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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. business.rice.edu/forward
RICE BUSINESS PLAN COMPETITION ADDS TWO NEW COMPONENTS

Nearly $1.5 million was awarded at this year’s Rice Business Plan Competition (RBPC), which concluded April 18 with a large awards banquet. KiLife Tech from Brigham Young University emerged as the top startup company. KiLife Tech developed the Kiband, a smartband for parents concerned about keeping track of young children in crowded public spaces. A new online People’s Choice Competition, garnered more than 20,000 voting participants via a month-long Facebook survey with MyHelpster of the University of Manchester winning the $5,000 prize. The Greater Houston Partnership (GHP) sponsored two prizes at the RBPC again this year and added sponsorship for the City With No Limits Reception. The reception was designed to highlight Houston’s offerings, particularly why it is the best place for startups to locate.

8TH ANNUAL RICE CUSTOMER MANAGEMENT SYMPOSIUM INTRODUCES NEW SCOPE SURVEY

On March 27, the Jones School presented the 8th Annual Rice Customer Management Symposium 2015. With over 200 attendees, the event merged thoughtful perspectives from business-school faculty and senior executives in the health care, real estate and financial services industries. In the diverse audience, half were from oilfield services companies such as Baker Hughes, Halliburton, Cameron, FMC, NOV, Oceaneering, Pacific Drilling and Noble Drilling.

Veteran energy industry leader and Chairman, President and CEO of National Oilwell Varco (NOV) Clay C. Williams gave the keynote speech. A panel discussion of emerging entrepreneurial leaders from the Houston Business Journal’s most recent 40 Under 40 list followed. Moderated by Jonathan Harvey, executive director of Rice University Executive Education, the alumni panel brought together Brandon Houston ’09, principal, Trammell Crow Co; Charles Lusk ’08, founder and CEO, Onsite Dental Solutions; Michael Lowe ’07, president and CEO, OrthoAccel Technologies, Inc.; and David Rush ’06, senior managing director, FTI Consulting; for a conversation about building and managing businesses, teams and customer relationships.

The symposium concluded with the results of a study co-authored by Jones School professors Utpal Dholakia and Vikas Mittal. The Strategy and Corporate Performance in Energy (SCOPE) survey —spearheaded by the energy initiative at Rice — provides an empirical assessment of key strategic dimensions of company performance in the energy industry. It was sponsored by JGSB through our energy initiative, Partnership for Research Insight and Management Excellence (PRIME) led by Professor Mittal.

15TH ANNUAL WOMEN IN LEADERSHIP CONFERENCE

This year’s conference, titled “Making Your Mark: In Pursuit of Leadership,” focused on exploring challenges women leaders face. Anousheh Ansari, CEO, chair and co-founder of Prodea Systems, and the first woman in the Iranian space program; was the keynote speaker. Late morning and afternoon panels met to discuss negotiations, entrepreneurship, navigating male-dominated industries and general challenges women face in pursuit of leadership. Rice University’s student chapter of the National Association of Women MBAs hosted the conference. All proceeds from the conference go directly to supporting scholarships for female Rice MBA students.

4TH ANNUAL OWL TANK

Houston Mayor Annise Parker opened this year’s Owl Tank. Of the eight teams — Ziel, Hyperion Hospitality Group, Lendora, Potato, Crouch - Allison Resources, Bizongo, AcCell Analytics and Dignity Media — the teams included Rice undergraduates, Rice MBAs and/or Rice MBA alumni. First place winners were sophomore Rice undergraduate students Alex Dzeda and Senthil Natarajan with Ziel, a first-of-its-kind wearable muscle contraction sensor. The startup will sell a hardware component, the wearable technology, packaged with a software component, a companion application that serves as a dashboard and central point for relaying the analytics and feedback.
RANKINGS
The foundation of our strategy is creating value for our stakeholders. 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.

Value to Stakeholders
Knowledge Creation
- No. 12: Intellectual Capital – Full Time (Businessweek)
- No. 13: Faculty Research – Executive (Financial Times)

Value-Added Business Education
- No. 1: Salary Percentage Increase Three Years Post Graduation - Executive (Financial Times)
- No. 10: Salary Percentage Increase Three Years Post Graduation – Full Time (Financial Times)
- No. 1: Aims Achieved Three Years Post Graduation - Executive (Financial Times)
- No. 1: Salary Three Years Post Graduation - Executive (Financial Times)
- No. 47: Percentage of Graduates Employed 3 Months After Graduation - Full Time (U.S. News)
- No. 24: Total Salary/Bonus of $117,074 – Full Time (U.S. News)

Stakeholder Assessment
Effectiveness of the Learning Process
- No. 4: Entrepreneurship – Executive (Financial Times)
- No. 13: Entrepreneurship – Full Time (U.S. News)
- No. 7: Corporate Strategy – Executive (Financial Times)
- No. 25 Overall ranking – Full Time (Businessweek)

Student Quality and Demand
- Remained among the top 25 most selective schools in admissions-Full Time (U.S. News)
- No. 31: Recruiter and employer assessment – Full Time (Businessweek)
- No. 32: Peer Assessment - Full Time (U.S. News)
- No. 43: Recruiter Assessment - Full Time (U.S. News)
VALUE TO STAKEHOLDERS

KNOWLEDGE CREATION

Thomas Hemmer has been appointed as a guest editor for the Journal of Accounting Research to make editorial decisions on all papers with connections to Chicago Booth, where the journal is housed. All new manuscripts submitted by authors at Chicago Booth (defined as current faculty, current Ph.D. students, and Ph.D. dissertations) will be handled by a team of five guest editors who will have complete editorial discretion. This position, which will be in effect for three years, recognizes Hemmer as a leading scholar in accounting theory.

Yael Hochberg, Ralph S. O’Connor Associate Professor of Entrepreneurship and Associate Professor of Finance, was recently named one of Poets & Quants “40 Under 40” best business school professors. The award recognizes rising stars who represent elite schools from around the world. Hochberg, who is also Academic Director of Rice Alliance and Head of the Entrepreneurship Initiative, joins Assistant Professor of Management Hajo Adam, who earned the distinction last year.

Stephen A. Zeff, professor of accounting and holder of the Keith Anderson Professorship in Business, and Kees Camfferman have recently published Aiming for Global Accounting Standards: The International Accounting Standards Board, 2001-2011, Oxford Press. The book was commissioned by the International Accounting Standards Board and offers a historical perspective to help readers understand the background of International Financial Reporting Standards.

Big Ideas In Action

- Anthea Zhang’s expertise in emerging markets continues to be sought-after for media reporting on the Alibaba IPO. This spring she was interviewed on CNBC and Voice of America.
- Bill Arnold appeared on KPRC to discuss the energy industry in anticipation of the Offshore Technology Conference this May.
- David D’Angelis discussed income equality on Houston Matters.
- Yael Hochberg, director of the Seed Accelerator Rankings discussed the latest rankings, revealed at this year’s SXSW in Forbes. Yael also appeared in two articles in the Houston Business Journal.
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.

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 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

Salary Percentage Increase and Aims Achieved are both down for the Full-time MBA class of 2011. Many of these students left jobs from a healthy economy in Texas and rejoined a healthy, but slow growth economy. By comparison, students at peer schools in other parts of the country left jobs in the depth of a recession and rejoined rebounding regional economies. Compared with prior years when MBAs in Texas benefited from a Texas bump, the regional economy is no longer a major contributor to the percentage salary increase. Despite this drop from prior years, Rice Full-time MBAs are still more than doubling their salaries from entry to the MBA program until three years post graduation.

Salary Percentage Increase
3 Years Post Graduation* for Full-Time MBA
Financial Times (U.S. Rank)

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

Average Salary and Bonus
at Graduation for Full-Time MBA
U.S. News Ranking

VALUE TO STAKEHOLDERS
STUDENT RECRUITMENT
Spring internship recruiting season for our students began the first week of January, with banking and financial services firms coming to campus. In the class of 2016, 18 students accepted investment banking summer associate offers, a record high and up from 13 last year. Additionally, three students have accepted offers in private wealth management and eight in diversified financial services firms.

Energy and consulting firms rounded out this season. Four students have accepted offers with ExxonMobil, two with Chevron and two with Cameron, with other students going to Phillips66, Shell, Spectra and Centerpoint Energy among other firms. First-year students have accepted consulting offers from a diverse range of firms including Deloitte, EY, KPMG and McKinsey.

In the height of the energy oil price decline, Baker Hughes and BP rescinded full-time job offers to six students (four from Baker Hughes and two from BP). Four of those six students have accepted other full-time offers with Fieldwood Energy, Hewlett-Packard, Apple and Capgemini Consulting. The other two are actively seeking employment with help from the JGSB Career Management Center.

This spring, seven companies hosted information sessions and 47 conducted interviews. This compares to nine and 46 at this time in the spring of 2014, respectively. New companies coming to campus include: Evercore, Jefferies, Simmons, Asset Risk Management, Shale-Inland Holdings, Natixis and Newfield Exploration.

The Jones School continues to support the class of 2015 in the students’ full-time job search process. As of the end of April, 97 students are seeking employment; from those, 80 percent have received offers and 73 percent have accepted offers.
STAKEHOLDER ASSESSMENT
STUDENT QUALITY AND DEMAND

Admissions inquiries across all programs are up significantly this year due to process changes implemented in September to track inquiries more effectively. This has improved follow-up with prospective students and is one contributing factor in overall improvements.

FULL-TIME MBA
Year-to-date (YTD) applications for the final deadline are flat but domestic volume has increased by 24%. The significant increase in domestic applications means that we should finish the year up overall. As of mid-April there were 106 deposits for the Full-Time program (up 23% from 86 at this time last year), and we recently admitted 25 applicants from the third round. The quality metrics are on par with last year. We expect to have 120 students.

MBA FOR PROFESSIONALS
Applications for the MBA P program were up 73% in round four, resulting in an annual increase of 10.7% as of mid-April. 56% of the applications are evening; 44% are weekend, which is flat from this time last year. Evening applications have increased 10.7% and weekend applications have increased 9.1%. Deposits have increased over last year—with 67 deposits (42 evening and 25 weekend) compared to 51 deposits last year (27 evening and 24 weekend).

Some of the application increase may be due to timing—we waived the application fee for MBA-P applications during March. We may have pulled applications earlier in the cycle, but we won't have a good sense of this until the next deadline. The admissions team members are also working their “books of business” to push applications through the pipeline. It's too early to determine the impact of the extended program option. We expect to have about 70-80 evening MBA-P students and about 60 MBA-P weekend students.

MBA FOR EXECUTIVES
As of mid-April we had 49 applications to the MBA for Executives program compared to 34 at the same time last year. There were 24 deposits for the Class of 2017 at reporting time, compared to 13 at the same time last year. This increase is due to our new two-pronged recruiting strategy, and increased focus: 1) Start EMBA recruiting earlier in the fall with fine-tuned, EMBA specific events that leverage our current students and alumni (Executive Hours, EMBA Preview Day, EMBA focused Lunch and Learn); 2) Launch a newly-created pre-assessment process, which is pulling in applicants who do NOT have an application in progress, as well as pulling in applicants from prospects outside of Houston and Texas (Calgary, California, Louisiana).

It's unclear at this point how much of the increase is simply pulling applications earlier (because of more frequent, earlier events) and how much is truly “new,” but the school has implemented a refined pre-assessment process that might have pulled in new applicants. We expect to have between 50 to 60 EMBA students.

Across all three programs, we will not know final enrollments until August.
Rice MBA FT Submitted Applications

Rice MBAP Submitted Applications
DEMAND FOR NON-DEGREE CUSTOM AND OPEN ENROLLMENT PROGRAMS

As expected, the market has softened for open and custom programming. While we have made efforts to diversify our client portfolio, notably in health care, Rice University Executive Education has experienced some postponements and cancellations of custom courses. Fortunately, the first half of the year was quite strong, leading to a forecast of flat revenue year over year.

Highlights in the last quarter include:

• Program extensions and new development for clients Memorial Hermann, HISD and CB&I.
• Completion of new custom program for NRG Energy in February 2015.
• A pilot of a “Thought Series in Talent Development” half-day session for HR professionals to discuss current trends and challenges.
• Ongoing discussions with companies in consumer product goods and industrial chemicals.

Importantly, we continued the demand for our open enrollment leadership programming and are piloting a new creativity program in FY16.
INTEREST IN THE JONES SCHOOL BRAND

As mentioned in the January report, JGSB partnered with Quantcast, an online marketing service agency, to deliver very targeted ads promoting the three main degree programs and info sessions. Since launching the campaign in December, we have seen 232 application completes completed applications and 95 requests for information by users who had seen or interacted with these ads. We also tracked 1,873 interactions with info session ads. They have delivered 99.9% (11.95M) of the ads to users that hadn’t visited our site within the last 30 days.

Another recent initiative was our partnership with search engine marketing (SEM) agency, SearchLogic. Since they began streamlining our SEM efforts, we have seen 36 app application conversions, 17 requests for info and 4 phone inquiries.

Overall, sessions on the website are up more than 46% from this period last year (Jan-April). Total users are up over 71%. Nearly 12% of these are new users.

We also recently completed an RFP process with web design agencies. The selected agency, Sandbox Studio, will soon begin work on our new website and content management system.
QUALITY OF LEARNING EXPERIENCE

EXTENDED PROFESSIONAL PROGRAM LAUNCHED
This spring the school launched the Extended Professionals program to provide an option for students to complete the Professional Evening Program in an extended format while retaining sequencing of the foundational core courses and cohort benefits. Extended Program students will complete the first semester in full as part of their incoming cohort. They can then choose to spread the remaining three semesters of course work over 5+ semesters.

This option provides multiple benefits for students. Convenience and flexibility are a recurring theme in the fully-employed space, and the Extended Program addresses this theme. It enables the student to spread the financial cost over several more semesters, and for those being reimbursed by their companies, this option may allow them a higher amount of total reimbursement. Self-funded students will be able to pay in smaller amounts over a longer duration, if desired.

This option is a differentiator for the Jones School; neither UT or Texas A&M offer a similar option. This option allows us to better address the market, but requires no additional operating cost.

INTEGRATED COURSE OFFERING INTRODUCED
In spring 2015, Rice University, through the Jones School and PRIME, delivered its first Integrated Course Offering (ICO) focused on critical thinking and strategic decision-making. The course was based on research conducted by key faculty members and also leveraged four unique areas of expertise: social psychology (D. Brent Smith), decision-making (Vikas Mittal), game theory (Amit Pazgal), and finance (Alex Butler). The ICOs are multi-perspective, 360-degree examinations of critical decision-making for students/members in the energy industry. Rather than teach basic “tips and techniques” or “do’s and don’ts,” these courses are designed to inspire participants to become more thoughtful and insightful, develop better judgment, see the bigger picture and gain a long-term orientation. The course was designed to help students develop the art of asking the right questions and thoughtfully examining answers to those questions from multiple perspectives. It was opened on a competitive basis to top Rice MBA students and selected industry representatives.

Several other courses are planned for 2015-16, including Mindful Organizing and Attention: Safety in Oilfield Services (Erik Dane), Managing Foreign Market Entry for the Energy Industry (Anthea Zhang) and Post-Merger Integration in the Energy Sector: Common and Unique Issues (Gustavo Grullon).

There are also 2 new MICO courses happening this summer: Customer Focus Product Management for Oilfield Services Firms (Vikas Mittal) and Strategic Design and Management of Logistics Distribution Networks for the Energy Industry (Pandu Tadikamalla).
ENGAGEMENT BY CORPORATE AND ALUMNI COMMUNITY

Broadening our engagement with current and prospective corporate partners continues to be a primary focus. Our annual corporate reception was held at President Leebron’s house on April 15th. Jay Collins, Bill Glick and Y. Ping Sun addressed 115 corporate guests, discussing Rice’s commitment to providing value to the corporate community and appreciation for their role and relationship to the university and the Jones School. President of the Jones Student Association and military veteran, Kyle Rojas, also spoke of the significant impact that our corporate partners have had on the student experience at the Jones School. Attendees included representatives from existing and targeted corporate partners, as well as members of the Rice campus and Jones School community.

Two Jones Partners Thought Leadership Series were held this spring. Wayne Keathley, President of CHI St. Luke’s Health/Baylor St. Luke’s Medical Center presented on healthcare reform. Astronaut and Director of the Johnson Space Center Ellen Ochoa gave a presentation on Space Center initiatives moderated by Associate Professor of Finance and Entrepreneurship Yael Hochberg. Professor of Marketing Wagner Kamakura presented his research on brand mapping for wines and hotel rooms during a Jones Partners Round Table Series. The reputation of these programs continues to build as valuable engagement and continuing education opportunities for the business community.

As expected, the current state of the energy industry has had an impact on overall corporate giving and recruitment efforts in 2015. Some companies are reducing their giving levels or eliminating philanthropic support altogether. The corporate relations team is focused on diversifying our support base into other industries as well as deepening current relationships.

We also remain dedicated to working with our counterparts across the university on Presidential Partners strategic account teams, including Chevron, Shell, GE, Schlumberger, IBM and Exxon. In fact, the Jones School has been instrumental in raising the profile of Rice with two of these key partners: Schlumberger has appointed Jones alumna and Global Account Director, Lees Rodionov ’93, to be the new Ambassador to Rice, while GE has just named Rice a core “Executive School” for recruitment, complete with an official plaque and funds to help build their recruiting pipeline at Rice.
ENGAGEMENT BY ALUMNI COMMUNITY
The Jones 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.

ALUMNI ENGAGEMENT
FY 2013 – 20%
FY 2014 – 23.42%
FY 2015 – 22.69% (as of March 2015)
SPRING ALUMNI REUNION
On April 24 and 25, we hosted the second-annual Jones School Alumni Reunion, which celebrated the milestone reunion-year classes of 1980, 1985, 1990, 1995, 2000, 2005, 2010 and 2014. Over the two-day reunion weekend, dinners and happy hours for alumni in reunion-year classes were held at venues around Houston. On Saturday morning, 65 alumni participated in an Executive Education Session that featured four faculty presentations. Later that day, more than 1,000 alumni and their guests, joined us at the Jones School for the reunion Partio.

This year’s reunion saw a significant increase in attendance and introduced a reunion-giving program, which brought in more than $15,000. The reunion Partio experienced a 70% increase over last year in number of attendees, and the class happy hour and dinner events more than doubled in number of participants by event. We attribute this growth to enhanced marketing and outreach efforts surrounding reunion and the improved integration of a reunion volunteer network.

PHILANTHROPIC SUPPORT
We are excited to welcome Kathy (“Kat”) Engleman, Director of Development, to the External Relations team. She brings significant expertise and success in fundraising at top universities and will play a major role in growing the major gift base at the Jones School.

A primary area of focus for the Jones School and directly related to Rice’s Initiative for Students is raising support to expand student aid. We will continue to direct our efforts on three signature initiatives related to increasing the pool of scholarship dollars available within JGSB: the Military Scholars Program; the James W. Crownover Scholars Program; and named Scholarship Support. Development efforts will be directed toward raising the funding to realize the Master of Accounting Program re-launch, Rice Entrepreneurship Initiative and the Vanguard Chair for Business-Economics.
JONES FUND
The Jones Fund is the annual fund that supports MBA programs, student recruiting and scholarships, career services, faculty recruiting and research, and technology. A goal of the Jones Fund is to grow the school’s base of support and build a pipeline for major gifts. In FY14, some of our Jones Fund donors transitioned to giving larger donations in support of specific areas of the school, such as endowed scholarship funds, MAcc/leadership development initiative, and Veterans in Business Association (VIBA). This caused a dip in dollars for the Jones Fund specifically, but an overall increase in funds to the Jones School from these donors.