the school's commitment to providing value to stakeholders and assessing that value, our positioning, the three strategic investments, and four complementary initiatives.



Forty years ago, Robert Sterling was named first dean of the business school. Today, with another investiture upon us and the end of the fiscal year hard on its heels, the term of the fifth dean, Bill Glick, comes to a close. Much has happened in his 11-year tenure — a doubling of alumni, five new programs and a relaunch of the MAcc, and the growing success of this small but exceptional business school. With a top 25 ranking from U.S. News and World Report (up from 33 last year) following last fall's top 20 ranking from Businessweek, we are poised for even greater feats when the sixth dean, Peter Rodriguez, assumes the role in July.

Recent accolades:

- Based on recent successes with rankings, the school has been able to further advance full-time admissions standards, with an anticipated 10 point bump in GMAT scores for the incoming class of full-time MBAs.
- Reunion saw numbers upwards of 1,500, the highest ever in attendance.
- Rice Business Plan Competition (RPBC) awarded \$1.7 million in prizes with the support of several new sponsors, growth of The Owl Investment Group, the GOOSE Society and The Indus-Entrepreneurs (TiE).
- The Rice Entrepreneurship Initiative received \$16.5 M from alumnus Frank Liu and the Liu Family Foundation to launch the Liu Idea Lab for Innovation and Entrepreneurship, which will feature new and expanded entrepreneurship courses as well as project funds.

It is exhilarating to be in the midst of cutting-edge innovation throughout McNair Hall with the RPBC, the world's richest and largest graduate student startup competition. And to watch the reputation of the school improve with alumni and friends through events like reunion and the business plan competition.

EXTERNAL RECOGNITION

The foundation of our strategy is creating value for our stakeholders. The Rice MBA is the only full-time program to ever rise from below top 40 to top 25 in the U.S. across the three most important global rankings. And Rice accomplished this climb to excellence in just a decade — from 2006 to the present: Bloomberg Businessweek went from unranked to No. 19; U.S. News went from No. 44 to No. 25; and Financial Times went from No. 41 to No. 24 (in the U.S.). It is also the only school to ever reach top 20 in Businessweek without being ranked by either Businessweek or U.S. News prior to 1999. We gained more in the sum of those publications' rankings than any other school from 2006 to 2015.

U.S. News ranked MBA programs based on quality assessments by employers and AACSB accredited schools, placement success and student selectivity. Businessweek rankings emphasize employer perception, alumni and student satisfaction and career success. Financial Times gives more weight to career success, faculty research and global diversity.

The biggest contributor to our rise in the most recent ranking was increased recognition of the school's programs and graduates among corporate recruiters, an increase in graduates' average starting salary and bonus and the percentage of graduates employed at graduation.

Several outlets released rankings this spring that allow us to measure our performance on core metrics that reflect value creation. Like all performance measurements, the rankings show us where improvement is needed as well as where we excel.

- No. 20 Faculty Research – Executive (Financial Times)
- No. 32 Faculty Research – Full Time (Financial Times)
- No. 7 Salary Percentage Increase Three Years Post Graduation - Executive (Financial Times)
- No. 17 Salary Percentage Increase Three Years Post Graduation – Full Time (Financial Times)
- No. 2 Aims Achieved Three Years Post Graduation - Executive (Financial Times)

- No. 3 Salary Three Years Post Graduation - Executive (Financial Times)
- No. 39 Percentage of Graduates Employed 3 Months After Graduation - Full Time (U.S. News)
- No. 21 Total Salary/Bonus of \$129,954 – Full Time (U.S. News)
- No. 8 Entrepreneurship – Executive (Financial Times)
- No. 14 Entrepreneurship – Full Time (U.S. News)
- No. 19 Overall ranking – Full Time (Businessweek)
- No. 25 Overall ranking – Full Time (U.S. News)
- No. 10 Finance – Full Time (Financial Times)
- No. 3 Alumni Survey Rank – Full Time (Businessweek)
- No. 2 Student Survey Rank – Full Time (Businessweek)
- No. 1 Student Survey Rank – Professional (Businessweek)
- No. 3 Overall Ranking – Professional (Businessweek)
- No. 26 Most selective schools in admissions – Full Time (U.S. News)
- No. 28 Recruiter Assessment – Full Time (U.S. News)
- No. 30 Peer Assessment – Full Time (U.S. News)
- No. 40 Employer Survey Rank – Full time (Businessweek)

FACULTY IMPACT

Anthea Zhang and **Haiyang Li**'s 2010 paper published in the Strategic Management Journal (Vol. 31) entitled, "Innovation search of new ventures in a technology cluster: The role of ties with service intermediaries" was selected to receive the 2016 Greif Research Impact Award. This annual award recognizes an entrepreneurship paper that appeared in the top-tier management and entrepreneurship journals six years ago and received the highest citations (based on the Social Science Citations Index) in the five years following publication.

FACULTY TRANSITIONS

The business school celebrates the contributions of **Al Napier** and **Tony Gorry** this year as they announce their retirements. Al's legacy, inextricably linked to **Ed Williams** who retired two years ago, is of a remarkable individual who helped build the entrepreneurship program and curriculum from the ground up. He began teaching here in 1984 and won the Acton Award in 2008, national recognition for excellence in entrepreneurship education. Last year, he and Ed won a joint award for Entrepreneurship Educators of the Year.

A member of the National Academy of Medicine, Tony is a beloved teacher and mentor, prolific writer and nationally recognized scholar in management, medicine and computer science. He is the Friedkin Professor of Management and was professor of computer science in the George R. Brown School of Engineering, director of Rice's Center for Technology in Teaching and Learning, founding director of the W. M. Keck Center for Computational Biology, a former vice president for information technology at both Rice and Baylor College of Medicine, and a member of the Baylor neuroscience faculty for more than 40 years.

Karen Nelson, Harmon Whittington Professor of Accounting, has accepted a position at Texas Christian University. Along with significant research contributions, she was a critical leader in the accounting group during the early days of relaunching the MAcc. She is also the recipient of multiple teaching awards. A member of the Editorial Advisory and Review Board of The Accounting Review, she is on the standing advisory group of the Public Company Accounting Oversight Board.

Eric Floyd, assistant professor of accounting, has accepted a position at the University of California, San Diego. He was a collaborator on a portion of a \$1.5 million grant from the Kauffman Foundation awarded to **Yael Hochberg**, Ralph S. O'Connor Professor of Entrepreneurship. The grant is focused on entrepreneurship skill training. This portion included a randomized control trial with a condensed version of the MBA entrepreneurship curriculum.

Faculty recruiting for fall 2016 led to the successful hiring of Assistant Professor of Accounting **Leila Peyravan** and Visiting Assistant Professor **Sean Wang**. In the finance area, Visiting Assistant Professor **Heber Farnsworth** also joins the faculty. With the anticipated strong financial position of the school, additional hiring is likely for the following year.

WEBSITE UPDATE

The school's new website launched April 21. As the visual front door of the business school, the website needed to show off the school to many audiences. One of our most important audiences is prospective students — digital natives who connect with the world through their phones. This new website is designed for them.

The goal is to build the Rice MBA brand and attract more high quality program inquiries and applications. We needed to make it easy to learn about the extraordinary education Rice offers. The site has a clean, modern design, arresting photos and sleek navigation. The user interface was tested with both undergrads and MBAs and received positive input as well as constructive criticism. Additional changes included:

- Increased image size and content: this is an image/picture driven generation fueled by Instagram, Facebook and other social media.
- Created a design that propels a quick read of our differentiation and inspires prospective students to learn more.
- Dramatically trimmed the copy so as to not lose attention.
- Radically improved the navigation with fewer main navigation options and multiple ways to reach the right content that they need to make a decision.
- Made the site mobile responsive for the 60% + who use their phones as the primary way to find information.
- Guided students to admissions using a homepage Request for Information (RFI) that is persistent throughout the admissions section.
- Websites today are evolving products not artifacts so there will be constant updating and redesigning for the fast moving requirements of this generation. To that end, the website will change again in the Back to School timeframe with new messaging.

RICE BUSINESS PLAN COMPETITION

This year's 42 competitors came from top universities around the globe and were chosen from nearly 400 entrants to compete in four categories: life sciences; information technology/Web/mobile; energy/clean technology/sustainability; and other. A survey of the 275 judges reported that this was the best group of startups they had ever seen. Several judges were so impressed by the investment opportunities that they increased their prize money. Highlights include:

- Cisco participated for the first time this year with three Internet of Everything challenge prizes, \$100,000, \$25,000 and \$10,000.
- Since the beginning of the competition, Jerry Finger presented the second place prize. This year, in his honor, the \$15,000 prize was increased to \$50,000 and got the support of the Anderson Family Fund.
- The GOOSE Society award went from \$250,000 to \$300,000.
- Rice's Brown School of Engineering gave \$25,000 towards a Tech Innovation Prize, a first for the school.
- The OWLS Investment Group went from a \$100,000 investment to \$280,000.
- The biggest increase in prize money this year came from The Indus Entrepreneurs. TiE went from \$50,000 to five prizes totaling \$370,000.

VALUE TO STAKEHOLDERS

KNOWLEDGE CREATION

RICE BUSINESS WISDOM

Our new online magazine for the business school's peer-reviewed research is flourishing. Starting with a soft launch last fall, Rice Business Wisdom now delivers bold, sleekly presented ideas every week to MBAs, professionals and curious minds in all fields. Next we're gearing up for our intensive national and global launch (via social media) at the start of the 2016-2017 school year. We're not just about business. We're about the business of daily life. If you haven't seen us lately, please visit RiceBusinessWisdom.com.

Take a look at a recent excerpt.



Unpredictable Negotiating Behavior Predictably Leads To More Concessions.

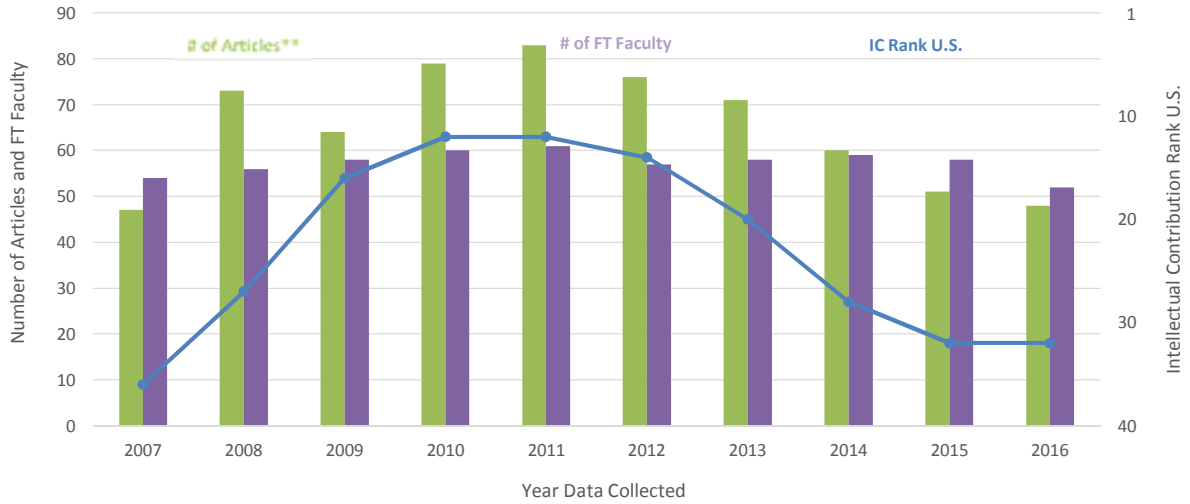
- Purely hard-nosed negotiation doesn't work as well as alternating toughness with positivity.
- Negotiators faced with mood swings feel a loss of control and make greater concessions.
- Emotional approaches that win concessions in short-term negotiations may not work in the long term.

Level-headed Mr. Spock of the Starship Enterprise would not have made a good negotiator. According Hajo Adam, a professor at the business school, and colleagues Marwan Sinaceur of ESSEC, Gerben A. Van Kleef of the University of Amsterdam, and Adam D. Galinsky of Columbia University, it's a negotiator's "emotional inconsistency and unpredictability," that can lead to concessions. Not Vulcan-like emotional control.

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Intellectual Contribution

Rank of Full-Time MBA Programs
Financial Times (U.S. Rank)*



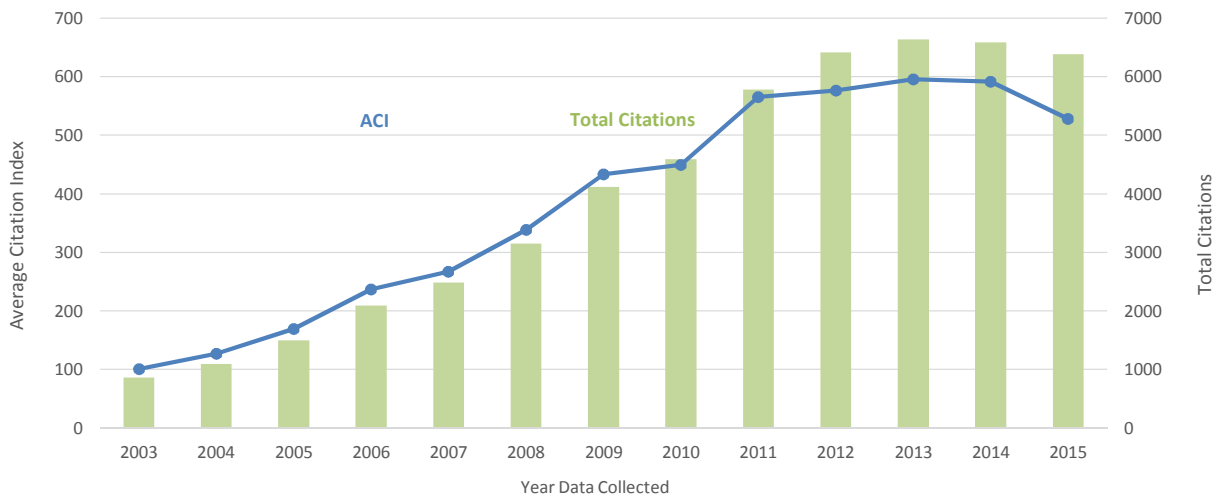
*Ranking only includes articles listed in the 45 journals tracked by Financial Times.

** Financial Times periodically changes the number of journals included in this metric.

*** Count of articles covers 34 months, ending with October of the prior year, i.e. 2016 would encompass January 2013 - October 2015.

Faculty Research Citations

Average Citation/Faculty and Total



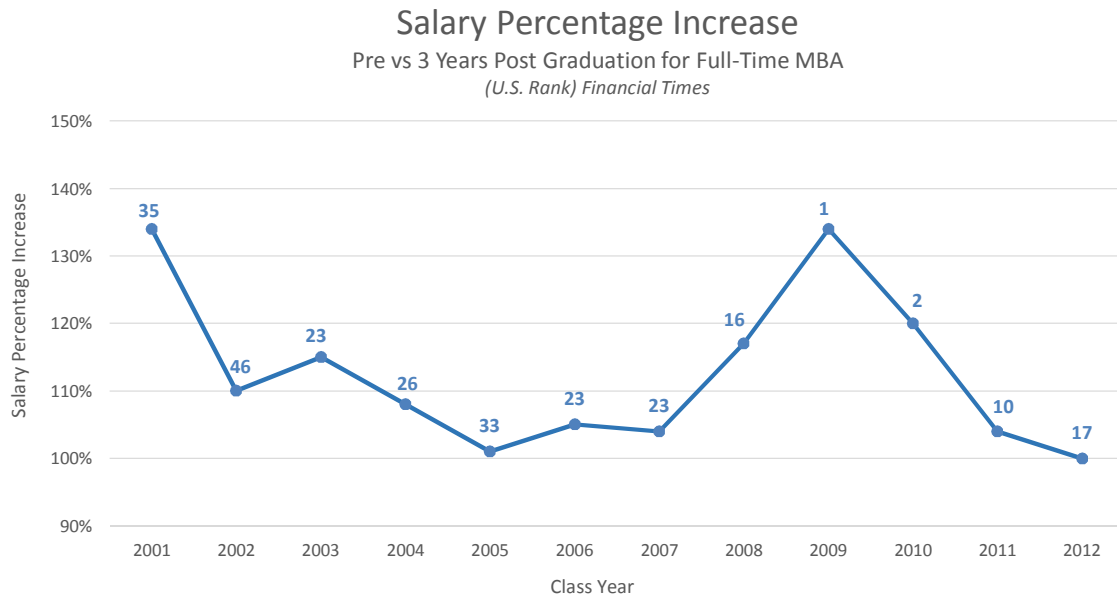
The Average Citation Index, represented by the solid line, is an average number of citations per member of faculty beginning with a benchmark year of 2003. Each individual year is also represented by total number of citations in of JGSB research. Both trends are very positive with the exception of the most recent dip. Overall, this reflects the growing impact of the JGSB faculty.

VALUE-ADDED BUSINESS EDUCATION

We have always touted the Ph.D. in Business as a program that attracts candidates aspiring to become faculty in prestigious research universities internationally. As the program completes its seventh year, we have begun to see the fruits of our labors. Applications to the program remain steady and graduates are making their mark on academia. It is with great pride that we announce the most recent Ph.D. student placements:

- Graduating finance students took jobs at Cornell, Tulane and the Securities Exchange Commission.
- Graduating strategy students took jobs at Indiana University, Peking University and Renmin University (two of the top five business schools in China).

Salary Percentage Increase and Aims Achieved are both down for the full-time class of 2012. Blame for the decline may rest with the class reaching three years post graduation in the middle of the longest slump in oil prices ever, while the rest of the nation is finally experiencing some rebound from the recession. With the preponderance of our alumni working in the energy sector this slump has had a profound impact on salary growth and retention. Meanwhile, an increase in students from the class of 2015 receiving jobs in high salary and bonus sectors, such as technology, investment banking and wealth management, has driven a substantial increase in salaries at graduation.

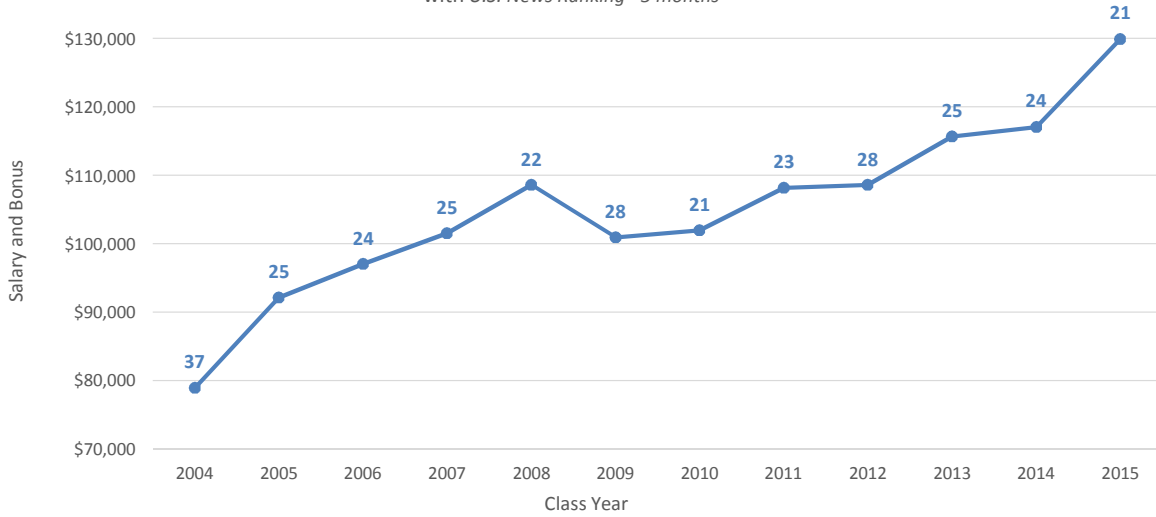


**Salary percentage increase from entry into MBA program until three years post graduation.*

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Full-Time MBA Average Salary and Bonus

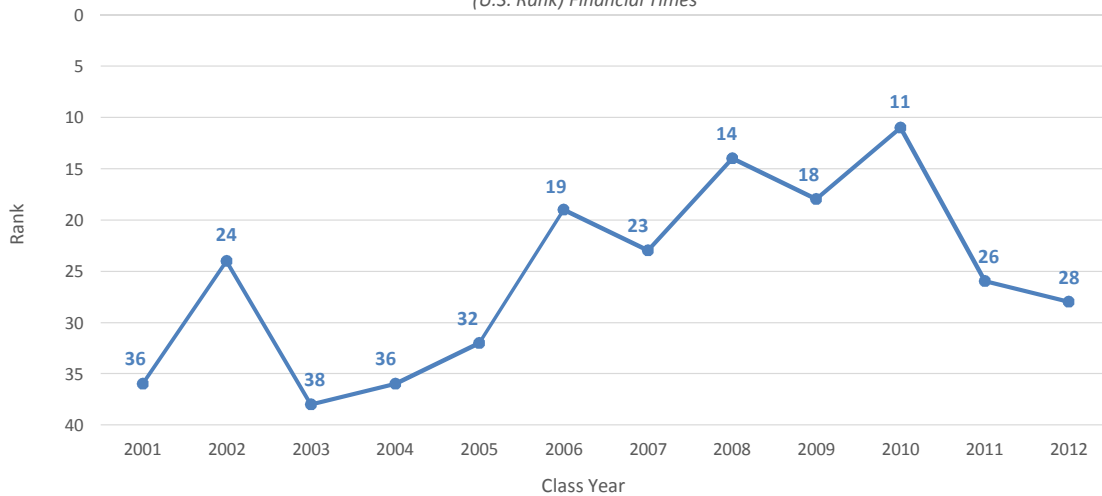
with U.S. News Ranking - 3 months



Aims Achieved

3 Years Post Graduation for Full-Time MBA

(U.S. Rank) Financial Times



STUDENT RECRUITMENT

Spring internship recruiting season for students began the first week of January, with banking and financial services firms coming to campus. In the class of 2017, 19 students accepted investment banking summer associate offers, another record high. Six students accepted other financial services opportunities including internships in private wealth management with Goldman Sachs and in investment management with Teachers Retirement System of Texas.

Consulting recruiting has been strong as well. Ten students have accepted internships at a diverse set of companies, including McKinsey & Co (1), BCG (1), Deloitte (3), EY (1), PWC (2), Kalypso (1) and AT Kearney (1).

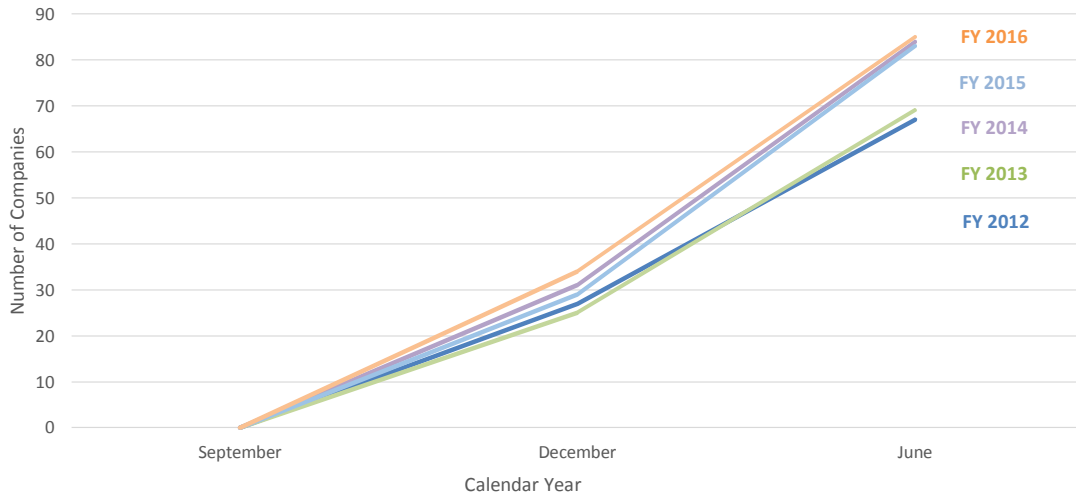
Despite the energy sector's crisis, Jones School recruiting partners continue to source talent from the Rice MBA program. By the end of April, 17 students had accepted internships in the sector. Phillips66 (3), ExxonMobil (3), ConocoPhillips (2) and Cameron (2) were the most active campus recruiters.

This spring saw a slight increase in recruiting activity with 10 companies hosting information sessions (compared to seven last spring) and 32 companies conducting a total of 51 interviews.

Throughout the spring semester, employment numbers for the class of 2016 have been lagging the numbers for the class of 2015. By the end of April, 72 percent of students had accepted full-time offers, compared to 78 percent last year. While we will not achieve the record employment-at-graduation we experienced last year, our results this year are still expected to be in line with recent experience.

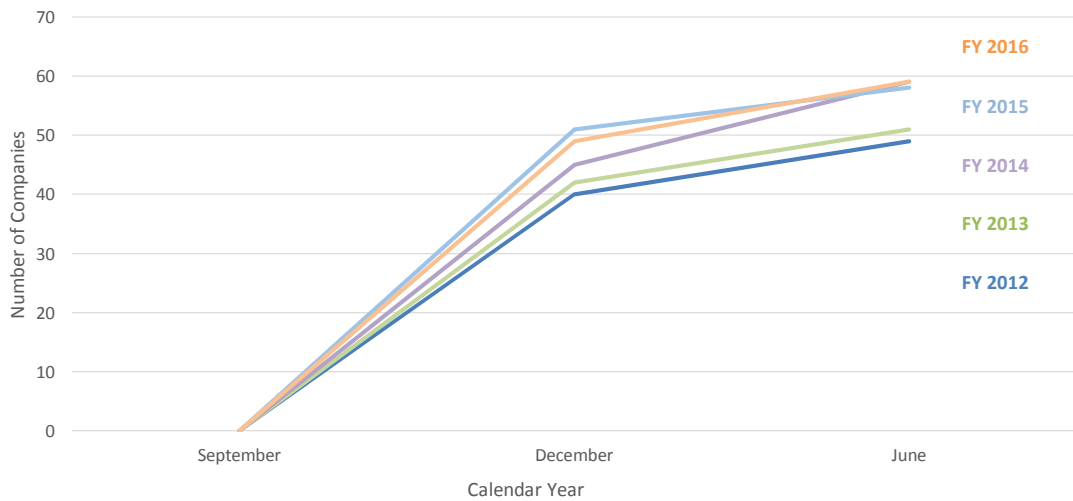
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Companies Interview Schedules



Note: Interviews are counted by schedules.

Companies Hosting Info Sessions



STAKEHOLDER ASSESSMENT

STUDENT QUALITY AND DEMAND

The Recruiting and Admissions office is working on closing out the class of 2018. This year's focus has been on improving the quality of admits across all three programs.

FULL-TIME MBA

After the fourth and final round, applications are up slightly (four percent) over last year. Domestic volume increased to a 49 percent share, up from 46 percent last year. At the end of April there were 101 deposits for the full-time program with 45 applications still in process. The program is on track to have 120 students enrolled with a GMAT average above 685. The increase in this quality metric represents a substantial improvement over the 676 average for the past three years.

Two highlights:

- Both the Military Scholars (MSP) and Crownover Scholars programs were extremely competitive and helped yield top full-time candidates. MSP brought in five (yielded 4 out of the 5) and Crownover brought in four (yielded 3 of the 4). Notably, the two scholar candidates who declined our offers have chosen to attend Harvard.
- There has been tremendous growth in the Coordinated and Dual degree program offerings. This is the result of more proactive partnering with the School of Engineering, the Professional Master programs, and Baylor College of Medicine. There were 34 applications across these coordinated programs this year, more than double the applications last year. Not only do these students generally have attractive metrics (701 average GMAT score for cohort enrolling this fall) but the programs also promote collaboration as a school with the partnering schools. With all top 20 business schools offering dual and coordinated degrees, these joint programs have become a competitive imperative.

MBA FOR PROFESSIONALS

Applications for the MBAP program are fairly flat relative to last year's record numbers. Interest in the weekend program is running slightly ahead of the evening program. Deposits, however, are down compared to this same time last year. To date, there are 60 deposits (22 evening, 38 weekend) compared to 67 (42 evening and 25 weekend) last year. The Recruiting and Admissions team attributes this to the downturn in the energy industry. For the first time in seven years, we are seeing more MBA for Professionals admits asking for extensions on their deposits to allow them more time to determine if their employment status is likely to change. We have also had prospects turn down offers because, after being laid off, they are now pursuing a full-time MBA program.

The busiest season for applications for the MBA for Professionals program has just begun, with a third of our applications typically coming in May and June. We will continue to work to boost the numbers in the evening program. Based on the current standing, we expect to have 70 to 80 enrolled in the evening and 60 in the weekend.

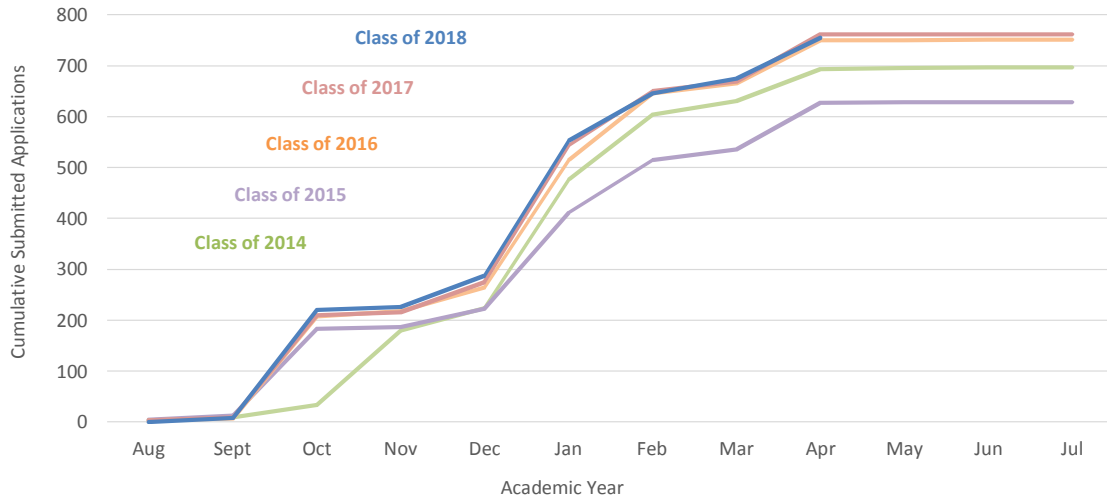
MBA FOR EXECUTIVES

As of mid-April, there were 47 applications to the MBA for Executives program compared to 45 at the same time last year. Last year we enrolled 59 in the Class of 2017. This year, there are 25 deposits for the Class of 2018, on par with last year at this time. We continue executing on our two-pronged strategy: 1) offering fine-tuned, EMBA-specific recruiting events that leverage our current students and alumni (Executive Hours, EMBA Preview Day, EMBA focused Lunch and Learns) and 2) actively working the pre-assessment process, increasing the conversion of interested prospects to enrolled students. We expect to yield a full class of 60 students.

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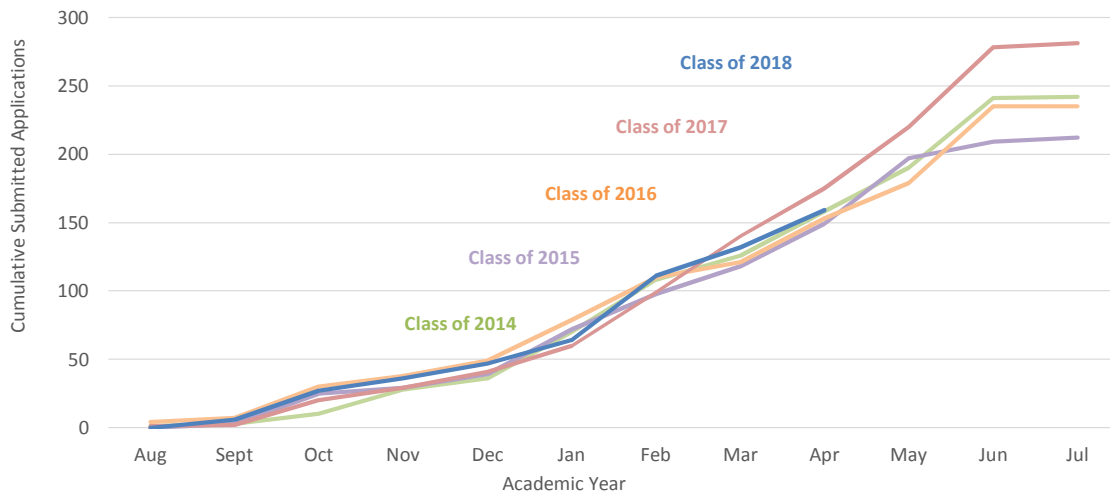
Rice MBA FT Submitted Applications

as of 4/22/2016



Rice MBAP Submitted Applications

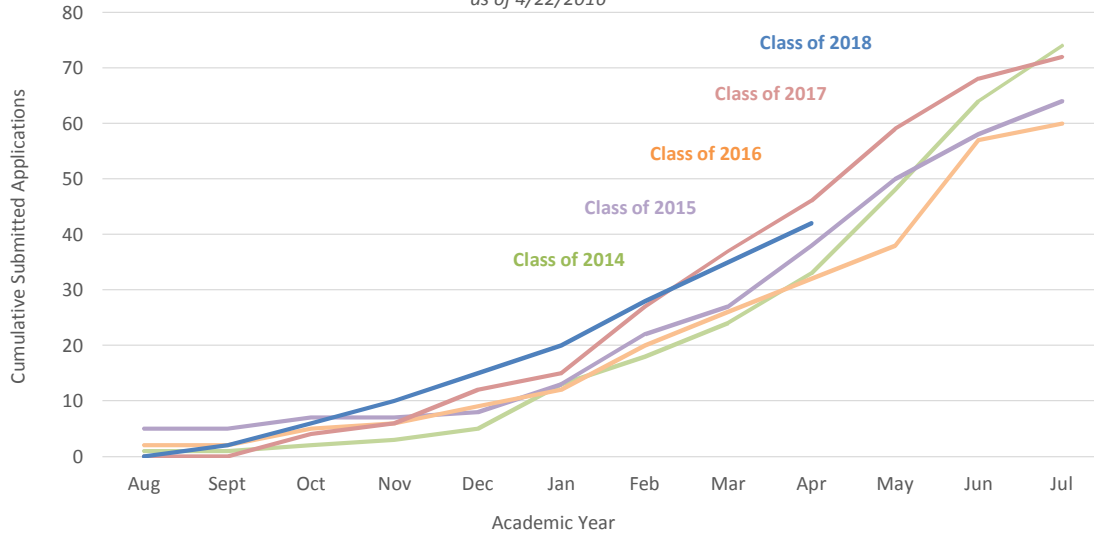
as of 4/22/2016



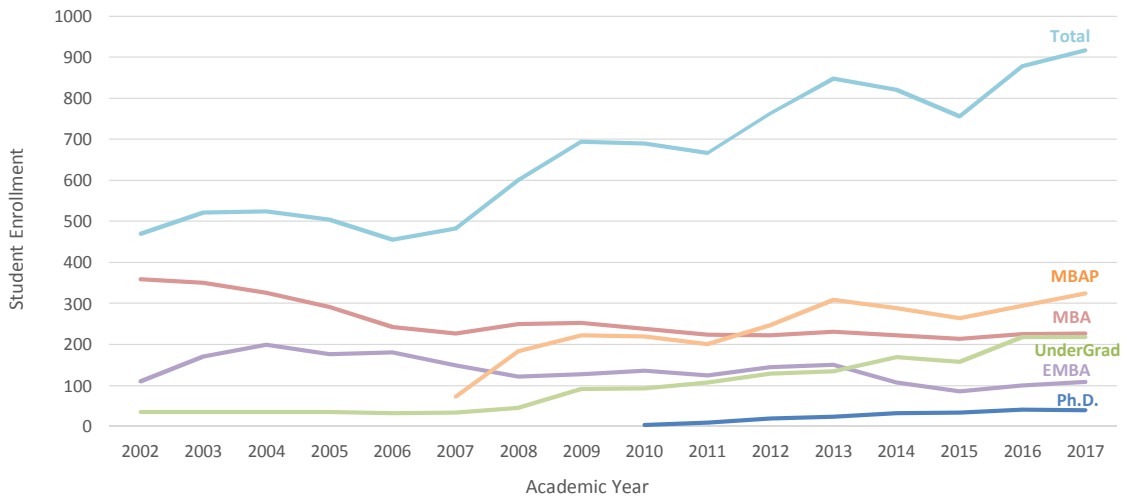
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Rice EMBA Submitted Applications

as of 4/22/2016



Enrollments



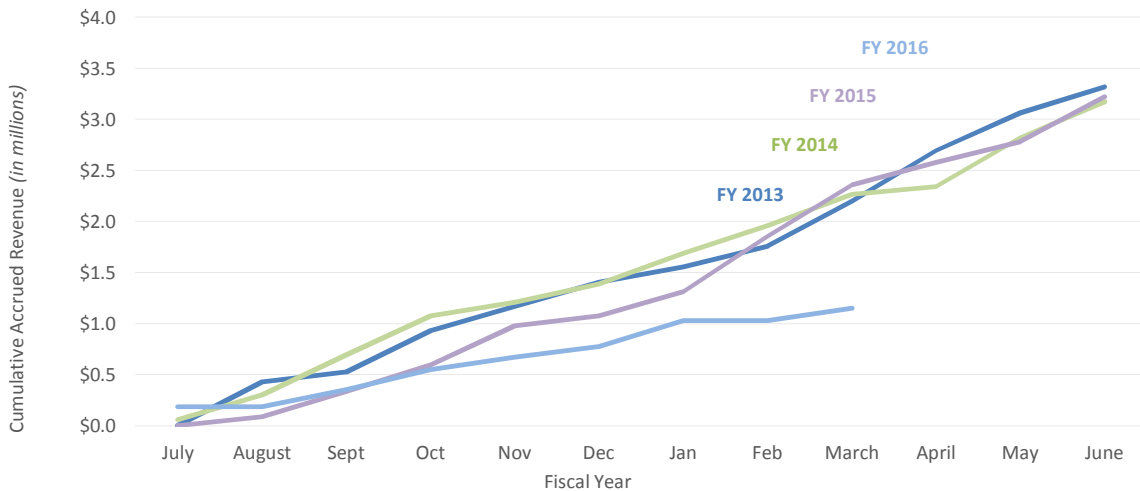
DEMAND FOR NON-DEGREE CUSTOM AND OPEN ENROLLMENT PROGRAMS

The market continues to be challenging. Business development in new markets and relationship management to support existing partnerships through this climate is priority activity. Fortunately, the first half of the year was quite strong. Through the remainder of 2016, securing the open program portfolio in the short term and building a new pipeline for custom programs in the midterm are key priorities.

Highlights in the last quarter include:

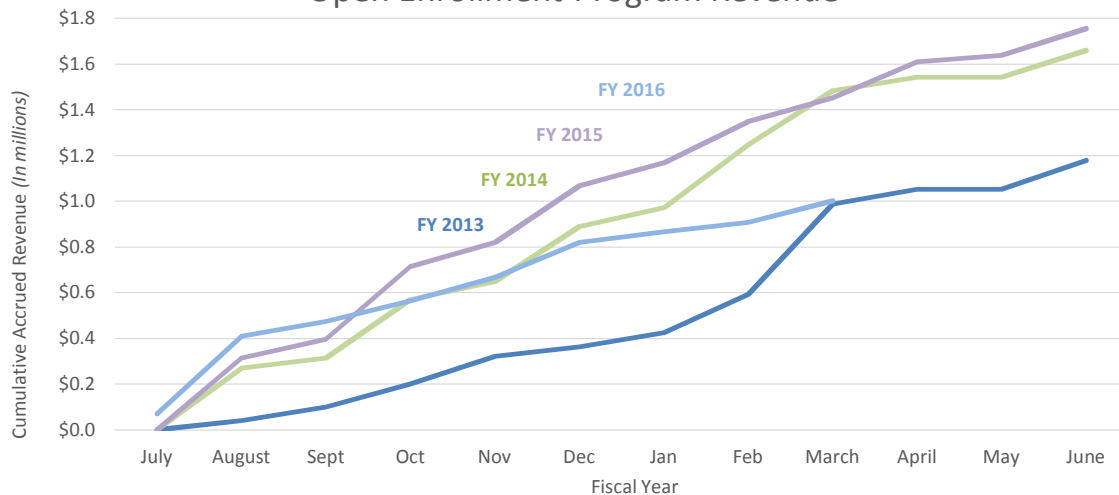
- A second session of the “Thought Series in Talent Development” half-day series for HR professionals to discuss current trends and challenges.
- Ongoing discussions with companies in legal, construction and industrial chemicals.
- Signed a new client, Ernst & Young, for custom programming scheduled for Q4.

Rice Executive Education Accrued Custom Program Revenue



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Rice Executive Education Accrued Open Enrollment Program Revenue



INTEREST IN THE JONES SCHOOL BRAND

Since July of last year, marketing and brand strategy work has been ongoing. The quantitative market research is complete and has entered the analysis phase. Finalized brand positioning and platform will be ready to launch in the form of a national (and global, via social media) brand campaign for the business school at the start of the 2016-2017 school year at the same time as Rice Business Wisdom.

QUALITY OF LEARNING EXPERIENCE

MACC UPDATE

In consultation with the faculty and input from global professional services firms, the MAcc relaunch committee (Professors Lansford, Ramesh, Rountree, Viebig and Zeff) has created a MAcc curriculum that uniquely leverages the liberal arts and sciences foundation of students that the program is designed to attract. This program will be consistent with the DNA of the original MAcc program. Graduates will be technically proficient, demonstrate a critical and analytical approach to the practice of accounting, have strong communication skills, develop a keen understanding of public policy, and be well grounded in financial economics. While the coursework includes several traditional accounting courses, it includes foundational MBA courses (economic environment of business and financial futures and options) that are fundamental to the essence of the program. More importantly, the program includes an innovative course to impart an understanding of

the historical evolution of the literature on financial accounting theory and accounting principles. Other specialized courses include fair value accounting, data analytics for accounting, and a one-week intensive off-campus public policy course in which students will have an opportunity to observe firsthand and learn about the policy-making process as it pertains to accounting, auditing, tax and capital markets. Overlaying the entire MAcc curriculum is the James S. Turley – Ernst and Young Leadership Development Initiative (LDI), whose primary focus is to develop innovative leaders in the accounting sector who will approach strengthening the discipline from a multidisciplinary vantage point. Key elements of the EY LDI include developing a global mindset, building valuation expertise to facilitate disclosure assurance, and gaining knowledge of public policy and corporate governance.

DIGITAL INITIATIVE UPDATE

Dr. K. Ramesh, Academic Dean for Special Initiatives, is leading the business school's digital initiative through a collaborative partnership with Rice Online. As part of developing a longer-term digital education strategy, the Jones School is sowing seeds along the spectrum of digital opportunities from reputation building at a broad level to having the potential for executive education. Currently, two Coursera specializations are in the production phase, being designed and taught by Professors Sharad Borle (business and financial modeling) and Arzu Ozoguz (investment management), with a course on finance for non-finance professionals under development by Professor James Weston, with more in the pipeline for consideration. With the enthusiastic guidance and support from Dean Glick and the incoming Dean Peter Rodriguez, the school's digital initiative is bound to become an integral part of its degree and non-degree programs as the school continues its efforts to be a global leader in management education.

EMBA GLOBAL CAPSTONE UPDATE

At the end of April, Anthea Zhang, Faye Sarofim Vanguard Professor of Management, and Jing Zhou, Houston Endowment Professor of Management and Psychology, led the MBA for Executives Class of 2016 in the inaugural Global Forum, the capstone course of the recently redesigned Rice MBA for Executives. Hosted by Rice Twice alum Robert Foye ('88, '90), the students were embedded in the Shanghai operations of Treasury Wine Enterprises (TWE). They worked with TWE associates to tackle eight projects important to the success of Treasury in China. These projects covered a wide spectrum, including optimizing the headquarters-subsidary relationship, fostering creativity and innovation, brand building and Treasury's China's growth strategy. A series of site visits across the Treasury supply chain provided our students with the opportunity to not only do a deep dive on Treasury's positioning in China but also gain a broad perspective on business and markets in China. Robert Foye and the TWE leadership team were excellent hosts for this novel learning experience, ending the redesigned EMBA program on a very high note.

ENGAGEMENT BY CORPORATE AND ALUMNI COMMUNITY

The current state of the energy industry continues to have an impact on overall corporate philanthropy, recruitment efforts and executive training. The economic environment has also caused several non-energy companies to revise and consolidate the areas of focus for their community support programs. Fundraising for various purposes, including the Rice Summer Business Institute, has been affected.

Broadening engagement with current and prospective corporate partners and diversifying corporate and foundation support base continue to be the two primary focal points for the external relations team. They have secured four new corporate investors since January, of which three are non-energy: Mission Constructors, Alvarez & Marsal and the Australian Trade Commission. They remain diligent in their outreach to all existing corporate partners, building a long-term cultivation strategy with many companies that reduced or cut their philanthropic budgets this year.

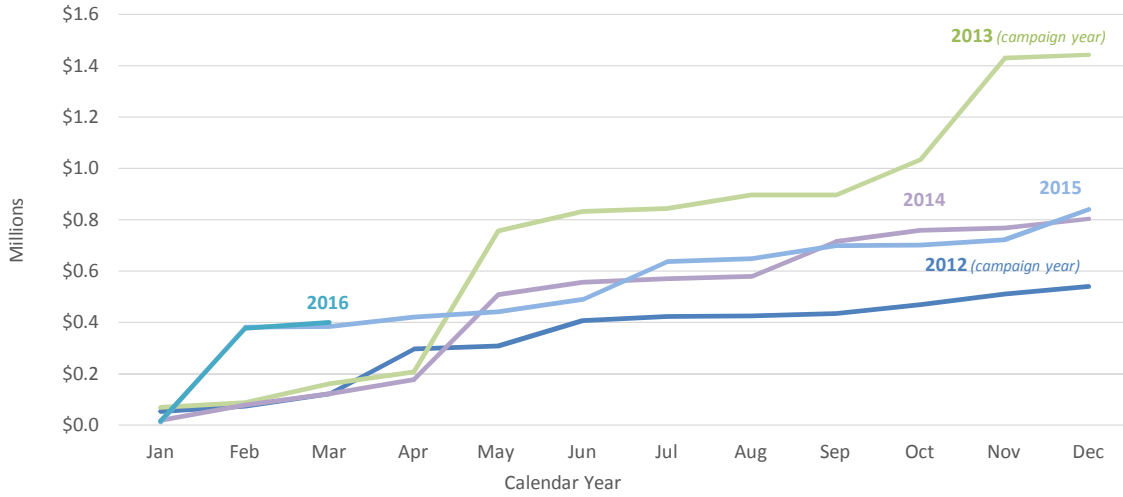
Two Jones Partners Thought Leadership Series events were held this spring. Dr. Bobby Robbins, president and CEO of Texas Medical Center, presented on Creating a Globally Competitive Life Science Cluster in Houston with Associate Professor of Strategic Management and Head of the Health Care Initiative, Prashant Kale. Also, the Honorable Sussan Ley, Australian Minister for Health, Aged Care and Sport, made some brief remarks as part of the Australian Trade Commission's sponsorship of this event.

Tom Simmons, Global Energy Practice Leader at Spencer Stuart, presented on the topic of CEO Succession with JGSB Council of Overseers member Doug Foshee, former chairman, president and chief executive officer, El Paso Corporation, and with Anthea Zhang, Faye Sarofim Professor of Management, who presented several research insights on executive succession. During a Jones Partners Roundtable session, Professor of Marketing and Operations Management Amit Pazgal presented his research on co-creation and competition. The Jones Partners programs continue to build valuable engagement and continuing education opportunities for the business community.

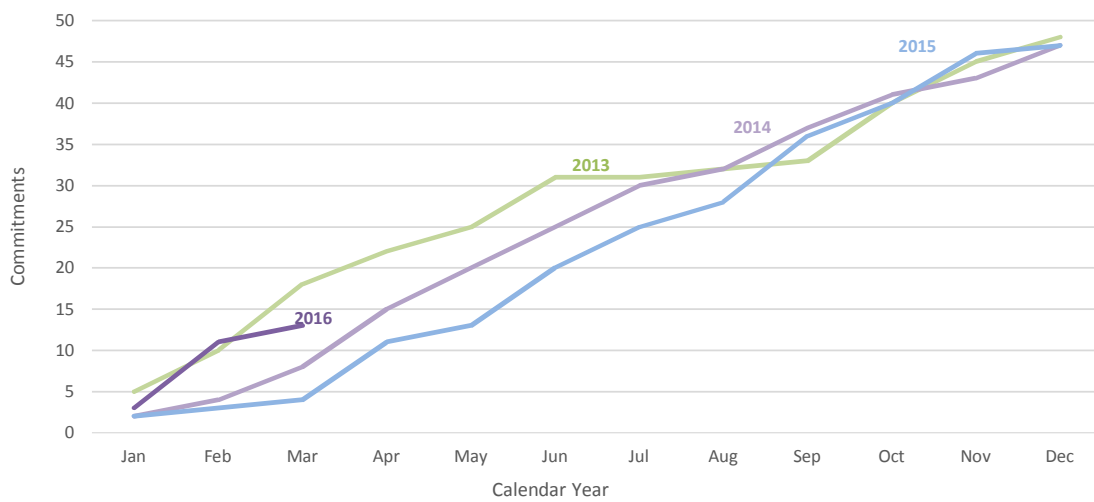
External Relations also remains dedicated to working with counterparts across the university on Presidential Partners ("P2") strategic account teams, including Chevron, Shell, GE, Schlumberger, IBM and Exxon. The Office of Foundation and Corporate Relations is revising and streamlining the P2 program and logistics to more effectively and efficiently engage with important companies. The ExxonMobil team has been working to develop a Rice-wide proposal to ExxonMobil centered on Rice's core areas of research. Rice Provost Miranda worked with COO member Emil Jacobs on key areas of potential mutual interest.

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Corporate Philanthropic Giving



Number of Corporate Investors*



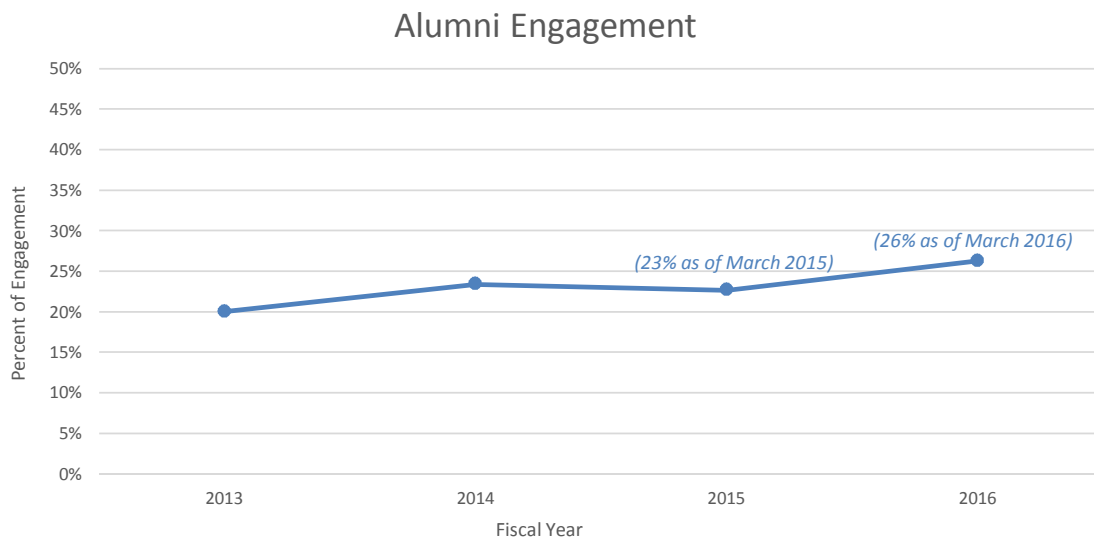
*Investors are defined as any corporation, corporate association or corporate foundation that gave \$2,500 and above.

ENGAGEMENT BY ALUMNI COMMUNITY

The business school's alumni engagement scores are based on the following criteria:

- alumni who have shared their contact information
- alumni who have given philanthropically
- alumni who have participated in programming

Measured on a scale of one to five, with five being the most engaged, below are the percentages of alumni who ranked at three or above on the engagement scale over the past three fiscal years.



SPRING ALUMNI REUNION

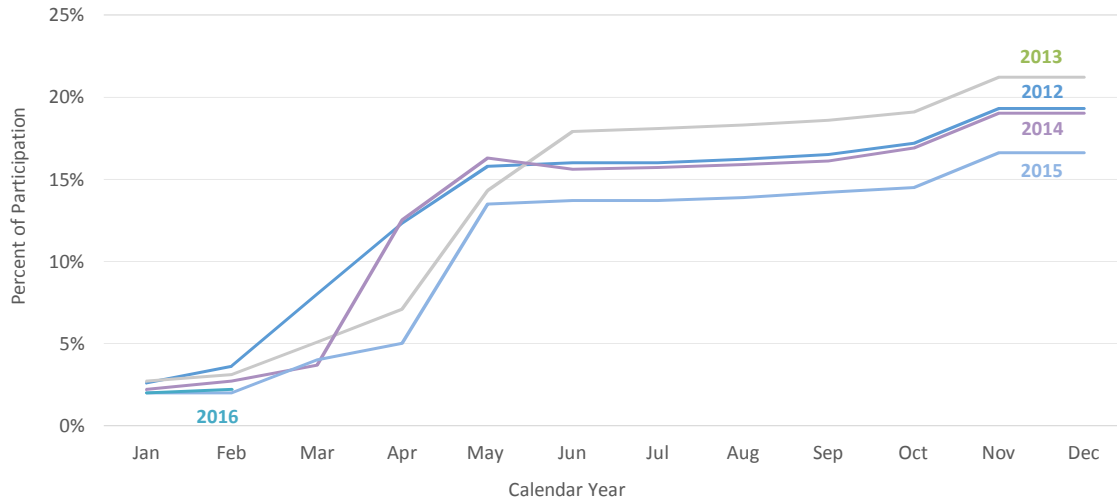
It was a banner year for alumni reunion on all fronts. Under the leadership of Reunion Committee Chair, Jay Hawthorn '05, the school welcomed 68 alumni volunteers from various class years and programs to serve on the Reunion Host Committee. This showing of volunteer support resulted in unprecedented attendance at all reunion events, with 1,500 participants throughout the weekend.

Highlights included:

- The class of 1976, the first graduates of the business school, celebrated their 40th reunion and accounting faculty K. Ramesh and Ben Lansford shared details of the fall 2016 re-launch of the Master of Accounting program.
- The Saturday morning Executive Education Session featured captivating presentations by esteemed faculty researchers Utpal Dholakia and Jing Zhou.
- Over lunch, attendees were treated to an “update from the Jones School” by George Andrews, Associate Dean of Degree Programs, highlighting admissions, career services and marketing.
- During the afternoon, more than 600 alumni, family and friends gathered for the Reunion Partio Celebration.

MAY 2016

Alumni Giving Participation



PHILANTHROPIC SUPPORT

The bulk of major gift (\$50k+) restricted fundraising efforts have been concentrated on raising support for the re-launching of the Master of Accounting (MAcc) program and enlarging the base of supporters capable of making major gifts to the Military Scholars Program (MSP) and the Crownover Scholars Program.

With the help of key volunteers affiliated with EY, including Jim Turley, Deborah Byers, Tim Griffy and Rob Royall, the final push to realize the \$2.5M goal connected to the EY Leadership Development Initiative has been organized. This final phase of the appeal involves a \$500k goal comprised of individual solicitations targeting current and retired partners at EY. Our intention is to complete these efforts by December 2016. To raise support for the MSP, a comprehensive proposal was submitted to a major foundation at the end of April. The requested funding will support stipends and scholarships to top veteran candidates for the full-time MBA program.

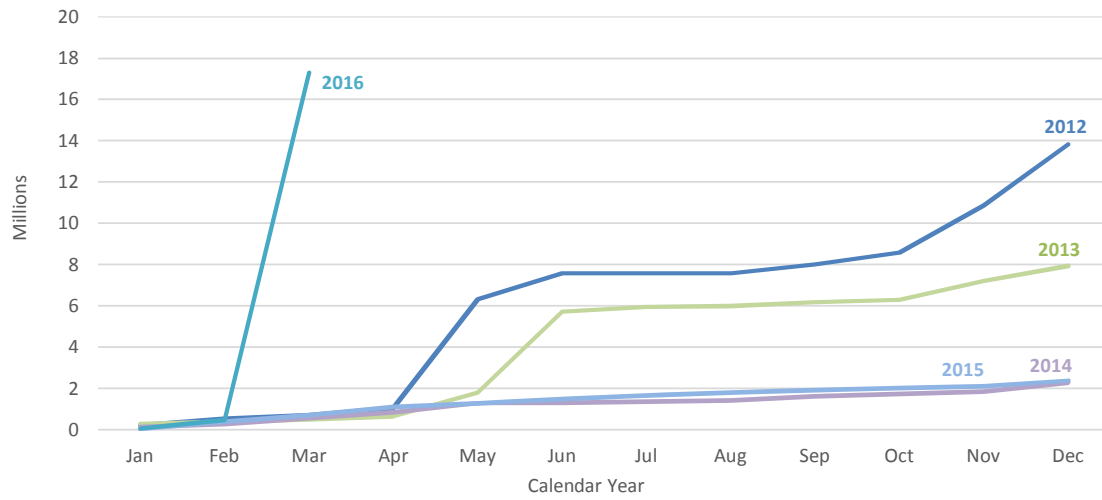
The impact of MSP has been aligned with the school and the students: great reputation as a military friendly program, doubling the numbers of veterans applying and attending Rice, supplying excellent talent to Houston – as reflected in the 100 percent employment of graduates, the 29 percent premium in salary and bonus for the MSP finalists compared with non-veterans and 11 percent salary and bonus premium for non-finalists veterans compared with non-veterans.

As both the Crownover and MSP programs have continued to grow and impact more students, community members and alumni have participated in two recruitment dinners in February and March designed to attract outstanding candidates to each program thus further strengthening the application pool for the full-time MBA program.

As noted earlier, JGSB received a very generous pledge from the Frank and Cindy Liu Family Foundation in support of the Rice Entrepreneurship Initiative led by Yael Hochberg, Associate Professor of Finance and Ralph O'Connor Associate Professor of Entrepreneurship. The JGSB year-to-date cumulative commitments of \$17.3 million includes this \$16.5 million gift plus \$780,438 of other cash gifts and new pledges.

MAY 2016

Cumulative Commitments to JGSB



FINANCIAL REPORT**FY 2016 OPERATIONAL BUDGET PROJECTIONS**

Based on enrollments across all MBA programs, the school projected an adjusted operating budget surplus of \$789 thousand for FY2016, as reported in the September 2015 dashboard.

During the fall and spring semesters revenue and expense projections were refined. The estimated end of year net operating budget surplus is now \$482 thousand. The surplus is driven by an estimated \$1 million surplus from Executive Education net revenue, offset by the projected net deficit in the degree programs driven by the carry-over effect of low enrollment in the graduating MBA class. The variance from the September projection is largely due to staffing changes, support of EMBA 3.0, and additional investments in energy, healthcare and entrepreneurship.

FY 2017 OPERATIONAL BUDGET PLANNING

As part of the university's budget planning cycle, the business school put together a FY2017 original operating budget for submission in March 2016. A surplus of nearly \$1.5 million is projected for FY2017, with approximately \$1.3 million of that surplus being driven by degree programs. Over the coming months the school will more closely validate program requirements and expenses, as well as projected enrollments and revenues.

The FY2017 original budget includes the addition of a new dean, one tenure-track faculty and two non-tenure track faculty hires. The budget also accounts for four tenure-track faculty departures, including two retirements. It also includes three non-tenure track faculty departures.