RICE®
Unconventional Wisdom

Houston, Texas

Leadership Profile

Vice President for Enrollment



WITT / KIEFFER
Leaders Connecting Leaders

Prepared by

Witt/Kieffer and Rice University
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This leadership profile is intended to provide information about Rice University and the position of vice president for enrollment. It is designed to assist qualified individuals in assessing their interest in this position.

Opportunity and Summary of the Position



Rice University invites inquiries, nominations and applications for the position of vice president for enrollment. Reporting to the president, the vice president for enrollment will provide vision and leadership for undergraduate enrollment and play a critical role in shaping the university's future. Rice is committed to fostering excellence, diversity and opportunity in an intellectual environment that produces the next generation of creative and effective leaders. The new vice president will lead the areas of admission, enrollment operations and student financial services, and assure Rice's continuing ability to recruit the most talented students from across the country and across the globe.

Rice University seeks an innovative enrollment leader who will appreciate the distinct nature of this preeminent institution and employ new and creative means to expand the university's ability to attract, select and enroll a diverse and gifted group of students. The successful candidate will be an experienced enrollment professional of great skill and finesse who possesses the ability to partner with the university's many stakeholders including the president, the university's senior officers, the faculty and students. The skills of leadership, communication and inclusiveness are essential, as is the ability to build bridges and work in partnership with a wide variety of people and offices both internally and externally. The successful candidate will also bring superior analytical and strategic ability and a forward-thinking vision for the future of higher education and its impact on enrollment.

Located on a beautiful 300 acre wooded campus in the midst of America's fourth-largest city, Rice combines the resources and opportunities of a top-tier research university with the advantages of an intimate, highly selective college. A member of the American Association of Universities, Rice is a university of national and international reach, defined by its low student to faculty ratio, residential college system, historic commitment to affordability and diversity, and applicant pool of 19 candidates for each space in the freshman class. In 2005 the board committed to increasing undergraduate enrollment by approximately 30 percent over a seven to ten-year period. This goal was accomplished ahead of schedule, and not only is Rice now larger, but also more diverse geographically, socio-economically, ethnically and racially.

Additional information about Rice University is available at http://www.rice.edu/. The national executive search firm Witt/Kieffer has been retained to assist Rice University with this recruitment. All inquiries, nominations and applications should be directed to the search firm as indicated at the end of this document.

Enrollment at Rice University

Admission

Admission to Rice University is conducted as an individualized and holistic process that examines the entirety of an applicant's academic prowess, creativity, motivation, unique talents, leadership potential and life experiences. In deciding to admit a student to Rice, quantitative metrics, such as class rank, GPA, and SAT/ACT scores are balanced with qualitative factors such as the overall strength of a student's academic program, leadership experience, intellectual depth, social contributions and articulated aspirations for their education.

For the fall of 2016, Rice drew roughly 150,000 prospects, 18,236 applicants, 2,785 admits and 981 matriculants. The university competes with the very best universities from across the country, and its top applicant overlap institutions are Duke University, Harvard University, Stanford University, Washington University in St. Louis and the University of Texas at Austin.

Tuition and Financial Aid

Widely recognized as one of the best values in higher education, Rice first charged tuition in 1965. Tuition, room and board, and fees at Rice for the entering class in 2016-2017 came to $57,668. In fall 2016, 38 percent of all Rice undergraduates received some form of need-based financial assistance with an average grant award coming to $36,772.

Rice is committed to meeting every student's calculated financial need through a combination of university grants, state and federal aid, merit scholarships, student loans, and work:

- The admission process for domestic students is need blind.
- Rice meets 100 percent of a student's Rice-determined financial need.
- For families with a total income of less than $80,000, Rice will meet 100 percent of need eligibility without requiring student loans.
- For families whose income is more than $80,000 and who demonstrate need, Rice will meet 100 percent of need and required student loans will not exceed $10,000 total over a student's four years at Rice.
- For DACA and certain other immigrant students, Rice will assure a financial aid package that meets their financial needs.

Rice offers a small number of 4-year merit-based scholarships to freshmen whose scholastic and personal achievements distinguish them as "impact people" within the university's highly competitive group of admitted students. Recipients tend to be outstanding scholars who have been recognized for their personal achievements at the state, national and international levels.

The Role of the Vice President for Enrollment



Rice University's history and record of progress has been remarkable and its national and international reputation has steadily advanced. This rise is reflected in student interest in Rice, as the number and quality of applicants from around the country and world has dramatically increased over the past decade. The new vice president will build upon these achievements while bringing a new, bold and ambitious vision for future enrollment. Rice is seeking a vice president who will lead the enrollment area with energy, enthusiasm and a spirit of creativity, collaboration and continuous improvement.

The vice president for enrollment reports directly to the president, is a member of the university's senior leadership team and is responsible for the overall planning, management and administration of undergraduate enrollment at the university. The vice president will have strong access to the president and establish a close partnership with the provost, senior university officers and faculty. The vice president will continue a commitment to the strategic use of data to understand, enhance and best communicate the university's distinctive strengths and possibilities to prospective students.

The vice president manages an institutional aid budget of over $55 million and an annual operating and salary budget of over $6 million and provides leadership, vision, direction and supervision to a staff of 40 including the following direct reports: Dean of Undergraduate Enrollment, Director of Student Financial Services, Director of Information Systems and Applications, Web Data Administrator and Manager, Administration and Finance.

Opportunities and Expectations for Leadership

The new vice president for enrollment will be asked to address the following leadership issues, among others:

Further improve Rice's competitive standing

Many of Rice's applicants are also considering admission offers from the most prestigious institutions in the nation. These students have many attractive options, sometimes choosing Rice and sometimes choosing Rice's competition. Over the past decade, the university has made significant progress on its visibility outside of Texas, but there is the opportunity for further success. The new vice president will generate the ideas, strategies and relationships to enhance Rice's competitiveness, with particular focus outside Texas.

In addition, the new vice president will attend to the following related goals:

- Continue to implement strategies that will improve Rice's yield, which was 35 percent in fall 2016, particularly among American students from outside of Texas.
- Diversify international enrollment among countries and regions.
- Recruit and enroll more students from across the socioeconomic spectrum, furthering the university's commitment to access and transforming the trajectory of students' lives.
- Maintain Rice's commitment to diversity, making it among the most diverse elite American private universities.
- Forge a close working relationship with the academic arms of the university.

With the deans and the faculty, the vice president will establish open communication and a sense of common purpose, building and maintaining strong and collaborative relationships that will engender the cooperation, trust and confidence vital to the success of the enrollment operation. It will be essential to assure that the deans and faculty are enrollment partners empowered to contribute to recruitment strategies for the top students in the country. The vice president will seek input from deans and faculty on how enrollment can help each school meet its goals and objectives. Attention to the unique needs of programs that have specialized admission processes, such as the Shepherd School of Music, the School of Architecture and Athletics, will also be important.

Nurture and grow a talented and committed staff

This is a position for a skilled leader and manager. The vice president will lead an enrollment team that is highly collaborative and integrated, and is ambitious, optimistic, opportunistic, innovative and strategic, employing both traditional and innovative methods to effectively engage prospective students and families. The vice president will be especially committed to the development of junior staff and helping to assure their long-term success at Rice.

Further grow the diversity of Rice's student body

Rice is proud of its historic commitment to diversity and of the growth it has experienced in the diversity of its student body over the last decade. The vice president will be expected to continue this trajectory, aiming to make the university a more diverse and inclusive community for all. The vice president will employ strategies that support the continued attraction and retention of students from diverse backgrounds across the socioeconomic spectrum. The vice president will work closely with a range of institutional units, including student affairs, the academic deans and other senior leaders, to ensure that students of all backgrounds are not only admitted to and enroll at Rice, but experience an inclusive, supportive environment that enables them to be successful throughout their time at the university.

Help set the vision for Rice's future

This calendar year, Rice is embarking on the development of a new strategic plan to set the university's vision and direction for the next decade. This plan will build on the significant success of the university's last strategic plan, defining what excellence means for Rice as it looks forward to the next decade. The vice president will have significant opportunity to contribute to this new institutional strategy, thinking not only about how new, cutting-edge enrollment strategies will shape the direction of Rice, but also working closely with other members of the senior leadership team to define Rice's overall strategic goals.



Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

- Proven effectiveness and expertise in enrollment and enrollment change management: significant professional experience managing the complex interplay of marketing and recruiting strategies, enrollment goals, yield and financial aid; experience in the use of a range of marketing strategies and data analytics;

- Institutional and divisional leadership: ability to lead the creation of Rice's future student body with vision and creativity as well as serve as a university leader with an institutional perspective; an entrepreneurial outlook and eye to new possibilities and emerging challenges; an appreciation for the unique aspects of Rice University, including its renowned programs at the Shepherd School of Music and School of Architecture; ability to build and motivate a team, and to inspire joy in one's work;

- Demonstrated ability to creatively market a selective institution to achieve superior levels of enrollment performance: proven success in innovative thinking and risk-taking combined with excellent execution of both complex and routine marketing strategies; a record of taking programs to new levels of success; ability to think "outside the box" and to leverage technology with a sensitivity to and understanding of the human/cultural impact;

- An ability to keep both the big picture and operational details at the forefront: evidence of ability to focus and lead an organization to achieve the elements of a strategic plan, and to continuously refine the organizational plan, structure and operations as the plan evolves; comfort with delegating day-to-day management and decision making to senior managers; sophisticated understanding of the laws and regulations that significantly impact enrollment operations;

- Strong analytical skills: proven capacity to produce forward-looking, transparent strategic plans and budgets that link expenditures to outcomes; assess the effectiveness of how recruitment and financial aid funds are employed to achieve enrollment goals; produce regular and systematic comparative reports that detail month-to-month, as well as, annual progress toward enrollment goals;

- Personal qualities: honesty, integrity, candor and a strong internal moral compass; a sense of urgency and engagement; ability to communicate effectively with all audiences and in various media and formats; hard work; optimistic, confident and excited about change; inclusive and collaborative; proven skill dealing with complex and diverse cultures, backgrounds and perspectives;

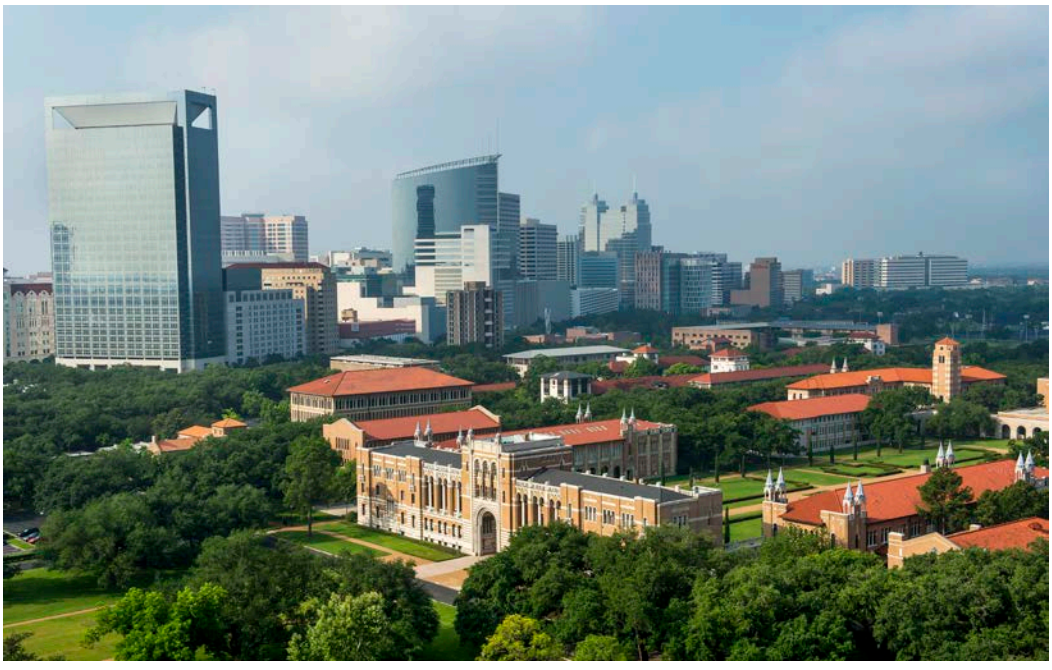
- Credentials: a bachelor's degree is required; a master's or doctoral degree is preferred.

Rice University: An Overview

Overview

Rice University is located on a 300-acre wooded campus, adjacent to the Texas Medical Center and minutes from downtown Houston. The university enrolls approximately 3,900 undergraduates and 2,700 graduate students. Undergraduate education has been a central part of the mission since its founding more than a century ago. Rice is consistently ranked among the top 20 universities in the United States, currently ranked 15 among *U.S. News & World Report's* "Best Colleges" ranking and 6th in Niche.com's ranking. Undergraduates currently enroll in one of six schools: humanities, social sciences, natural sciences, architecture, engineering and music. In addition, Rice has the Jesse H. Jones Graduate School of Business (which administers an undergraduate business minor) as well as the Susanne M. Glasscock School of Continuing Studies. The university is also home to more than 40 interdisciplinary research centers, institutes and consortia and several national journals.

Rice students have unparalleled opportunities to learn from distinguished faculty through classroom interaction and research collaboration — students experience the advantages of a liberal arts college, including small classes and a low student-to-faculty ratio of 6-to-1, with the faculty, resources and facilities of a premier research university. With a close-knit residential college system, a robust selection of clubs, organizations and athletics, and Houston at its doorstep, Rice offers undergraduates a vibrant and vital college experience. Rice believes in a holistic approach to undergraduate education: one that recognizes the obligation to provide students with both access to knowledge and the experiences that will enable them to have an impact on their profession and in their community. More information about the Rice undergraduate experience, including the range of exciting opportunities offered students in the 11 residential colleges and across the campus, is available at the website of the dean of undergraduates, here: http://www.students.rice.edu/students/dean of undergraduates.asp.



Rice strives to produce leaders in fields that span the range of human and scientific endeavor from architecture and engineering to the humanities, music and arts, to the natural and social sciences. The university's commitment to academic excellence is complemented by a wide range of opportunities for growth outside the classroom including service activities, independent research projects and educational experiences abroad. The university's campus — stunningly beautiful, verdant and architecturally rich — is nestled in the heart of Houston and allows students easy access to the vast cultural offerings one would expect of America's fourth-largest city. Rice believes that the diversity of our community is one of core strengths, which serves to support the effectiveness of our educational program.

Rice's Mission and Vision for the Future

In just over 100 years, Rice has achieved a position among America's great research universities. Even in that category, it is distinctive: Rice is the smallest wide spectrum elite research university. Despite its small size (fewer than 7000 students), Rice is able to compete with the best in the nation and the world. While a majority (58 percent) of its students is undergraduates, Rice seeks to achieve a balance between its undergraduate and graduate teaching missions.

Rice's comparative advantages lie in its relatively small size, commitment to undergraduate education, identification of important but focused areas of strength, relative ease by which it can foster interdisciplinary research and possibilities for teaching and research excellence across the range of human knowledge and endeavor.

Rice's mission statement, as approved by the Rice Board of Trustees, is as follows:
As a leading research university with a distinctive commitment to undergraduate education, Rice University aspires to path-breaking 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.

William Marsh Rice, an East Coast entrepreneur, chartered the Rice Institute in 1891. He saw Houston as a place of great promise and left his fortune to endow a nonsectarian coeducational institution. The Institute opened in 1912 under the visionary leadership of Edgar Odell Lovett, a Princeton University mathematician recommended to the trustees by Woodrow Wilson, then Princeton's president. Drawing on what Lovett learned during a nine-month tour of leading academic institutions from England to Japan, he transformed Rice's vague instructions into a blueprint for an exemplary university. He envisioned an institution "of the highest grade," one that would keep "the standards up and the numbers down," that would attract talented scholars from the best European and American universities, and that would enroll promising students "without regard to social background." It would use endowment income to pay both for buildings and for the costs of educating its students. These core values — high academic standards, small size, selectivity and affordability — have been enhanced over the succeeding century.



Academics

Schools

Through Rice's six divisions of study, students find a rigorous curriculum designed to challenge them and prepare them to be leaders across the spectrum of human endeavor. These divisions are Architecture, Engineering, Humanities, Music, Natural Sciences and Social Sciences. Additional opportunities are available in the following areas of study, although these schools and institutes do not grant undergraduate degrees:

- Business
- Continuing Studies
- Baker Institute for Public Policy

Undergraduates enjoy flexible distribution requirements and more than 50 majors. Students have numerous opportunities for experiential learning through on-campus research collaborations with distinguished faculty and through internships and off-campus research with public, private and nonprofit organizations in Houston and across the globe. More information about Rice's six divisions of study is available here: http://futureowls.rice.edu/futureowls/Schools.asp.

Advising

Rice's small size and residential college system allow for a unique advising system. Referred to as a "split-supplemental model," Rice's advising system splits advising between new students and those who have declared a major. It also supplements faculty advising with a strong support network of trained professional staff and peer student advisors.

Study Abroad

Rice is committed to educating global citizens who act to leave their imprint on the world. Through studying abroad, Rice students immerse themselves in another culture for a summer, a semester or a year and learn to see the world in new ways. These opportunities encompass every Rice academic major and field of study through programs in nearly 70 countries.

The Study Abroad Office seeks to provide high quality academic-based educational programs in collaboration with prestigious international universities and select program providers. Rice students have access to study at top universities throughout the world including Oxford University, London School of Economics, University of Cambridge, National University of Singapore, Sciences Po in Paris and many others. Students can gain once-in-a-lifetime opportunities to study abroad in areas such as ecology and resource management in Tanzania, mathematics in Russia, Asian studies in China, engineering in Turkey or art restoration in Italy.

Experiential Learning

Experiential learning is a core component to intellectual life at Rice, giving students opportunities for internships, research and study on campus and off, in Houston and around the world, expanding the foundation of classroom learning and adding to our dynamic educational experience.

These immersive academic experiences at Rice take many forms. On campus, students conduct research alongside distinguished faculty. Many students also perform independent research projects with guidance of a faculty member. Rice's more than 40 institutes, centers and consortia provide multiple opportunities for research and study.

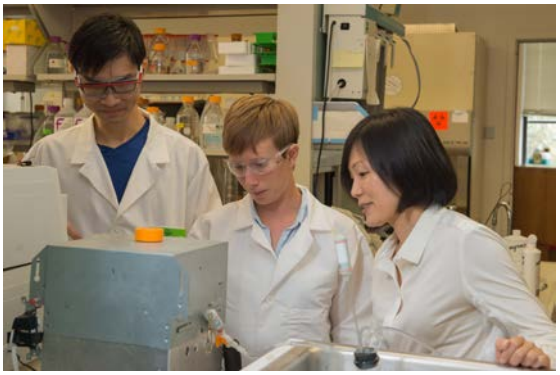
Off campus, Rice students can intern or study abroad through more than 500 university-approved programs in 60 countries.

Honor Code

Established in 1912, the Honor Code is one of the most distinctive aspects of the academic experience at Rice. Everyone who enrolls at Rice agrees to abide by the code, which covers such matters as plagiarism and giving or receiving aid on exams. The Honor Code fosters a spirit of freedom, independence, honesty and mutual trust that exemplifies the academic enterprise at its best.

Undergraduate Research

Rice students have a strong support system on campus to help them find research opportunities. Regardless of major or classification, research opportunities abound. Students will encounter research opportunities in their informal day-to-day interaction with faculty and through structured initiatives such as the Century Scholars Program for freshmen or the Rice University Scholars Program for upperclassmen.



Rice's Office of Research is designed to guide students through the decision to begin a research program or project. The office maintains a listing of both faculty-sponsored and off-campus research opportunities and will assist students with accessing them.

Student Life

Residential Colleges

The residential college system is the heart of undergraduate campus life. Its purpose is to foster democratic self-government, faculty-student interaction, and intellectual and cultural activity outside the classroom. These ideals are fundamental to the distinctiveness and success of the Rice undergraduate experience. Prior to arriving on campus, students are randomly assigned to a residential college, which ensures that the colleges are enriched by the full range of our students' backgrounds and life experiences, academic interests and talents.

Every student, regardless of whether they are living on or off campus at the time, is a member of one of 11 residential colleges. The colleges are small communities where students live, dine and interact with peers, faculty, staff and alumni; develop strong relationships; and contribute to the betterment of each others' lives and intellectual achievement. Within each college, legacies are born, traditions are celebrated and student spirit thrives.

Passport to Houston

The Passport to Houston program was created in 2007. It connects the Rice student community with the city of Houston to encourage students to be more culturally informed, community-oriented and socially-engaged.

Rice's Passport to Houston gives undergraduates free, unlimited transportation during the academic year on METRORail and city buses, as well as free or discounted admission to several of the city's museums and the Houston Zoo.

Athletics and Recreation

Rice's athletics, recreation and fitness options mean that students can exercise their bodies as well as their minds. More than 70 percent of Rice students are involved in some kind of physical activity. Every level of competition is available: NCAA Division I FBS/Conference USA, intercollegiate club sports, intramurals and residential college sports.

Rice fields 16 men's and women's varsity teams at the NCAA Division 1 FBS level, nine of which have won conference championships in the past few years. The baseball team has appeared in 22 consecutive NCAA tournaments and earned seven trips to the College World Series, winning the NCAA title in 2003. In addition to baseball, other recent conference championships include football, women's soccer; women's cross country, women's swimming, men's golf, women's outdoor track and field, and men's and women's tennis. Rice's football team has qualified for a bowl game in three of the last five years.

Rice prides itself on placing the emphasis on "student" in student-athlete. The athletic department ranks in the top five among NCAA Division I FBS programs in the Federal graduation rate, while 243 student-athletes were recognized on the C-USA Commissioner's Honor Roll for maintaining a cumulative GPA of 3.0 or better.

Arts and Events

Rice offers outstanding cultural and educational events for a range of interests.

The Shepherd School of Music presents numerous concerts each year, and the student-run Rice Players produce first-rate theatrical productions.

The Moody Center for the Arts will present art exhibitions and installations, as well as live performances of theater and dance, which push the boundaries of interdisciplinary exploration. Using all the spaces of the building, the Moody Center will present artworks across disciplines and foster dialogue around those works to bring new perspectives to our

understanding and exploration of the arts. The Moody Center for the Arts is scheduled to open in February, 2017.

The James A. Baker III Institute for Public Policy and the Office of the President bring stimulating speakers in a wide range of topics to campus each year.

Off campus, undergraduates can enjoy the city's outstanding art and theater facilities with Rice's Passport to Houston.

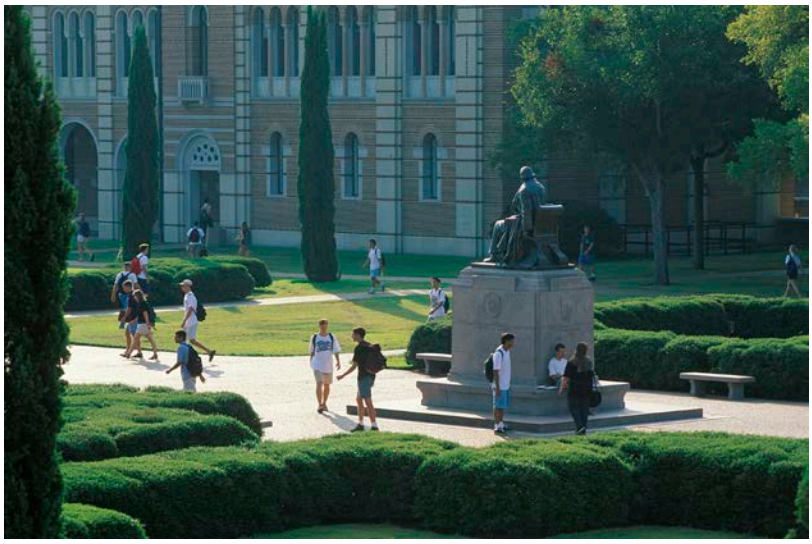
Student Culture and Satisfaction

Ranked No. 1 for "Happiest Students" by the Princeton Review, Rice students love the culture and the resources that support them in their day-to-day lives. The rankings are based on students' assessment of food on and off campus, dorm comfort, campus beauty, ease of getting around campus, relationship with the local community, campus safety, the surrounding area, interaction between students, friendliness and happiness of the student body, and smoothness with which the school is administered. Rice has consistently ranked in the top 10 of this category and "Best Quality of Life," over the past several years.

Due to the university's commitment to support each of its students, students never lack resources at Rice. Student Services provides everything from academic advising to personal counseling. Rice students are known for being supportive of their classmates in achieving academic and social success, rather than competitive. Rice has no fraternities, sororities or other exclusive social clubs.

Finances

Rice's operating budget for Fiscal Year 2017 is $661 million, up 7.1 percent from $617 million in 2016.



As of fiscal year 2015, Rice's endowment stood at $862,949 per full-time equivalent student, 6th in the nation among private research universities. The Rice University endowment value was $5.3 billion for the fiscal year ending June 30, 2016. The endowment plays a vital role, as distributions provide approximately 40 percent of the university's operating revenues, which makes it the single largest revenue source to the operating budget.

University Leadership

Rice has had a stable leadership team, with many in their positions now for ten years or more. Members of the leadership team have been recruited from Michigan, Chicago, Columbia, Princeton, Stanford, University of Pennsylvania, University of Minnesota, the University of Virginia, University of Texas and MIT, as well as promoted from within.

President

David W. Leebron was appointed the seventh President of Rice University in 2004, where he is also Professor of Political Science. Prior to coming to Rice, he served as the dean of Columbia Law School for eight years. He is a graduate of Harvard College and Harvard Law School. He was recently on the Board of Governors of the NCAA and its Division I Board of Directors and until December served as chair of COFHE. He currently serves as Chair of the Association of American Universities and as chair of Internet2. His teaching and scholarly work has been in various areas of the law, including human rights, corporate finance, international trade, and privacy.

The vice president for enrollment joins President Leebron's senior administrative team of the provost, ten vice presidents and ten deans, including:

- Marie Lynn Miranda, Provost
- Kathy Collins, Vice President for Finance
- Klara Jelinkova, Vice President for IT and Chief Information Officer
- Joe Karlgaard, Director of Athletics
- Kevin E. Kirby, Vice President for Administration
- Caroline Levander, Vice President of Strategic Initiatives and Digital Education
- Linda Thrane, Vice President for Public Affairs
- Allison K. Thacker, President of Rice Management Company
- Richard A. Zansitis, General Counsel
- Darrow Zeidenstein, Vice President for Resource Development
- John S. Hutchinson, Dean of Undergraduates
- Mary B. McIntire, Dean of the Susanne M. Glasscock School of Continuing Studies
- Seiichi Matsuda, Dean of Graduate and Post-doctoral Studies
- Antonio Merlo, Dean of the School of Social Sciences
- Peter L. Rodriguez, Dean of the Jesse H. Jones Graduate School of Management
- Peter J. Rossky, Dean of the Wiess School of Natural Sciences
- Nicolas Shumway, Dean of the School of Humanities
- Ned Thomas, Dean of the George R. Brown School of Engineering
- Sarah Whiting, Dean of the School of Architecture
- Robert Yekovich, Dean of the Shepherd School of Music

Houston, Texas

As the fourth-largest city in the nation, Houston is home to the country's most diverse community with no ethnic or racial majority, and it welcomes people from across the nation and the world. Ranking third in the number of foreign consulates it houses, Houston is truly an international and cosmopolitan city. More than 90 languages are spoken in the Houston area.

As the energy capital of the world, Houston serves as headquarters to 22 Fortune 500 companies and home to the Texas Medical Center (TMC), the world's largest, and NASA. One of only five American cities with resident professional companies in all four major performing arts — ballet, opera, theater and symphony — Houston boasts world class art museums and professional football, baseball, basketball, and soccer teams. The New York Times called Houston possibly the most interesting city in America for young artists.

The Houston area contains more than 55,000 acres of parks (including its second largest adjacent to Rice), public green space and open water; the nearby Kemah Boardwalk and the city of Galveston on the Gulf Coast offer outdoor and water recreation.

The Rice campus — located in the historic heart of the city, a mere three miles from downtown — is adjacent to the city's cultural district and Hermann Park and sits across the street from the TMC. Just west of campus lays Rice Village, a lively neighborhood restaurant and shopping district owned in part by the university.

In addition to all the advantages offered by Houston's urban environment, Rice's 300-acre campus is shaded by almost 4,000 trees and surrounded by a three-mile jogging trail; no public streets cross the campus. The campus is noted for its beauty and park-like setting. Campus buildings, several of which have won national and international architecture awards, were inspired by the Mediterranean Byzantine architecture of southern Europe. The Rice community enjoys a friendly and mutually respectful relationship with the surrounding community, one of Houston's most beautiful and well-established residential areas.

Interested applicants are invited to learn more about Houston and Rice's involvement in the city by visiting these sites:

ccl.rice.edu – Rice's Center for Civic Leadership
www.rice.edu/passport — A program for undergraduates with many useful links to the city's resources and cultural offerings
www.chron.com — Houston newspaper
www.houstontx.gov — City of Houston
www.houston.org — Greater Houston Partnership
www.houston-guide.com — Guest Life Houston

Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, applicant materials should be received by late February. Candidates should provide a professional resume and a letter of application that addresses the responsibilities and requirements described in this leadership profile. These materials should be sent electronically via e-mail to Rice University's consultants Robin Mamlet, Amy Crutchfield, Jennifer Desjarlais and Alexis von Kunes Newton at Rice-VPE@wittkieffer.com The consultants can be reached by telephone through Leslie Donahue at 630-575-6178.

Rice University is an Equal Opportunity Employer and considers for employment qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national or ethnic origin, genetic information, disability or protected veteran status.

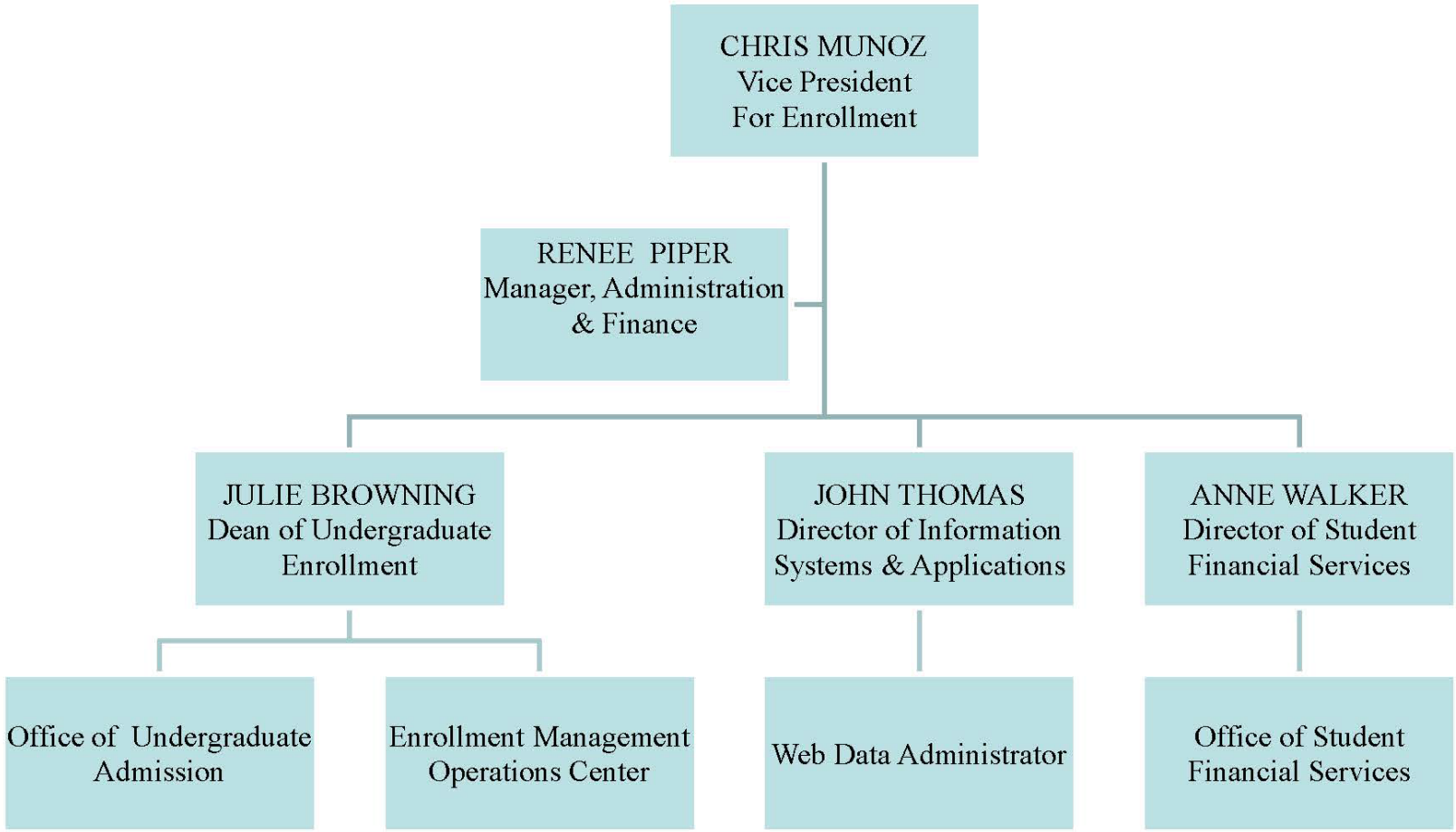
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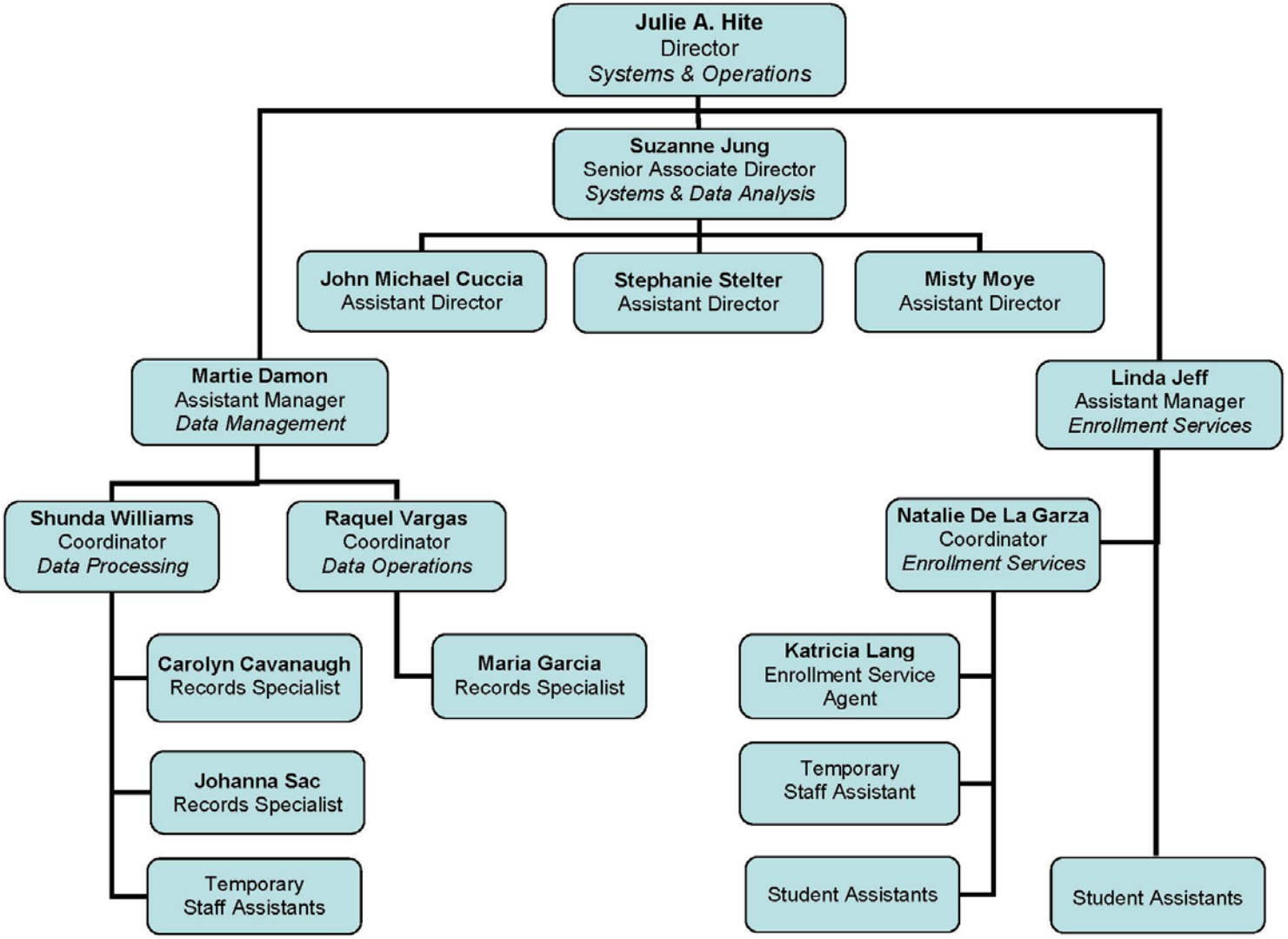


Appendix: Organization Charts

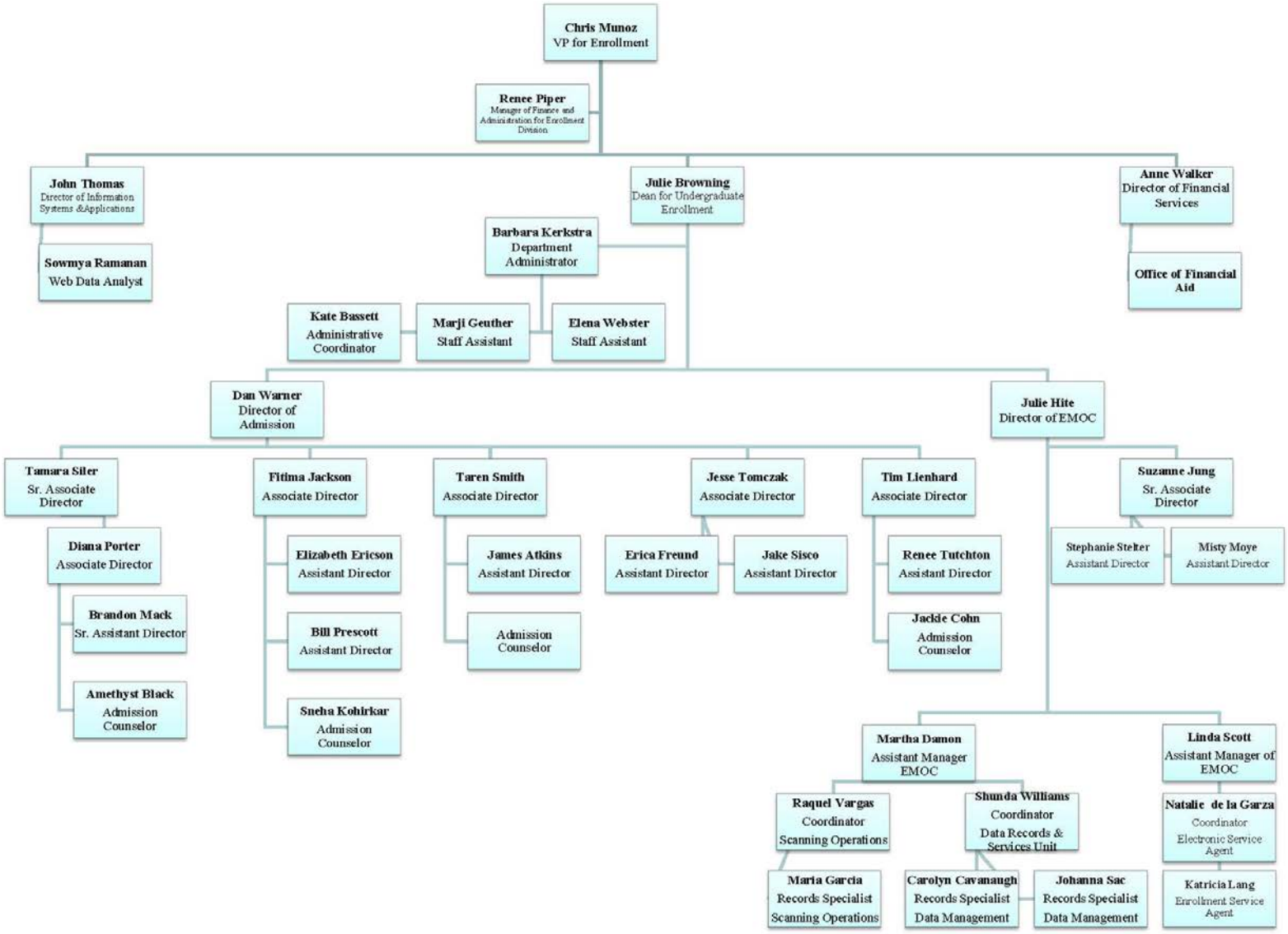
ENROLLMENT DIVISION ORGANIZATIONAL CHART



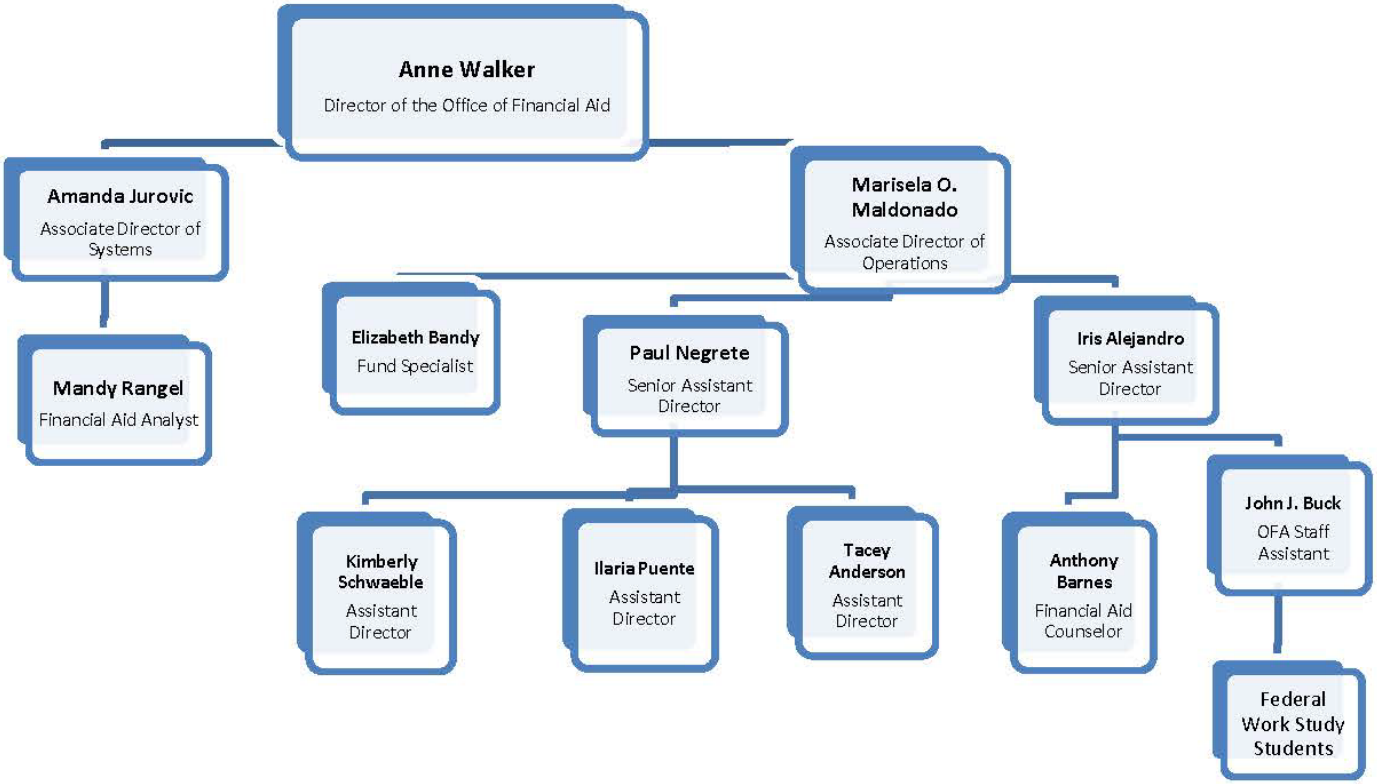
Enrollment Management Operations Center
Current Organizational Chart
Updated 1/27/17



ADMISSION ORGANIZATIONAL CHART



Office of Financial Aid Organizational Chart



Salomon Medina
Associate Director, Financial Aid for
Jesse H. Jones Graduate School of Business

Pam On
Financial Aid and Training Specialist
Graduate and Postdoctoral Studies

WITT / KIEFFER

Leaders Connecting Leaders

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.