



The Centennial Campaign

No Upper Limit. Still.







IT IS AN AUDACIOUS NOTION.  
A CHALLENGE TO THINK BEYOND  
THE BOUNDS. AN INVITATION TO  
ASPIRE AND ACHIEVE.

NO UPPER LIMIT. STILL.

## THE CENTENNIAL CAMPAIGN

The owl featured on the cover of this brochure serves as a fitting symbol for our aspirations at Rice University. Confident and intensely determined, it reflects the conviction and passion at the core of the Centennial Campaign, our \$1 billion fundraising strategy to launch Rice into its second century.

How will we ensure that the next 100 years will honor the spirit and surpass the achievements of our first century?

This question, addressed to the extended Rice community as part of our Call to Conversation, generated a rich springboard of ideas and opinions that helped shape the Vision for the Second Century (V2C), a strategic plan comprised of 10 important objectives that identify Rice's greatest opportunities to excel in an increasingly competitive educational landscape.

The Centennial Campaign serves as our most powerful means of accomplishing the objectives of the V2C. Rooted in a founding vision that acknowledges no upper limit and propelled by a strategy that has been shaped and influenced by the entire Rice community, the Centennial Campaign seeks to build upon the accomplishments of our first century and pave the way for another 100 years of success.

Our aspiration to raise \$1 billion by the end of our centennial year is impressive by any university's standards, and it underscores the important role of our alumni and community leaders in this effort. Indeed, our alumni and friends already have made incredible contributions and have provided significant momentum as we approach our centennial. Now, I invite you to join us as we continue our journey toward a new century of remarkable achievement.

*David W. Leebron  
President,  
Rice University*



A CONVERSATION WITH CAMPAIGN  
CO-CHAIRS SUSIE GLASSCOCK  
AND BOBBY TUDOR

*Why Rice? Why now?*

*Bobby:* Rice has made my life richer. As a student, I learned how to think critically here, and that changed my life. I owe a lot to that, and I can tell you it doesn't happen everywhere.

*Susie:* As students, we were challenged by not only the faculty, but also by fellow students. All of us who came out of Rice — there was a sense of accomplishment and a sense that we want this to continue. I stay involved because I want others to have this same challenge.

*Bobby:* Just being around people who have a genuine interest and who've made their life's work higher education is fun. I find it invigorating.

*Susie:* And let's be honest — it's really exciting to share these opportunities with our fellow alumni and friends. It's something I really enjoy; getting to know people and helping them find their passions at Rice.

*On "No Upper Limit"...*

*Susie:* This was a radical notion at the time, and it set the tone for the university. There's a sense of inevitability in Lovett's vision, a push to move forward.

*Bobby:* It's all about getting better. The world is changing around us and universities are more competitive than ever. One of the truly remarkable things about Rice is that aspirations have been high and continue to be high.

*On why they're involved with the Centennial Campaign...*

*Bobby:* Good things don't just happen. You look around and ask who will make Rice better in its second century? We will.

*Susie:* I think we all share a real sense of duty toward Rice because it has enriched our lives. I went here when there was no tuition, and we have a strong desire to say thank you for all that we've received.

*Bobby:* We should be fighting to make it better every day. That's what the Centennial Campaign is all about — ensuring that 20 years from now, 100 years from now, Rice is that much better.

*Co-Chairs*

*Susanne M. Glasscock '62*  
*Robert B. Tudor, III '82*

*Cabinet Members*

*James W. Crownover '65*  
*J.D. Bucky Allshouse '71*  
*Keith T. Anderson '83*  
*D. Kent Anderson '62*  
*Nancy Packer Carlson '80*  
*Anne S. Chao '05*  
*Bruce W. Dunlevie '79*  
*Lynn L. Elsenhans '78*  
*Douglas Lee Foshee '92*  
*Leo Linbeck, III*  
*Michael R. Lynch '73*  
*Ralph S. O'Connor*  
*James S. Turley '77*  
*Glenn A. Youngkin '90*



To read the full conversation, visit [www.rice.edu/centennialcampaign](http://www.rice.edu/centennialcampaign).

*“For the present, it is proposed to assign no upper limit to our educational endeavor.”*

“The Meaning of the New Institution” Edgar Odell Lovett,  
Rice University, October 12, 1912

At Rice University the words “no upper limit” have fueled a commitment to excellence, an uncommon drive toward innovation and almost 100 years of remarkable achievement. Now this same ambition will propel the university through a second century of original thought and tangible contributions to the world.

Building on a foundation of extraordinary vision, the Centennial Campaign rededicates Rice to the pursuit of three fundamental objectives: transforming extraordinary students into extraordinary leaders, facing challenges and generating solutions, and learning and leading locally and globally.

The Centennial Campaign creates an opportunity for all of us in the extended Rice family to reaffirm and intensify our commitment to Rice. We have set ambitious goals, both in raising funds and in inviting the broadest possible participation. When we are successful, we will have generated the passion and the means for Rice to contribute in meaningful ways in our second century.

The world will change. Education will change. Research changes every day, often in the blink of an eye. What it means to serve the world will continually evolve. But no matter how change challenges us, we will be more than equal to the task if we remain committed to the extraordinary challenge Lovett laid down for us nearly 100 years ago.

#### Campaign Initiatives and Goals

<p><b>1</b> Transforming students into extraordinary leaders.</p> <p>The Centennial Campaign will fuel the expansion of our deeply held commitment to undergraduate and graduate education and prepare the next generation of leaders to make a distinctive impact in the world.</p>	<p>\$400 million</p>
<p><b>2</b> Facing challenges. Generating solutions.</p> <p>The Centennial Campaign will generate extensive investment in our research enterprise so that we can put our interdisciplinary and multi-institutional collaborations to work to solve problems that face us all.</p>	<p>\$310 million</p>
<p><b>3</b> Learning and leading locally and globally.</p> <p>The Centennial Campaign will foster partnerships with leading institutions in Houston and across the world that will benefit our students and faculty and extend our global reach.</p>	<p>\$290 million</p>

#### Campaign Commitments by Source







The next generation of leaders will face incredible challenges that defy any one discipline and demand innovative, sometimes unconventional, approaches. As the stakes continue to rise and the problems become more urgent, our extraordinary thinkers must also become extraordinary leaders.

At the heart of the Centennial Campaign are deep-seated commitments to preserving Rice's distinctive undergraduate and graduate education and to preparing our students to lead in a rapidly changing world. The commitments shine through in a number of campaign priorities, from a comprehensive communication leadership program, to a transformative approach to engineering education, to an increased emphasis on international experiences. All of our efforts are designed to give our students the tools and the confidence to emerge as leaders.

Rice has been an innovator in education for nearly 100 years. Given the right start, there is still no upper limit to what gifted undergraduate and graduate students can accomplish in their lives and their careers. The Centennial Campaign is all about providing that start for extraordinary students who choose to call Rice home.

COLE ST. CLAIR '08 WAS RECOGNIZED AS THE TOP SCHOLAR-ATHLETE IN COLLEGE BASEBALL WITH THE LOWE'S SENIOR CLASS AWARD. HE GRADUATED WITH A B.A. IN ECONOMICS AND HELPED LEAD THE OWLS TO THREE NCAA COLLEGE WORLD SERIES APPEARANCES.





## 1 Transforming Students into Extraordinary Leaders

Rice has traditionally been known as an intellectual haven where students, driven by challenging questions and hungry for knowledge, dedicate themselves to deep, focused study. To complement this academic rigor and promote greater interaction among students, we will develop a more multifaceted undergraduate experience and create a more dynamic campus. The Centennial Campaign will provide vital funding for strategic enhancements to the central quad, the David and Barbara Gibbs Recreation Center and an increased focus on first-year student programming.



Keith Stonum '08, a voice major and recipient of a Rice Annual Fund scholarship, has always believed that given the right exposure, anyone can love opera. To prove it, he joined other students from the Shepherd School of Music in performing operas at local elementary schools, some of which are located in Houston's most impoverished communities. Those performances have left an indelible impression on Keith, who experienced first-hand how music can transcend boundaries.



Opportunities for research, for the time needed to invest in creative, original work, for leadership on campus, in the community and around the world — all of these help shape students' abilities to choose and pursue rewarding paths. We're committed to raising funds for more community-based research experiences that allow our students to apply their knowledge in non-classroom settings. Our Center for Civic Engagement develops leadership skills through a unique combination of programs, including outreach, internships, community-based research and design projects.



When Jessica Coe '09, an English and environmental policy double major, transferred to Rice from Whitman College in Walla Walla, Washington, she wasted no time in her efforts to engage with Houston. She taught a preschool class for the America Reads Tutoring Program, and after taking a course titled, "Sustainability: Rice for the Future," she convinced the university to consider a deconstruction program to recycle and reuse building materials. During the summer, she received a scholarship from Rice's Center for Civic Engagement to revive a recycling collaborative with partner institutions in the Texas Medical Center. With 46 member institutions in the TMC, the collaborative will improve the TMC's 'green' image considerably.



## 1 Transforming Students into Extraordinary Leaders

What does it mean to be a premier international research university placed in the center of the fourth largest city in the U.S.? It means we attract a diverse enrollment of gifted students who go on to make distinctive contributions both in Houston and throughout the world. We do this by developing their leadership skills via collaborations with local partners and with select programs and institutions abroad. The Jones School's expertise in entrepreneurship, energy and healthcare prepares our business students to tackle worldwide challenges; our increased integration with institutions in Asia and Latin America offer our future leaders the perspective needed to succeed in global communities; and our rigorous, well-rounded curricula enables our world-class musicians and athletes to attain national and international renown in a variety of pursuits.



When Michael Cordúa, Houston restaurateur and 2008 graduate of Rice's MBA for Executives program, opened his first restaurant in 1988, he had no experience in the food industry, just a driving desire to turn his hobby for cooking Latin America cuisine into a successful career. "It was a bit like jumping off a cliff and hoping you grow wings," he recalled. "Not much of a business plan!" Twenty years later, his company, Cordúa Restaurants, has become the most successful operator of Latin restaurants in the U.S. Cordúa's desire to grow as an entrepreneur is a big reason why he enrolled at the Jesse H. Jones Graduate School of Management. Now Cordúa, already a confident risk-taker, is backed by the intellectual resources of one of the top entrepreneurship programs in the nation.





Here is a puzzle: how has Rice — one of the very smallest members of the AAU, the most elite group of research universities — so consistently “outperformed its size” in terms of productivity?

Everyone has a theory: we are small enough to maneuver and be entrepreneurial, collegial enough to ignore the usual “silos” of discipline and department, friendly enough to welcome new ideas, historic enough to have a track record and young enough to be willing to try new things.

Perhaps it is all that and more. But the fact is this: Rice has been unusually productive in generating creative solutions to tough challenges, and the most important factor may be the zeal with which scholars at Rice embrace the opportunity to be involved in interdisciplinary, out-of-the-box creative work.

Ultimately, even the most practical solutions have to be built on a solid foundation. The Centennial Campaign looks at building that foundation by investing in basic research and by pooling our considerable intellectual resources into idea-percolating, interdisciplinary centers. When the campaign is complete, our areas of promise will become our newest examples of research preeminence.

DR. NEIL VARNADO, A POSTDOCTORAL FELLOW IN BIOCHEMISTRY AND CELL BIOLOGY, COLLABORATES WITH RESEARCHERS FROM OTHER TEXAS MEDICAL CENTER INSTITUTIONS IN STUDYING AND DEVELOPING ARTIFICIAL BLOOD SUBSTITUTES THAT COULD LEAD TO SAFE, UNIVERSAL BLOOD TRANSFUSIONS.





Economic growth, energy, scarcity, environment, disease, sustainable development and world peace — how can Rice possibly address these “big world issues”? By leveraging our strengths to form dynamic new collaborations with partner institutions. For example, the Collaborative Research Center brings together some of the world’s leading lights in health care, and Rice’s Center for Cognitive Neuroscience capitalizes on our unique relationship with the Texas Medical Center to develop therapies for disease, injury and genetic disorders.



Dr. Rebecca Richards-Kortum is the Stanley C. Moore Professor of Bioengineering. Widely recognized for her research in noninvasive cancer detection technologies, she was named to the National Academy of Engineering in 2008. She also is an approachable, down-to-earth professor who is leading the way in improving global health. Building on the successful Beyond Traditional Borders initiative, which she founded to engage undergraduates in addressing challenges of global health, she is spearheading Rice 360°, a new universitywide initiative focused on preventing disease around the world with new technologies and educational programs.



## 2 Facing Challenges; Generating Solutions

The competition to attract and retain top-caliber scholars is intensifying as more universities come to realize that, in today's knowledge-based society, human capital is our most sought after and prized resource. Recruitment of stellar scholars — whether emerging or established stars — across the university is the best means to invest in faculty, research programs, students and collaborative efforts. The Centennial Campaign will provide the means to establish at least 40 endowed positions, granting us the leverage to recruit and retain scholars whose work invigorates our schools and drives original, innovative research.



Dr. Kenneth Medlock is a fellow in energy studies at the James A. Baker III Institute for Public Policy and adjunct assistant professor in the department of economics. A nationally recognized expert on natural gas, oil and gasoline markets, he is at the center of an important dialogue concerning the world's most pressing energy challenges. In an effort to address these challenges, the Baker Institute will join with partners across the university to ensure Rice is preparing the next generation of energy leaders and developing the policy and technology solutions required to solve today's global energy challenges.



One of Rice's traditional strengths has been its ability to facilitate effective, innovative collaboration by challenging old assumptions and breaking down the rigid barriers that can hold up progress. In this same tradition, the Centennial Campaign will enhance our interdisciplinary efforts by focusing on new areas of promise where we have the opportunity to achieve national and international distinction. The Poverty, Social Justice and Human Capabilities program and a new medical humanities program are a couple of the ventures that will broaden our research leadership.



Dr. Diana Strassmann is Rice professor of the practice and founding editor of the internationally renowned journal, *Feminist Economics*. In June 2008, she met with international scholars and United Nations officials for a panel discussion at the UN building in New York to address the relationship between gender and economic inequality, development and growth. The event brought critical attention to many of the issues at the center of Rice's pilot program in Poverty, Social Justice and Human Capabilities. A key goal of the program, which was founded by Strassmann and Dean of Humanities Gary Wihl, is to enrich students' understanding of poverty and inequality, so that, regardless of their choice of occupation, they will maintain a longstanding commitment to enhancing the well-being of all people.





How can great cities and great universities inspire and support each other?

Houston, the fourth-largest city in the United States, is a lively urban center, boasting rich diversity, a vibrant business community, distinguished arts and cultural institutions, and a global center for two particularly critical disciplines — health care and energy. The city’s geography and multicultural population make it a gateway to the international community and an ideal setting in which to prepare our students for leadership in a global workforce.

Rice’s predisposition to build and work across traditional academic boundaries has enabled the university to forge relationships with leading institutions in Houston and across the globe. Our multinational and multidisciplinary efforts have laid the foundation for a unique, globally-inspired community, one that is invigorated by international students and faculty, stimulated by faculty-driven research collaborations and infused with opportunities for students to explore unfamiliar cultures and perspectives, both in Houston and abroad.

In a sense, Rice and Houston have started — and now have the opportunity to grow — a living laboratory to model the ways that universities and cities around the world can collaborate.

ROSS GORDON '06 AND OTHER MEMBERS OF THE RICE CHAPTER OF ENGINEERS WITHOUT BORDERS HELPED DESIGN AND BUILD A WATER STORAGE, DISTRIBUTION AND FILTRATION INFRASTRUCTURE FOR THE RESIDENTS OF SAN JOSÉ VILLANUEVA, A RURAL VILLAGE IN EL SALVADOR.



### 3 Learning and Leading Locally and Globally

One of the keys to developing leaders for the global age is to strategically expand our students' exposure to the world via international experiences and a more diverse student body. Funds raised through the Centennial Campaign will allow us to develop innovative programs such as Beyond Traditional Borders, which empowers undergraduates to become active participants in generating global health technology, and Project Gateway, which gives students the chance to put their education to practical use through research, internships and study abroad experiences.



Nkiru Mokwe, a Rice School of Architecture graduate student from Lagos, Nigeria, spent much of her summer in a massive traffic jam, puttering along at 2 mph as horns bellowed and motorists shopped through their windows at several market stalls lining the highway — and she called it research. A native of Lagos, Nkiru returned to her home city to study a form of urbanism in which the marketplace and transit system are codependent. The project was an extension of her research at Rice on urban environments. “RSA has a strong focus on studying modern metropolises like Houston,” she said. “And it has opened my mind to new kinds of interactions between people and the material environments they inhabit.”



One of the most demographically diverse cities, home to cutting-edge technology and health care, the energy capital of the world—Houston is a place of immense opportunity, but it also faces extraordinary challenges. From Rice’s perspective, those challenges are opportunities, chances to investigate, to discover and to make a distinctive impact on the world. Virtually all of Rice’s schools have outreach and collaboration components, ranging from the Rice School of Architecture’s efforts to design low-cost, efficient housing, to the School of Social Sciences’ Houston Area Survey, to the George R. Brown School of Engineering’s emphasis on providing wireless networking and communications to underprivileged communities.



Ask Michael Emerson, the director of Rice’s Center for Race, Religion and Urban Life, what constitutes a typical classroom, and he’s more likely to describe Houston neighborhoods than a room with blackboards and desks. In fact, he has built syllabi around volunteering in public schools, interviewing local residents and attending houses of worship. For one course, “Urban Life and Systems,” Emerson asked students to compare the socioeconomic differences of two Houston neighborhoods. “My students were stunned at the immense gulf between the poor and wealthy,” he said. “They were shaken by the family situations they saw. Learning, then, became personal, something they won’t forget after the final exam.”



As a living, urban laboratory, Houston contends with issues that hit close to home but have broad impact as well. By uniting our strengths into one positive effort, Rice has the potential to address the needs of Houston and at the same time create models for others to emulate at the national and international levels. Take K-12 math and science education: fewer and fewer Americans are pursuing careers in mathematics and science, a trend that has serious repercussions for the United States' status as a leader in science and technology. As an internationally recognized powerhouse in science and engineering, Rice has the vision to actively address this issue, and with the support of the Centennial Campaign, it will also have the means.



Siva Kumari, associate provost for K-12 initiatives and sometime mountaineer, gives new meaning to the phrase, “no upper limit,” and we’re not talking about her having reached the peak of Mt. Kilimanjaro. She coordinates and oversees the more than 85 university-sponsored or hosted educational outreach initiatives that serve more than 1 million students, and she will be responsible for more initiatives as Rice intensifies its efforts to become a national leader in K-12 education. She also has led Rice’s Advanced Placement Summer Institute and was the founding director of Rice’s International Baccalaureate workshops for teachers. Now she is facilitating the university’s efforts to maximize college readiness among underserved students through innovative programs such as the Rice University School Math Project and the Rice Elementary Model Science Lab.



## WAYS TO GIVE

We welcome your participation in the Centennial Campaign and encourage you to consider the campaign priority most meaningful to you. Your gift can take several forms and, in addition to benefiting Rice University, may provide powerful tax or estate planning benefits to you.

*Outright Gifts:* You may make a commitment to the Centennial Campaign — for expendable needs, facilities, or endowment — and fund it with cash, securities, real estate or other assets. Gifts of appreciated property can provide greater tax benefits than giving cash. Our staff can work with you and your advisor to facilitate a gift that will be the most advantageous for you.

*Pledges:* You may pledge an amount to the gift opportunity of your choice and arrange to pay it in installments over five years.

*Life Income Gifts:* There are a number of gift vehicles that provide donors with income, flexibility, and tax benefits, as well as a benefit to the University. We can work with you and your advisor to create an appropriate gift plan.

*Bequest Intention:* You may make a provision for Rice University in your estate plans, assuring a legacy that lasts beyond your lifetime. Certain revocable gifts, such as bequests, may be recognized for campaign purposes.

*Matching Gifts:* You can leverage your own giving if your employer offers a gift-matching program, and you will be credited for the total amount.

---

### Giving Societies

---

#### Cumulative Giving Societies

Membership in these societies is based on lifetime gifts to Rice University.

Legacy Society	\$4.6 million or more
William Marsh Rice Society	\$250,000 or more
Rice University Associates	\$50,000 or more

---

#### Captain James Addison Baker Society

This society recognizes the generosity of alumni and friends who have named Rice University as a beneficiary of a will, trust, retirement plan or other deferred gift arrangement.

---

#### Rice Annual Fund Giving Societies

Membership in these societies is based on unrestricted gifts to the Rice Annual Fund given during one fiscal year (July–June).

Parliament Society	\$50,000 or more
Sallyport Society	\$25,000–\$49,999
Edgar Odell Lovett Society	\$10,000–\$24,999
Brown Society	\$5,000–\$9,999
Charter Society	\$2,500–\$4,999
Founder's Society	\$1,000–\$2,499

---

*For more information about giving to the Centennial Campaign, please visit [www.rice.edu/centennialcampaign](http://www.rice.edu/centennialcampaign) or call Resource Development at 713-348-4600.*





1912: On October 12, Rice holds formal opening ceremonies. In his inaugural address, Lovett proposes “to assign no upper limit to [Rice’s] educational endeavor.” 1918: Captain and Mrs. James A. Baker endow the first Rice scholarship. 1957: Rice establishes its distinctive residential college system to encourage democratic self-government and foster social and intellectual community. 1985: Rice students create the Rice Student Volunteer Program as a community service liaison between Rice and Houston.



2003: Rice founds an Engineers Without Borders charter and begins sending engineering students to countries such as El Salvador, Mali, Mexico and Nicaragua. 2003: Rice’s baseball team wins the NCAA championship. 2004: The Shepherd School of Music is invited to participate in the prestigious Conservatory Project. 2004: The Passport to Houston program is established to grant students free or discounted admission to cultural arts venues and free access to public transportation. 2006: Rice launches the Center for Civic Engagement. 2007: Rice unveils “Rice 360°: Technology Solutions for World Health,” a \$100 million initiative that builds on the successful Beyond Traditional Borders program to engage Rice students in developing global health technology.

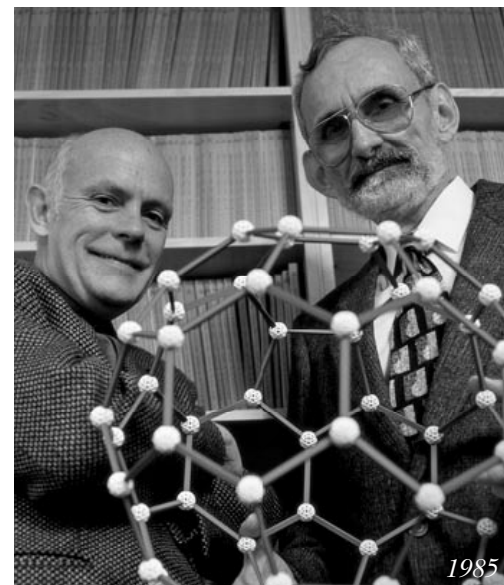


2 Facing Challenges; Generating Solutions

1937/1953: Rice physicists begin work on a 2.5-million-volt atom bombardment machine with which they will study atomic nuclei. Sixteen years later, Rice opens a lab for nuclear experimentation that includes a six-million-volt Van de Graaff particle accelerator. 1962: At Rice Stadium, President John F. Kennedy promises that the U. S. will send a man to the moon by the end of the decade. The following year, Rice becomes the first university to establish a space science department.



1964: Rice scientists and engineers team with Dr. Michael E. DeBakey of Baylor College of Medicine to develop an implantable artificial heart. 1976: Baylor College of Medicine initiates its Medical Scientist Training Program, in which students simultaneously complete an M.D. at Baylor and a Ph.D. at Rice. 1978: Physicist Robert W. Wilson ’57 becomes the first alumnus to win a Nobel Prize. Wilson’s discovery of background radiation in the universe helped prove the Big Bang theory. 1979: Rice’s first interdisciplinary research center, the Rice Quantum Institute, is founded. 1985: Rice professors Robert Curl and Richard Smalley and University of Sussex professor Harold Kroto discover buckminsterfullerene, the third-known molecular form of carbon.

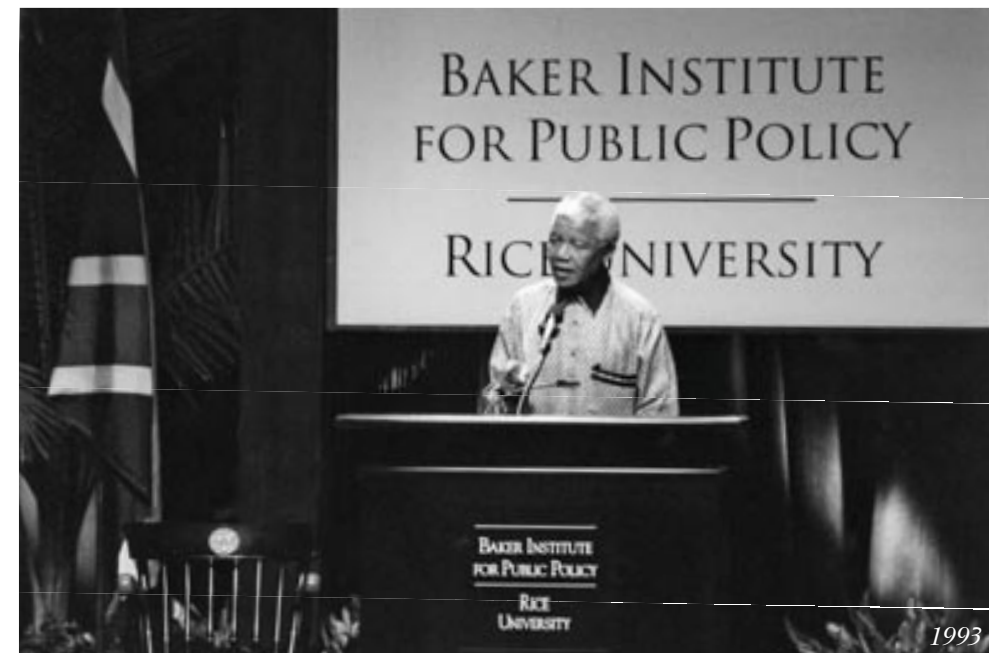


1997: Rice’s Department of Bioengineering is founded and becomes one of the top ten programs in the country within a decade. 2003: Rice joins the Texas Medical Center. Three years later, Rice begins construction on the Collaborative Research Center to deepen partnerships between Rice and the TMC. 2007: Rice’s Center for Biological and Environmental Nanotechnology develops Nanorust, a revolutionary, low-cost technology for cleaning arsenic from drinking water.

3 Learning and Leading Locally and Globally



1908: Lovett sets out on a round-the-world trip to gather international input on the defining characteristics of a great university and to seek the finest faculty members for the Rice Institute. 1935: Samuel R. Dunlap ’31 becomes the first of 11 Rice students to receive the prestigious Rhodes Scholarship to study at the Oxford University in England. 1962: J. Sears McGee ’64 receives Rice’s first study abroad award, the C.D. Broad Exchange Scholarship, to study in the United Kingdom. 1968: The Office of Continuing Studies holds its first class — a class on the low-temperature processing of petroleum products.



1982: The Center for Medical Ethics and Health Policy, created by Baylor College of Medicine and Rice, develops teaching and research programs to address the moral, legal and policy questions raised by health care. 1982: Rice launches its first Houston Area Survey, which is now the longest-running urban analysis in the United States. 1990: Rice hosts the annual Economic Summit of Industrialized Nations. 1993: The James A. Baker III Institute for Public Policy is established. It is now recognized as one of the top think-tanks in the U.S. 1995: Rice begins offering courses for new and experienced Advanced Placement teachers. 1999: The Rice Alliance for Technology and Entrepreneurship is launched to support the development of entrepreneurs and early-stage technology ventures in Houston. 2007: Rice’s Chao Center for Asian Studies is launched to examine Asia through a distinctive, transnational focus.



## A BRIEF HISTORY OF NO UPPER LIMIT

The story of Rice's first century is full of bold aspirations and extraordinary achievements. Consider, just for starters, how the discovery of an unimagined form of carbon —  $C_{60}$  — has in two short decades at Rice produced a revolutionary new kind of solar panel, a method of targeting and killing cancerous cells and a technology that removes arsenic from drinking water. Consider the Shepherd School's rapid ascension as one of the nation's premier music programs or the rise of the residential college system over 50 years to be the best of its kind in the United States. Wherever you look — and whenever — Rice is "in a transition from good to better." And it all can be traced to a single, modest beginning, where on a clear October morning in 1912, 77 students, 10 faculty members and a young president made public our vision for the world.

We invite you to explore some of the key historical moments that brought Lovett's original vision to life and to discover how that vision is exemplified in each of the Centennial Campaign's three objectives: transforming extraordinary students into extraordinary leaders; facing challenges and generating solutions; and learning and leading locally and globally.



**The Centennial Campaign**

Rice University – MS 81

P.O. Box 1892

Houston, Texas 77251-1892

t: 713.378.3350

f: 713.348.6149