

Envisioning the Future: A Framework for Strategic Planning

Presentation to the Faculty Senate

October 3, 2006

Presentation to the Board of Trustees

October 6, 2006

Slide 1: Science, Engineering, and Health Sciences as a Proportion of the Total University: FY 2005

	Total University	Science, Engineering, and Health Sciences	Percent
Budget (\$ in 000's)	\$1,858,772	\$1,686,834	91%
Tenured and Tenure-track Faculty	1253	977	78%
Tenured, Tenure-track and Clinical Faculty	1700	1424	84%
Students	8784	4322	49%

Slide 2: National Postsecondary Enrollment Predictions

	1990	1995	2000	2005	2010 (Projected)	2015 (Projected)	2020 (Projected)
In All degree-granting Postsecondary Institutions	13,818,600	14,261,800	15,312,300	17,429,000	18,746,000	19,874,000	--
In Public degree-granting Postsecondary Institutions	10,845,000	11,092,000	11,753,000	13,202,000	14,159,000	14,974,000	--
In Private degree-granting Postsecondary Institutions	2,973,600	3,169,800	3,559,300	4,227,000	4,587,000	4,900,000	--
US Population	248,709,873	--	282,125,000	--	308,936,000	--	335,805,000

Slide 3: Entering UR College Classes Fall 1990 to Fall 2006

Entering Year	1990	1995	2000	2001	2002	2003	2004	2005	2006
Graduating Year	Class of 1994	Class of 1999	Class of 2004	Class of 2005	Class of 2006	Class of 2007	Class of 2008	Class of 2009	Class of 2010
Number of Applicants	7,267	8,385	10,082	9,579	8,682	10,486	11,099	11,293	11,332
Number Offered	4,636	5,304	5,086	5,041	4,846	5,096	5,292	5,380	5,137
Percent Offered	63.8%	63.3%	50.4%	52.6%	55.8%	48.6%	47.7%	47.6%	45.3%
Entered	1064	1085	930	1008	934	976	971	997	1,102
Percent Entered	23.0%	20.5%	18.3%	20.0%	19.3%	19.2%	18.3%	18.5%	21.5%
Average Highschool GPA	3.22	3.18	3.52	3.54	3.55	3.55	3.55	3.56	3.59
Re-centered SAT Mean, Total	1125	1230	1315	1325	1312	1299	1311	1304	1312
Geographic Distribution									
Rochester Area	13%	13%	13%	15%	12%	15%	12%	13%	12%
Remainder of NY State	38%	44%	30%	36%	32%	35%	33%	34%	37%
Out of State	49%	43%	57%	50%	56%	50%	55%	53%	51%

Slide 4: Bachelor's Degrees Conferred by Degree-Granting Institutions
The 15 Largest Discipline Divisions: Selected Years, 1990-91 through 2003-04

Discipline division	1990-91	1996-97	2000-01	2003-04	Percent Change 1991-2004
Business	249,165	225,934	263,515	307,149	23.3%
Social sciences and history	125,107	124,891	128,036	150,357	20.2%
Education	110,807	105,116	105,458	106,278	-4.1%
Psychology	58,655	74,308	73,645	82,098	40.0%
Visual and performing arts	42,186	50,083	61,148	77,181	83.0%
Health professions and related clinical sciences	59,875	87,997	75,933	73,934	23.5%
Communication, journalism, and related programs	51,650	47,230	58,013	70,968	37.4%
Engineering	62,448	61,418	58,315	63,558	1.8%
Biological and biomedical sciences	39,377	63,679	59,865	61,509	56.2%
Computer and information sciences	25,159	25,422	44,142	59,488	136.4%
English language and literature/letters	51,064	48,641	50,569	53,984	5.7%
Liberal arts and sciences, general studies, and humanities	30,526	34,776	37,962	42,106	37.9%
Multi/interdisciplinary studies	17,879	26,887	27,189	29,162	63.1%
Security and protective services	16,806	25,165	25,211	28,175	67.6%
Agriculture and natural resources	13,124	22,597	23,370	22,835	74.0%

Slide 12: COFHE Peer Comparison: Freshman Aid Rate

COFHE Code	% Matriculants on Aid	Average Grant Amount	Tuition and Fees	Freshman Aid Rate
U4	62%	\$26,822	\$32,300	51%
I5	55%	\$28,209	\$31,450	49%
I4	52%	\$29,547	\$32,097	48%
U6	40%	\$21,157	\$21,120	40%
I7	45%	\$27,902	\$31,460	40%
I3	49%	\$26,004	\$31,965	40%
UNIVERSITY OF ROCHESTER	57%	\$21,807	\$31,297	40%
I2	50%	\$26,311	\$33,246	40%
U8	47%	\$24,791	\$32,290	36%
U2	48%	\$23,713	\$31,620	36%
U7	41%	\$26,886	\$31,200	35%
I1	43%	\$25,394	\$32,974	33%
U5	46%	\$21,798	\$31,789	32%
U1	42%	\$24,103	\$32,409	31%
I8	46%	\$21,357	\$31,467	31%
U3	42%	\$23,190	\$32,024	30%
I6	41%	\$23,853	\$32,364	30%
U10	35%	\$23,103	\$32,042	25%
Mean	47%	\$24,775	\$31,395	37%
Median	46%	\$24,447	\$31,995	36%

COFHE institutions must be masked, but our COFHE peers include Harvard, Princeton, Yale, University of Pennsylvania, Duke, Stanford, MIT, Columbia, Dartmouth, Washington University in St. Louis, Northwestern, Cornell, Johns Hopkins, Brown, University of Chicago, Rice University, and Georgetown.

Source: 2005-2006 COFHE Data

Slide 13: Tuition and Enrollment: COFHE Peers

COFHE Code	Net Tuition and fees (2004-2005)	2004 Total Enrollment	Per Capita Net Tuition and Fees (2004-2005)
I4	473,855,000	24,648	\$19,225
I6	552,933,000	23,305	\$23,726
I2	467,000,000	21,648	\$21,572
I8	382,543,086	19,518	\$19,600
U2	290,885,000	18,836	\$15,443
U7	264,983,000	18,626	\$14,227
U5	374,659,000	17,747	\$21,111
U8	245,714,813	13,870	\$17,716
U1	259,310,000	13,233	\$19,596
U3	318,421,000	13,210	\$24,105
U10	208,993,000	12,770	\$16,366
I7	172,856,000	11,441	\$15,108
U4	196,841,000	10,320	\$19,074
UNIVERSITY OF ROCHESTER	120,175,000	8,329	\$14,429
I1	171,742,000	8,004	\$21,457
I5	88,475,000	6,708	\$13,189
I3	120,865,503	5,704	\$21,190
U6	64,312,000	4,855	\$13,247

Slide 21: Additional Resources

- **Sponsored Program Support**
- **Government Directed Appropriations**
- **Debt Capacity**
- **Development**
- **Endowment Growth**
- **Tech Transfer and Commercialization**
- **Growth in Student Enrollment**

Slide 22: Sponsored Program Expenditures by Agency Type (\$ in 000's)

Agency Type	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Federal	\$ 193,086	\$ 204,955	\$ 226,737	\$ 257,756	\$ 275,332
Corporations	24,653	25,303	27,919	31,143	29,489
NY State & Local Govt.	12,172	13,279	14,750	13,332	11,799
Foundations & Voluntary Health Organizations	12,879	13,178	10,485	15,517	12,545
Other Sponsors *	17,303	20,547	25,829	23,325	26,082
Total	\$ 260,093	\$ 277,262	\$ 305,720	\$ 341,073	\$ 355,247

* Other sponsors include national laboratories and other non-profit institutions (including subcontracts from other colleges and universities). The majority of these funds result from federal funding to a primary sponsor for whom the University is a subrecipient.

Slide 23: Government Directed Appropriations

	Medical Center	Laboratory for Laser Energetics *	Other	Total
2000	\$ 4,000,000	\$ 32,232,000	\$ -	\$ 36,232,000
Federal	-	31,482,000	-	31,482,000
NY State	4,000,000	750,000	-	4,750,000
2001	\$ 595,000	\$ 33,909,000	\$ -	\$ 34,504,000
Federal	595,000	33,159,000	-	33,754,000
NY State	-	750,000	-	750,000
2002	\$ 30,600,000	\$ 35,573,000	\$ -	\$ 66,173,000
Federal	600,000	34,823,000	-	35,423,000
NY State	30,000,000	750,000	-	30,750,000
2003	\$ 250,000	\$ 50,150,000	\$ -	\$ 50,400,000
Federal	-	49,400,000	-	49,400,000
NY State	250,000	750,000	-	1,000,000
2004	\$ 1,000,000	\$ 63,882,000	\$ -	\$ 64,882,000
Federal	1,000,000	63,132,000	-	64,132,000
NY State	-	750,000	-	750,000
2005	\$ 3,740,000	\$ 74,219,000	\$ -	\$ 77,959,000
Federal	650,000	73,469,000	-	74,119,000
NY State	3,090,000	750,000	-	3,840,000
2006	\$ 4,500,000	\$ 72,958,000	\$ 3,250,000	\$ 80,708,000
Federal	3,500,000	72,208,000	3,250,000	78,958,000
NY State Pending	1,000,000	750,000	-	1,750,000

* Research is peer reviewed and included in the President's budget (e.g., not a congressional appropriation). Amounts are based on federal fiscal year (October 1 - September 30).

Slide 24: Consolidated Balance Sheets as of June 30
(\$ in 000's)

Assets	2003	2004	2005	Preliminary 2006
Cash and cash equivalents	\$ 93,267	\$ 124,086	\$ 175,019	\$ 199,805
Operating investments	61,120	88,746	147,086	147,793
Accounts receivable, net	206,869	229,561	222,778	237,184
Inventories, prepaid expenses and deferred charge	60,218	39,296	48,411	49,044
Contributions receivable, net	37,610	40,922	35,074	29,017
Notes receivable, net	21,034	21,297	20,066	18,583
Other assets	2,814	17,917	2,881	2,778
Investments held for long-term purposes	1,274,957	1,408,688	1,513,742	1,616,631
Property, plant and equipment, net	896,154	934,421	1,009,331	1,100,560
Interest in net assets of foundation	15,572	16,920	16,382	16,920
Investments in perpetual trusts held by others	43,158	50,622	52,451	54,533
Total assets	\$ 2,712,773	\$ 2,972,476	\$ 3,243,221	\$ 3,472,848
Liabilities and Net Assets				
Liabilities:				
Accounts payable and accrued expenses	\$ 149,584	\$ 173,534	\$ 203,550	\$ 195,501
Advance receipt of sponsored research revenues	26,835	31,141	34,644	31,132
Deferred revenue	38,205	40,520	45,897	49,680
Third-party settlements payable, net	49,374	59,360	76,730	75,860
Accrued pension, post-retirement, and post-employment obligations	98,786	116,816	135,423	140,356
Long-term debt	444,097	504,240	535,430	541,305
Asset Retirement Obligation	-	-	-	16,763
Refundable U.S. Government grants for student loans	16,776	15,848	15,660	15,719
Total liabilities	823,657	941,459	1,047,334	1,066,316
Net Assets:				
Unrestricted	1,485,275	1,587,176	1,726,153	1,920,888
Temporarily restricted	185,099	207,447	220,361	227,197
Permanently restricted	218,742	236,394	249,373	258,447
Total net assets	1,889,116	2,031,017	2,195,887	2,406,532
Total liabilities and net assets	\$ 2,712,773	\$ 2,972,476	\$ 3,243,221	\$ 3,472,848

Slide 25: In FY 2007, The major projects for the upcoming bond issue include:

<u>Project</u>	<u>Amount (\$ in millions)</u>
Cancer Center Building	\$45.0
Central Utilities Infrastructure Projects	\$28.0
SMD Renovation Projects— mainly renovations and addition at CVRI and deferred maintenance	\$26.0
Data Center Relocation and Renovations	\$23.5
College Renovation Projects including Residential Life Projects and Bridge Funding for the Biomedical Engineering/Optics Building	\$19.1
SMH Renovation Projects and Equipment	\$16.4
Advancement Center	\$10.2
University Health Service Building	<u>\$ 6.8</u>
TOTAL	\$175.0

Slide 27: Gift Revenue AAU Universities FY 2005

	Total Giving	Total Additions to Endowment	Additions to Endowment as Percent of Total Giving
UNIVERSITY OF ROCHESTER	\$66,265,201	\$11,697,777	18%
AAU Universities Mean	\$211,973,240	\$69,788,465	33%
AAU Universities Median	\$164,675,201	\$58,499,949	36%

Slide 28: 5 Year Annualized Return (in %)

<i>Annual Performance (%)</i>			
	Five Year to 6/30/2001	Five Year to 6/30/2003	Five Year to 6/30/2005
Q1	21.9 M.I.T.	13.9 Duke University	11.8 Yale University
	21.4 Duke University	13.6 Yale University	9.5 Harvard University
	21.0 Williams College	13.6 University of Virginia	9.1 Princeton University
	19.9 Yale University	13.3 Princeton University	7.9 Stanford University
	19.7 University of Notre Dame	11.3 Stanford University	7.7 Brown University
	19.0 Dartmouth College	11.3 Williams College	7.6 Columbia University
	18.7 Princeton University	10.2 M.I.T.	7.5 University of Virginia
	18.4 University of Virginia	10.1 Harvard University	7.1 University of Pennsylvania
Q2	17.3 Stanford University	9.9 Dartmouth College	6.5 University of Michigan
	16.9 Harvard University	9.2 University of Notre Dame	6.4 Duke University
	16.5 R.P.I.	9.2 University of Michigan	6.4 New York University
	16.4 University of Chicago	8.0 Vanderbilt University	6.0 UNIVERSITY OF ROCHESTER
	16.3 Vanderbilt University	7.7 University of Chicago	5.7 Northwestern University
	16.2 U.S.C.	7.4 Brown University	5.6 Boston College
	15.6 University of Michigan	6.3 R.P.I.	5.5 Case Western Reserve
	15.3 C.I.T	6.1 Columbia University	5.5 Colgate University
Q3	15.1 Rice University	5.9 Northwestern University	5.5 Rice University
	13.7 Brown University	5.8 UNIVERSITY OF ROCHESTER	5.3 Dartmouth College
	13.4 UNIVERSITY OF ROCHESTER	5.4 Colgate University	5.3 University of Texas System
	13.4 Northwestern University	5.2 Boston College	5.1 Vanderbilt University
	13.3 Colgate University	4.8 New York University	4.3 University of Notre Dame
	12.6 Columbia University	4.5 Rice University	4.1 University of Chicago
	12.3 Johns Hopkins University	3.9 University of Pennsylvania	4.0 M.I.T.
	11.7 Cornell University	3.7 Case Western Reserve	4.0 Syracuse University
Q4	11.5 University of Texas System	3.6 University of Texas System	3.6 Johns Hopkins University
	11.2 Washington University	3.4 C.I.T.	3.0 Carnegie Mellon University
	11.1 Boston College	3.3 Cornell University	3.0 Cornell University
	10.1 University of Pennsylvania	3.3 Johns Hopkins University	3.0 Williams College
	9.9 Case Western Reserve	2.8 Syracuse University	2.6 Washington University
	7.9 New York University	1.6 Washington University	2.0 C.I.T.
	7.2 Carnegie Mellon University	1.6 Carnegie Mellon University	0.8 R.P.I.
	5.1 Emory University	-4.9 Emory University	0.6 Emory University
	Mean	14.7	6.7
Median	15.2	6.0	5.5

Slide 29: Endowment Growth 2005

<u>Rank</u>	<u>% Change One Year</u>	<u>Institution</u>	<u>% Change Five Years</u>	<u>Institution</u>	<u>% Change Ten Years</u>	<u>Institution</u>
1	23.0%	Stanford University	85.1%	University of Virginia	389.2%	Duke University
2	19.4%	Yale University	51.0%	Yale University	295.2%	Stanford University
3	18.4%	University of Michigan	50.2%	New York University	290.7%	University of Virginia
4	17.9%	University of Notre Dame	43.6%	Duke University	284.6%	Yale University
5	16.6%	Cornell University	42.2%	University of Michigan	273.2%	University of Michigan
6	15.5%	Columbia University	41.1%	Stanford University	266.2%	University of Notre Dame
7	15.5%	Duke University	36.5%	University of Pennsylvania	261.5%	Harvard University
8	15.2%	University of Virginia	35.2%	Harvard University	223.0%	M.I.T.
9	15.0%	Harvard University	33.4%	Princeton University	216.2%	Williams College
10	14.9%	Northwestern University	30.2%	Brown University	200.8%	Dartmouth College
11	14.5%	Vanderbilt University	25.1%	Northwestern University	200.3%	University of Chicago
12	14.4%	M.I.T.	21.7%	Columbia University	200.2%	Syracuse University
13	14.3%	University of Chicago	21.6%	Boston College	193.3%	Northwestern University
14	12.9%	Princeton University	19.3%	Johns Hopkins University	188.6%	Princeton University
15	12.4%	C.I.T.	18.2%	University of Notre Dame	171.0%	Brown University
16	12.3%	University of Texas System	16.0%	University of Texas System	160.8%	University of Pennsylvania
17	11.9%	Brown University	15.8%	Colgate University	159.7%	Johns Hopkins University
18	10.6%	Dartmouth College	13.5%	Vanderbilt University	156.0%	Cornell University
19	10.4%	Boston College	9.9%	Cornell University	154.0%	Boston College
20	9.8%	Colgate University	9.0%	Dartmouth College	144.2%	Case Western Reserve
21	9.7%	Williams College	8.1%	University of Chicago	138.9%	Columbia University
22	9.5%	R.P.I.	7.1%	UNIVERSITY OF ROCHESTER	137.3%	Colgate University
23	9.3%	Rice University	7.1%	Rice University	136.0%	Rice University
24	8.9%	Carnegie Mellon University	3.7%	M.I.T.	130.2%	University of Texas System
25	8.7%	University of Pennsylvania	1.0%	Carnegie Mellon University	108.9%	New York University
26	8.6%	UNIVERSITY OF ROCHESTER	0.8%	Washington University	107.1%	Washington University
27	6.8%	New York University	-0.7%	Williams College	105.8%	C.I.T.
28	6.7%	Washington University	-0.8%	Syracuse University	100.3%	R.P.I.
29	6.2%	Syracuse University	-2.2%	Case Western Reserve	99.6%	UNIVERSITY OF ROCHESTER
30	5.9%	Johns Hopkins University	-7.7%	C.I.T.	96.1%	Emory University
31	5.2%	Case Western Reserve	-13.0%	Emory University	84.7%	Carnegie Mellon University
32	-3.5%	Emory University	-14.5%	R.P.I.	--	Vanderbilt University
Mean	11.8%		19.0%		183.0%	
Median	12.1%		15.9%		160.8%	

Slide 30: Technology Transfer Royalty Revenue

	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>
Medical Center	\$ 27,689,066	\$ 26,624,210	\$ 28,016,996	\$ 37,006,909	\$ 43,511,511
The College	<u>10,002,181</u>	<u>4,740,069</u>	<u>3,829,034</u>	<u>636,434</u>	<u>729,322</u>
Total	\$ 37,691,247	\$ 31,364,279	\$ 31,846,030	\$ 37,643,343	\$ 44,240,833

Slide 32: Enrollment Peer Sets

Institution Name	Total Fall Enrollment				Percent Change
	Fall 1990	Fall 1995	Fall 2000	Fall 2004	1990-2004
UNIVERSITY OF ROCHESTER	9,291	9,457	8,071	8,329	-10.4%
AAU Privates with Medical Centers	14,769	15,584	15,980	17,282	17.5%
ALL AAU Institutions	22,982	22,657	23,456	24,806	11.2%
ALL AAU Private Institutions	13,171	13,697	14,054	15,153	16.9%
COFHE Institutions	7,948	8,299	8,453	9,082	10.6%
US News & World Report Top 50	16,218	16,607	17,433	18,565	14.5%

Slide 34: Tenured and Tenure-track Faculty Peer Sets

Institution Name	Non-Medical Tenured & Tenure-track Faculty				Percent Change
	Fall 1989	Fall 1994	Fall 1999	Fall 2004	1989-2004
UNIVERSITY OF ROCHESTER	519	489	453	556	7.1%
AAU Privates with Medical Centers	675	744	781	1089	57.4%
ALL AAU Institutions	639	689	715	977	48.9%
ALL AAU Private Institutions	939	968	897	1280	37.8%
COFHE Institutions	461	485	480	681	47.4%
US News & World Report Top 50	696	820	857	1120	48.3%

Slide 36: COFHE Peers Undergraduate Enrollment 1990-2005

COFHE Code	1990	1995	2000	2005	Percent Change 1990-2005
I9	7835	8150	8381	13684	74.7%
U8	3440	3526	4008	4671	35.8%
I2	5676	6853	6623	7319	28.9%
U2	4902	4488	5278	5631	14.9%
U3	5906	6374	6418	6719	13.8%
U10	6656	5964	6695	7466	12.2%
I3	3773	3879	4057	4110	8.9%
U6	2868	2756	2692	3112	8.5%
I6	11428	11504	11686	12092	5.8%
I1	5922	5942	6029	6176	4.3%
U1	6325	6264	6325	6534	3.3%
I7	5288	5326	5351	5409	2.3%
I5	4687	4740	4663	4761	1.6%
U7	6602	6946	7886	6576	-0.4%
U5	9447	9765	9013	9084	-3.8%
I4	10389	10515	9884	9725	-6.4%
U4	4389	4495	4258	4066	-7.4%
UNIVERSITY OF ROCHESTER	5257	5380	4480	4696	-10.7%
Mean	5478	5554	5861	6540	16.5%

* COFHE Institutions must be masked, but our COFHE peers include Harvard, Princeton, Yale, University of Pennsylvania, Duke, Stanford, MIT, Columbia, Dartmouth, Washington University in St. Louis, Northwestern, Cornell, Johns Hopkins, Brown, University of Chicago, Rice University, and Georgetown.

Slide 37: COFHE Peers: Faculty Size in the Arts & Sciences

COFHE Codes	1991	1998	2001	2004	Percent Change 1991-2004
U3	321	379	384	415	29.3%
I3	284	322	327	346	21.8%
I5	485	529	548	574	18.4%
U6	249	277	271	293	17.7%
I1	417	472	443	475	13.9%
U7	536	584	605	604	12.7%
I2	525	530	515	551	5.0%
U1	436	438	453	455	4.4%
I7	535	497	534	553	3.4%
U5	385	381	381	395	2.6%
I4	610	562	569	575	-5.7%
I6	514	446	452	477	-7.2%
UNIVERSITY OF ROCHESTER	283	257	254	253	-10.6%
U4	428	421	408	379	-11.4%
Mean	429	435	439	453	6.7%

Note: COFHE data must be masked. The peer group includes Brown, Columbia, Dartmouth, Harvard, Princeton, University of Pennsylvania, Yale, Duke, Georgetown, MIT, Northwestern, Rice, and Stanford.

Slide 43: Strategic Planning Parameters

- A. Strengthening Existing Programs**
- B. Quality Growth Strategy**
- C. Interdisciplinarity**
- D. Strengthen Central Infrastructure in Specific Areas and Reaffirm our Commitment to Decentralization**
- E. Diversity and Inclusiveness**
- F. The University of Rochester as Part of the Greater Rochester Community**