

# State of the University





# Bradford Berk







# Eastman Theatre under Construction

State of the University (September 8, 2009)

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# Kodak Hall at Eastman Theatre

State of the University (September 8, 2009)

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# Opening Day: September 4, 1922

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# Eastman Theatre Chandelier

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# George Eastman and Thomas Edison

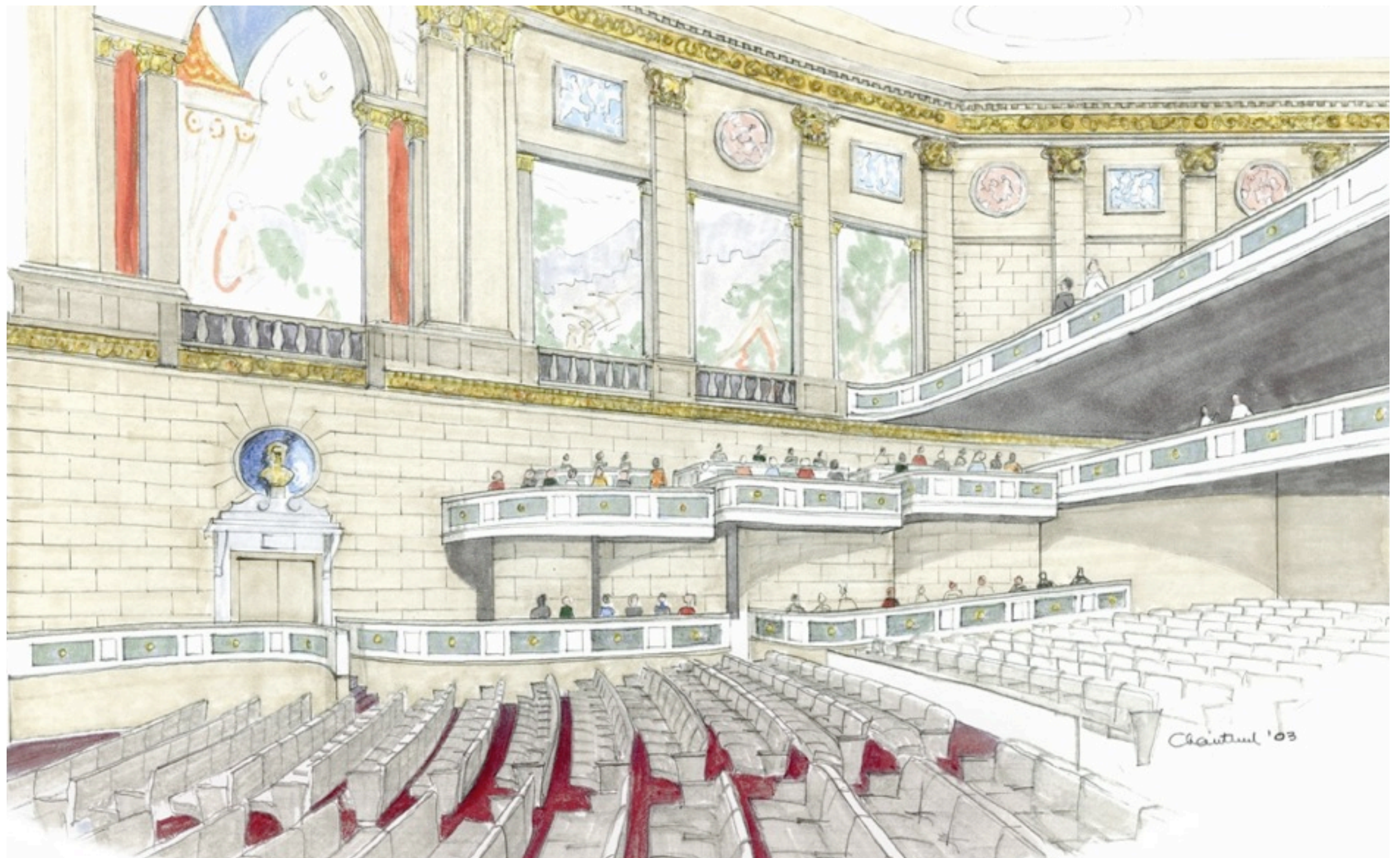
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# Artist's Rendering of Kodak Hall



# Renée Fleming







# Hatch Recital Hall

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# Ernest and Thelma Del Monte

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# Web Pilcher







# Ambulatory Surgery Center

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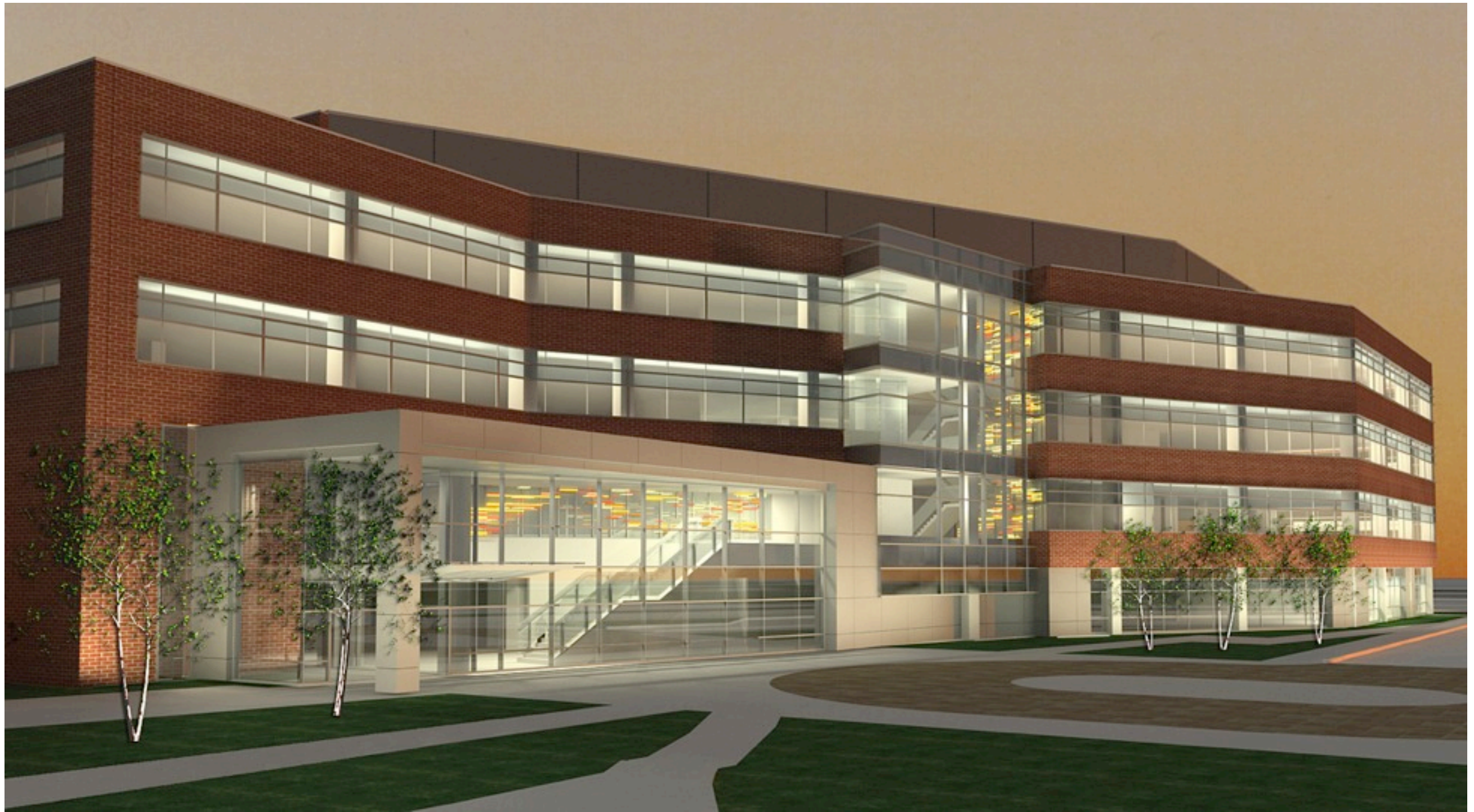




# Michael Maloney







# Clinical and Translational Science Building

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# Brooks Landing Business Center

State of the University (September 8, 2009)

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# Staybridge Suites

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Tuesday, September 8, 2009





# Riverview Apartments

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# College Application Data

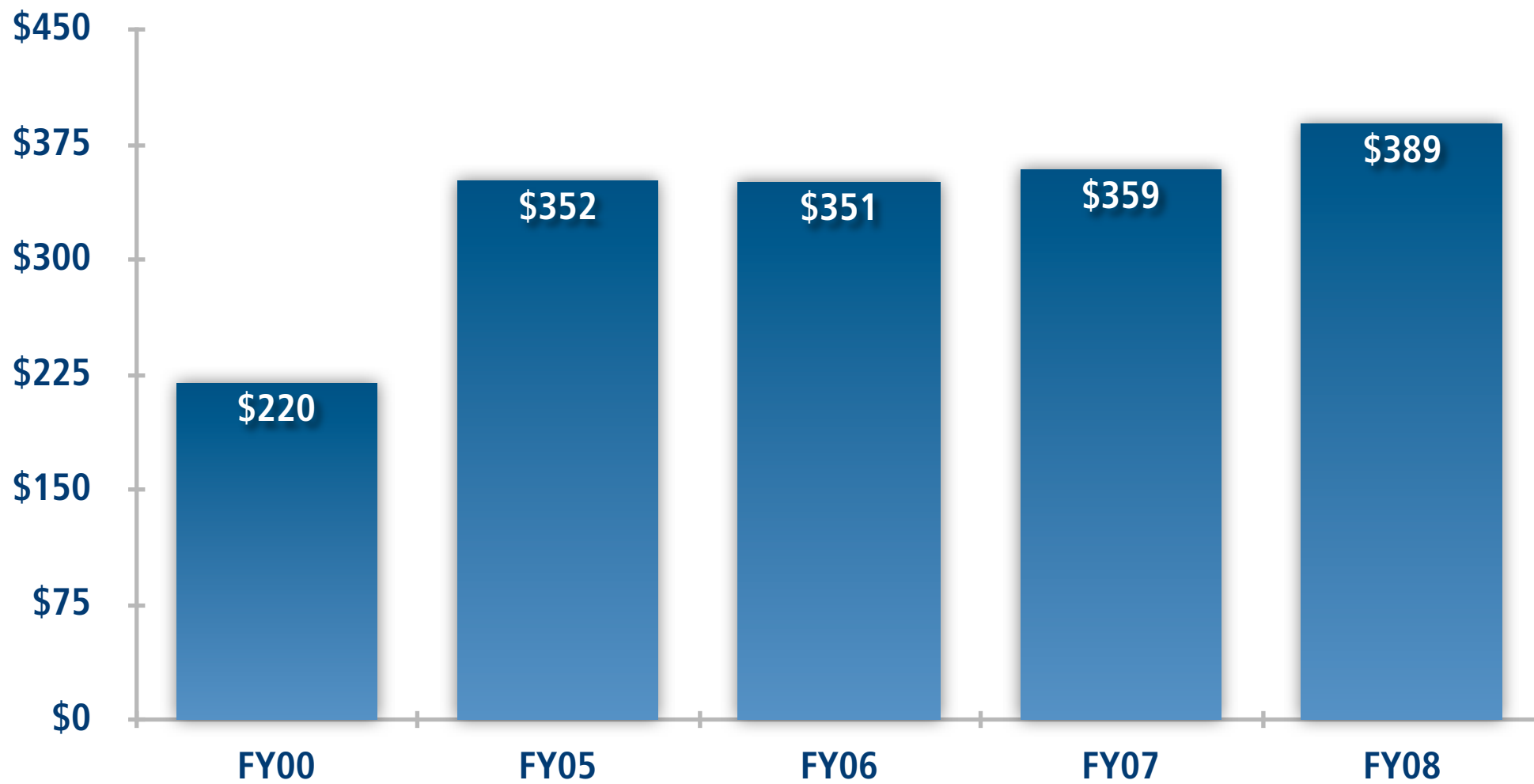
Entering Year:	2005	2006	2007	2008	2009 Estimated
<b>Number of Applicants</b>	<b>11,293</b>	<b>11,332</b>	<b>11,678</b>	<b>11,593</b>	<b>12,047</b>
<b>Percent Offered</b>	<b>47.6%</b>	<b>45.3%</b>	<b>40.4%</b>	<b>42.0%</b>	<b>39.1%</b>
<b>Entered</b>	<b>997</b>	<b>1,102</b>	<b>1,062</b>	<b>1,161</b>	<b>1,080</b>
<b>Yield Rate</b>	<b>18.5%</b>	<b>21.5%</b>	<b>22.2%</b>	<b>23.4%</b>	<b>22.3%</b>
<b>Average High School GPA</b>	<b>3.56</b>	<b>3.59</b>	<b>3.64</b>	<b>3.70</b>	<b>3.72</b>
<b>Two-Component SAT Scores</b>	<b>1,304</b>	<b>1,311</b>	<b>1,317</b>	<b>1,314</b>	<b>1,330</b>





# Sponsored Research Funding

(in Millions)





# ARRA Proposal Submissions

(as of 9/4/09)

Applications	Number Submitted	Dollars Requested
<b>Total Applications</b>	<b>457</b>	<b>\$243,739,808</b>
Submitted by Arts, Sciences and Engineering	44	\$32,330,446
Submitted by URMC	410	\$206,347,044
Submitted by Memorial Art Gallery	1	\$50,668
<b>Projects Funded to Date</b>	<b>85</b>	<b>\$18,421,161</b>





# Wilson Commons Dining Renovation







# Meliora Weekend: Steve Chu





# Presidential Symposium



**Richard Breeden**  
Former Securities and  
Exchange Commission  
Chair



**Jerry Corrigan**  
Former President,  
Federal Reserve  
Bank of New York



**Mary Schapiro**  
Securities and  
Exchange Commission  
Chair



**Hugo Sonnenschien**  
President Emeritus,  
University of Chicago



**Richard Thaler**  
Professor of  
Behavioral Science  
and Economics,  
University of  
Chicago



# Engineering Symposium



**Henry Petroski**  
Professor of Civil Engineering  
and History, Duke University



**Charles Vest**  
President Emeritus, MIT





# Hajim Wall on the Engineering Quad

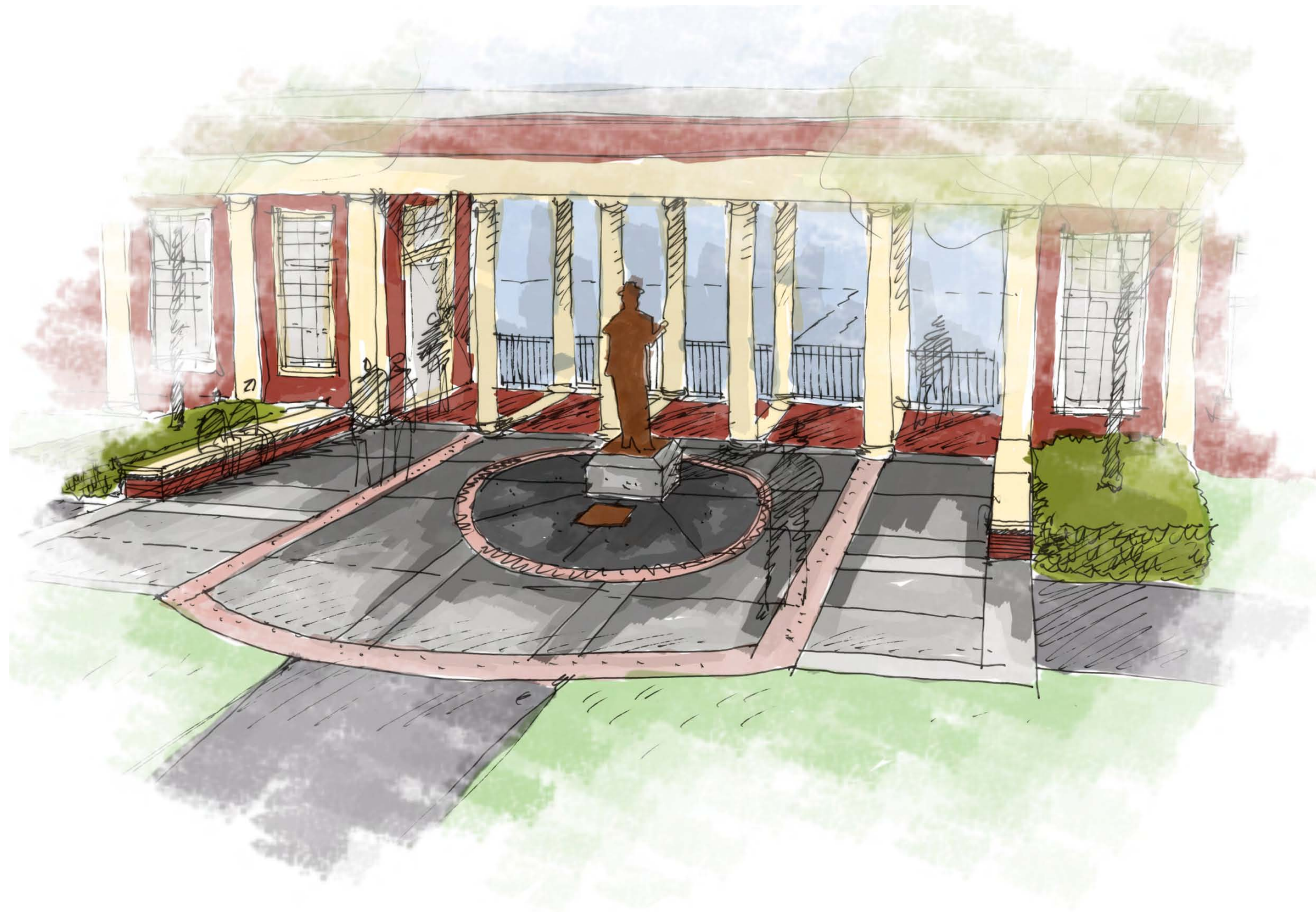
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# George Eastman Statue



**ELMWOOD AVE.**



**MT. HOPE AVE.**

# **New Construction on Mt. Hope**





# Senior Leadership



**Lissa McAnarney**



**Mark Taubman**



# Senior Leadership



**Lynne Davidson**



**Vivian Lewis**



# New Board Members



**John Bruning**



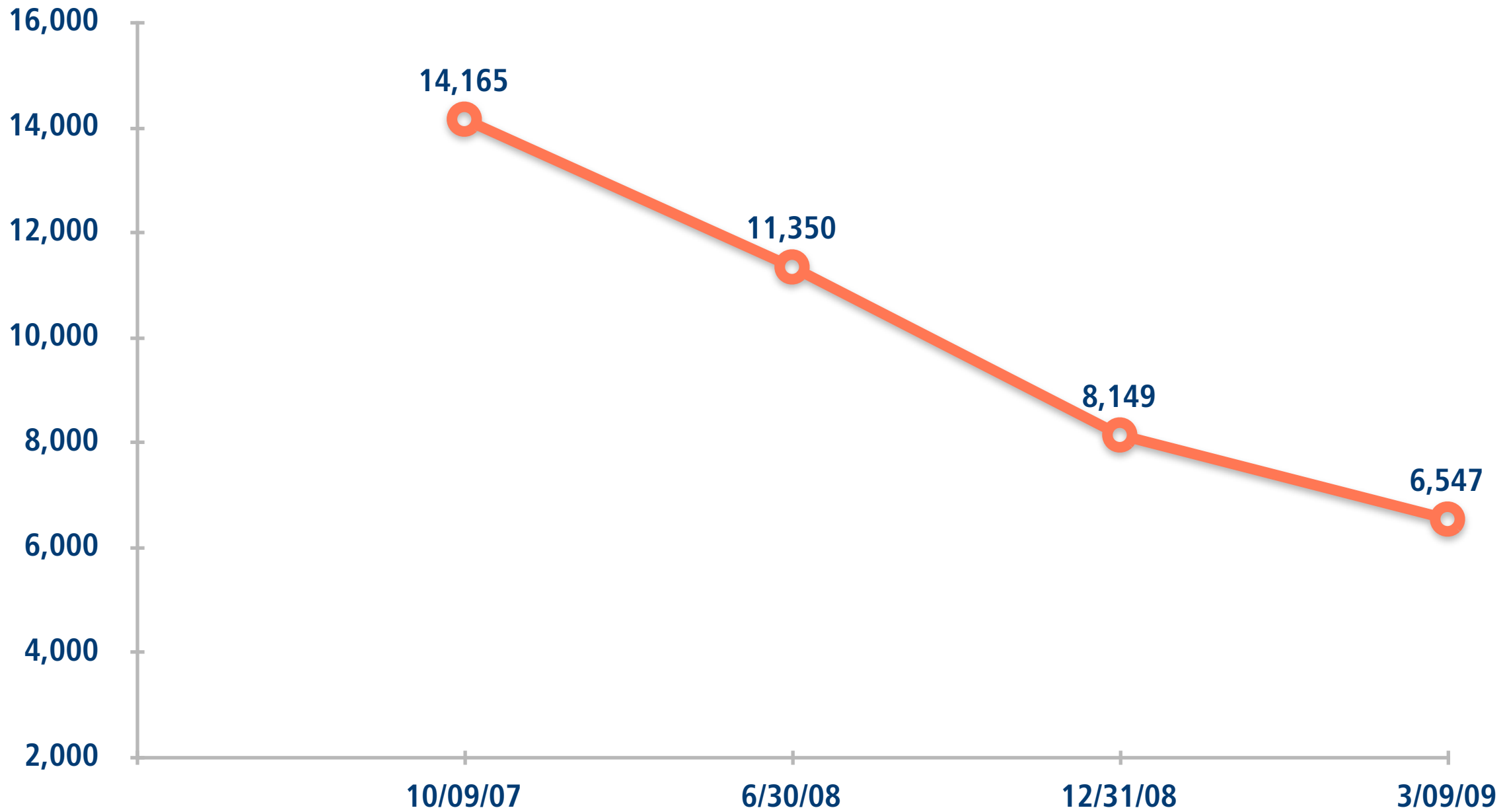
**Phil Pizzo**



**Danny Wegman**

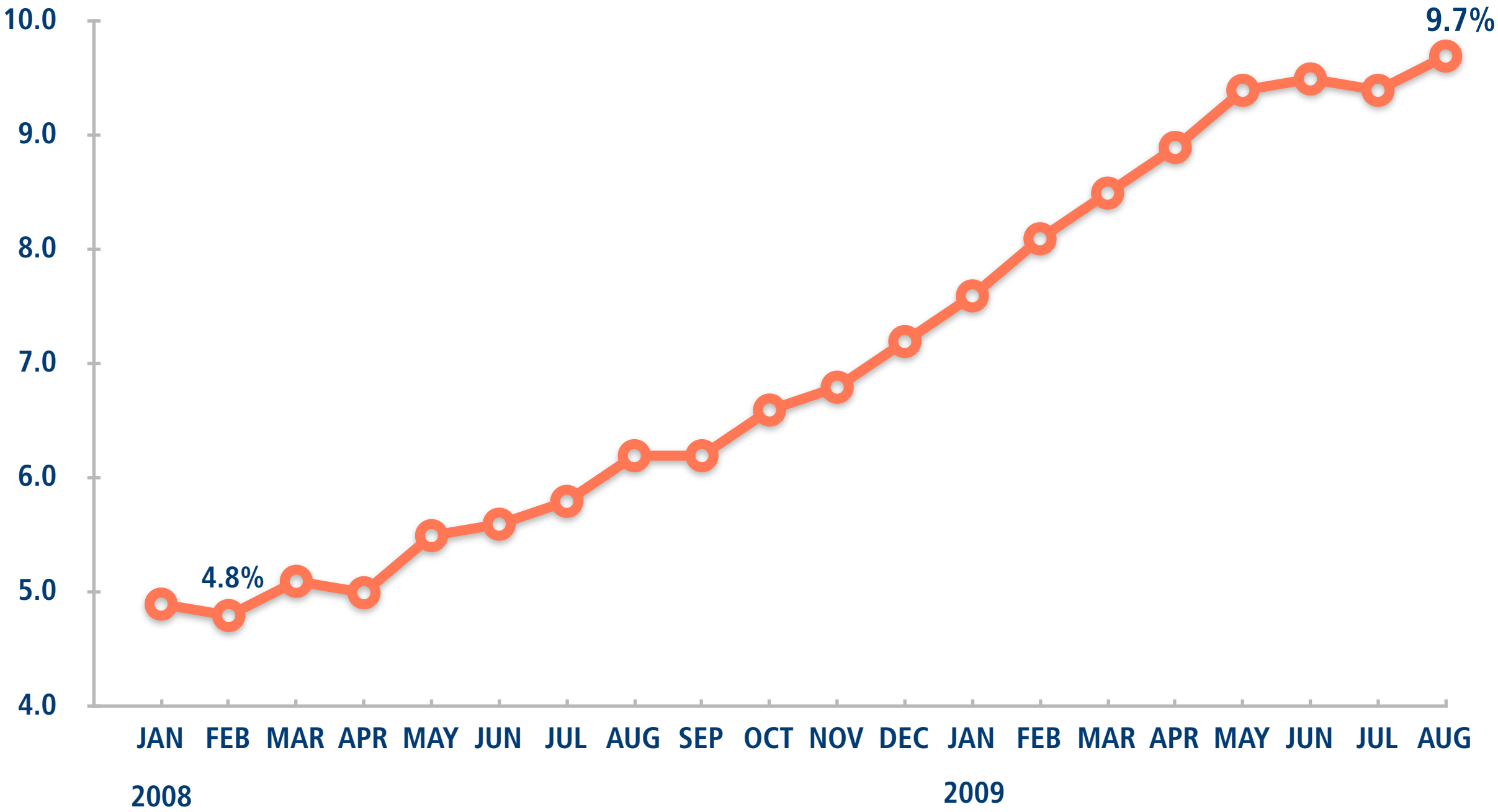


# Dow Jones Decline





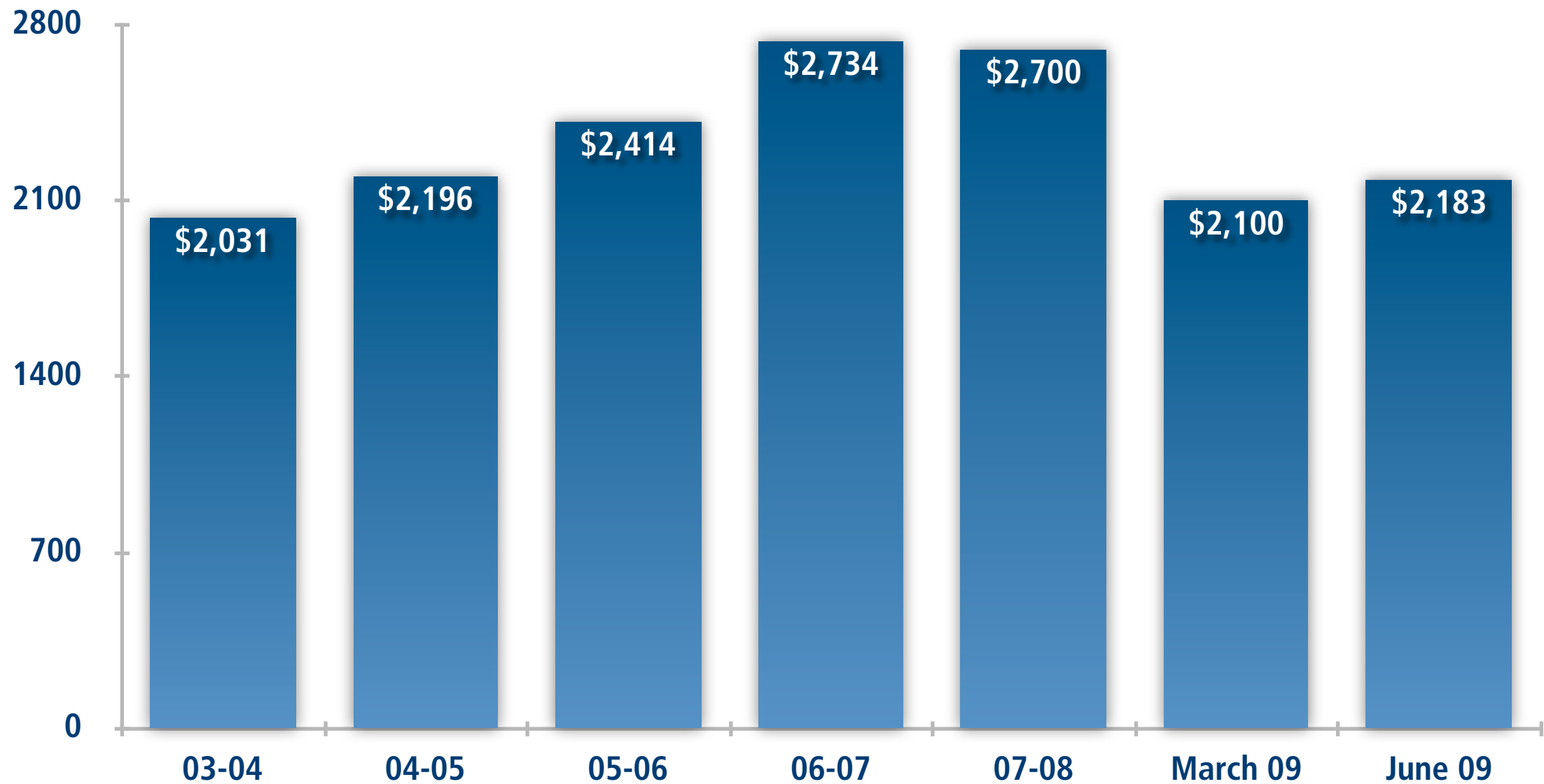
# Unemployment 2008–2009





# Total Net Assets

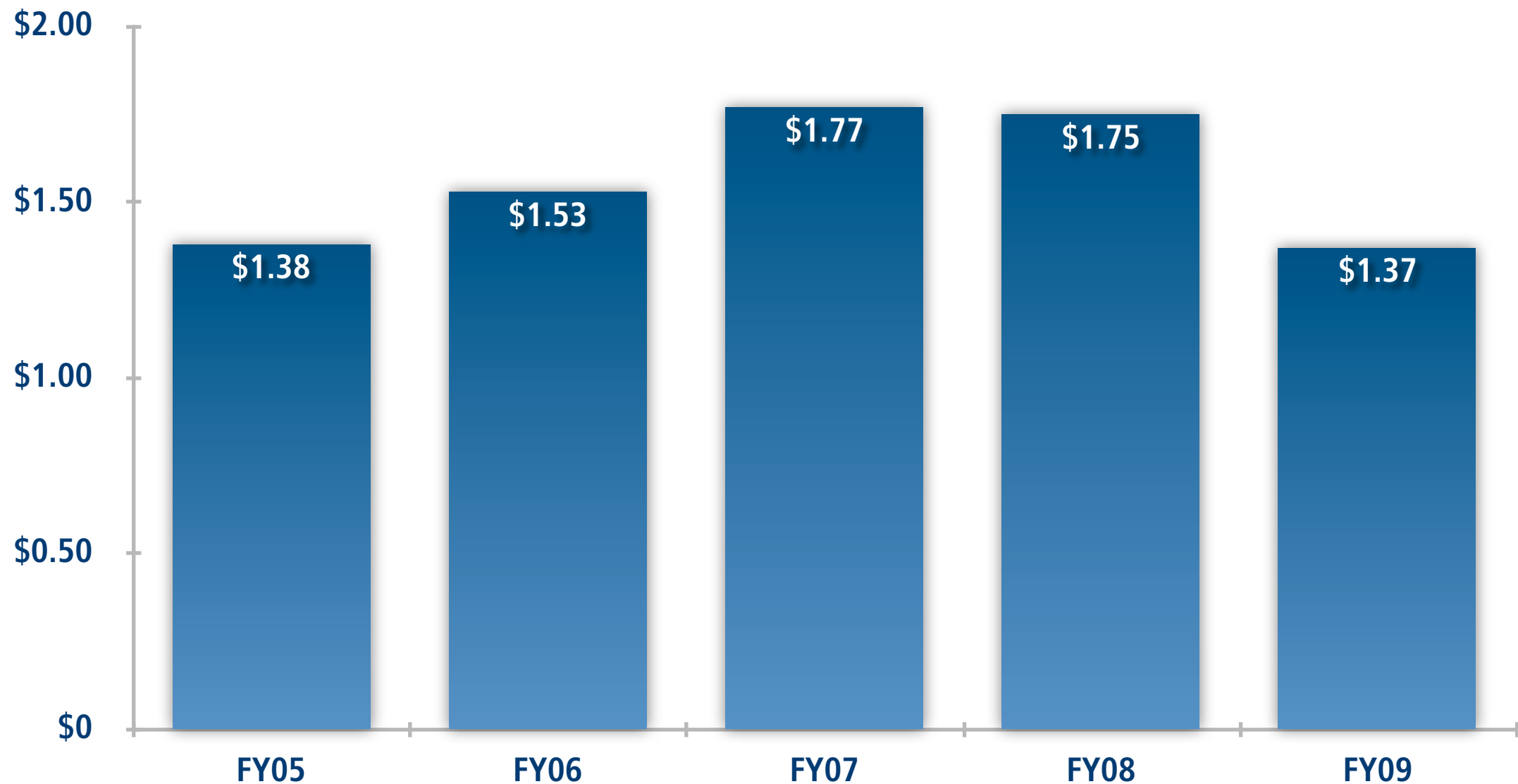
(in Billions)





# Endowment and Similar Funds

(in Billions)





# Protecting the Core

- **55 Individuals Laid Off**
- **Salary Program**
- **New Vendor Purchasing Strategy: \$7.1M of Annual Savings**
- **FY10 GA&I and O&M: Reduced by \$16M**
- **Medical Center Budget: Reduced by \$40M**



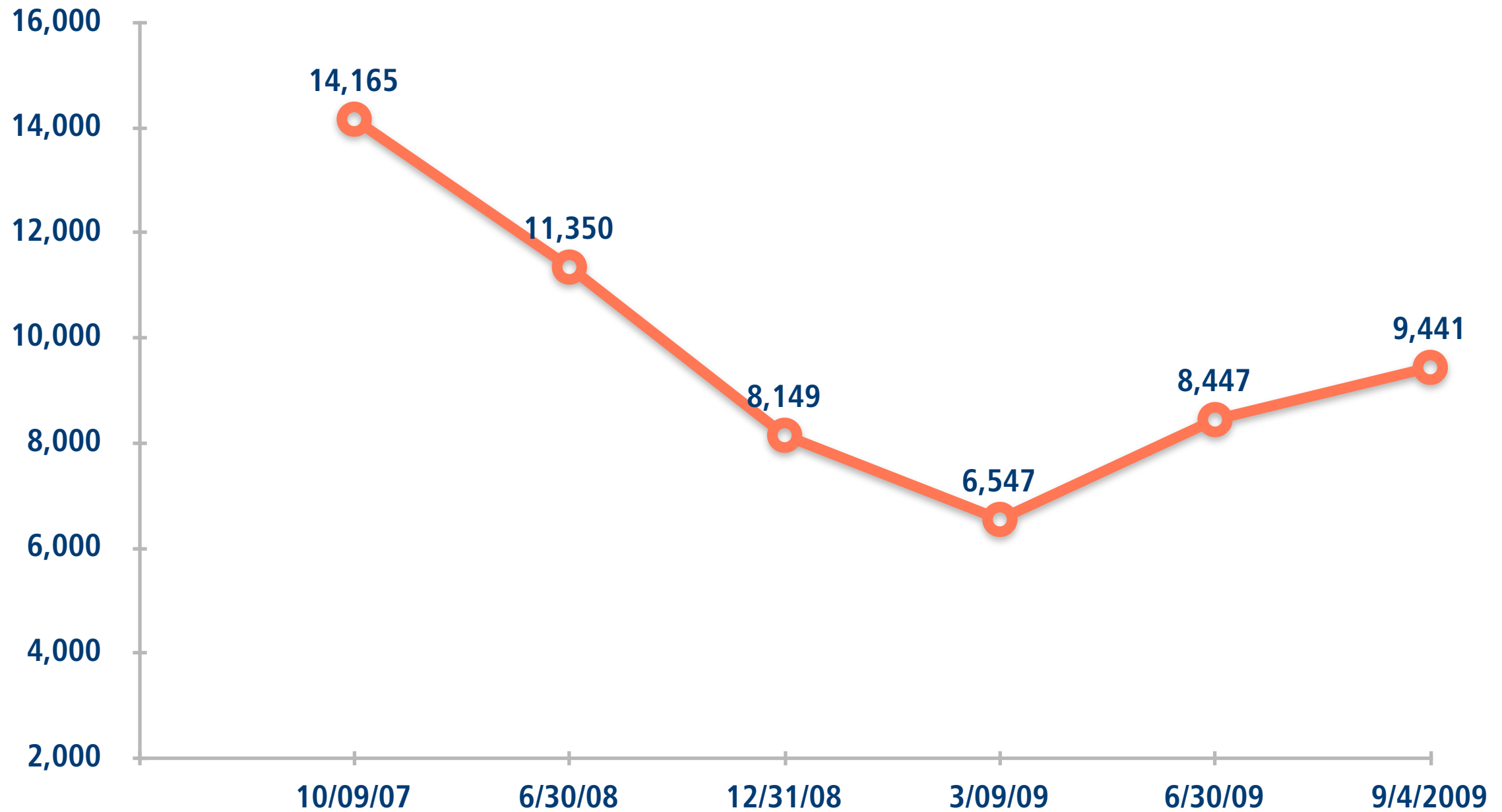
# FY10 Revenue by Academic Division

	Arts, Sciences and Engineering	Simon	Warner	Eastman	Medicine and Dentistry	Nursing
Net Tuition	61.9%	77.6%	89.8%	43.1%	9.4%	75.2%
Endowment	12.8%	15.9%	14.3%	50.9%	18.8%	8.0%
Gifts	4.0%	6.2%	3.4%	3.9%	6.5%	1.8%
Sponsored Research	16.6%	0.0%	1.8%	0.0%	34.5%	7.8%
Other Revenues and Transfers	4.7%	0.3%	-9.3%	2.2%	30.8%	7.2%





# Dow Jones Recovery





# Advancement

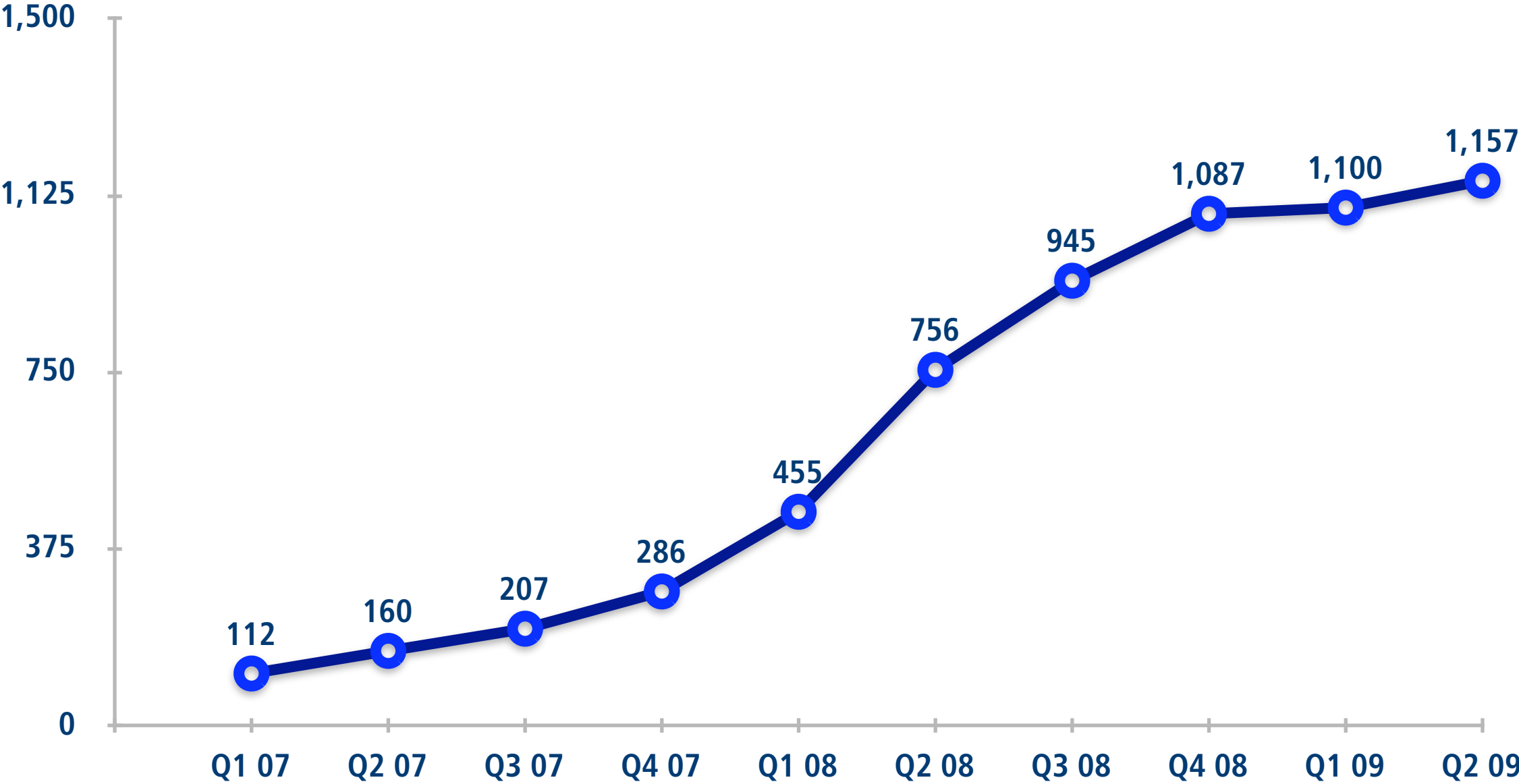
## (in Millions)

(in Millions)	FY06	FY07	FY08	FY09
Total Cash	\$69.9	\$84.7	\$108.9	\$68.4
Cumulative Total Cash Balance (Beginning 7/1/05)	\$69.9	\$154.6	\$263.7	\$332.0
Future Pledge Balance	\$8.9	\$27.0	\$62.0	\$122.9
Cumulative Total Cash and Future Pledges (Beginning 7/1/05)	\$78.8	\$181.8	\$325.7	\$455.0





# George Eastman Circle Membership





# Credit Rating Confirmed

## *Moody's Corporation*

STANDARD  
& POOR'S





# Implementation of Strategic Plans





# Medical Center

1996

- **Emphasis on basic research and RIBS concept**
  - Three initial Rochester Institutes for Biomedical Sciences
  - New research space (Kornberg Medical Research Building, Medical Research Building, renovated existing S-Wing space)
- **Halted the downward slide in NIH rank**
- **Modern research base was major outcome**
- **Grew the clinical base that serves as the economic engine**

2009

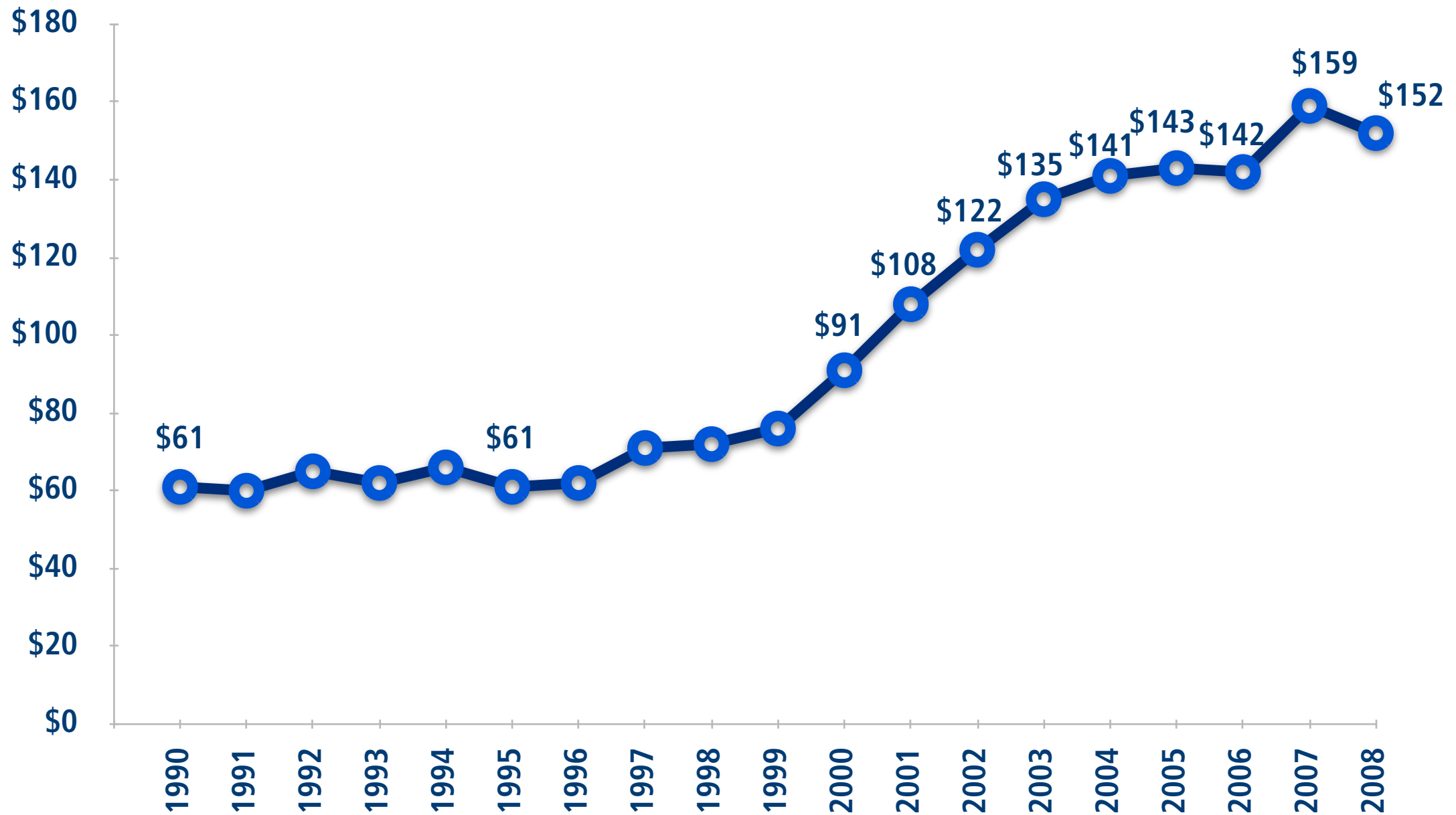
- **Emphasis on program growth in translational science and clinical care by building on basic research**
  - Integrated Disease Programs
  - Innovative Scientific Programs
- **New translational science space**
  - Clinical and Translational Science Building
  - James P. Wilmot Cancer Center
- **New clinical space**
  - Ambulatory Surgery Center
  - PRISM
- **Enhancement of patient safety and quality and growth in patient base will continue to stoke the economic engine**





# Recent SMD NIH Funding

(in Millions)





# Medical Center

**Ambulatory Surgery Center**



**Open to Patients August 2009**

**Clinical and Translational Science Building**



**Groundbreaking June 2009**

**Clinical Transformation Project**



**State Approval August 2009**



# PRISM





# School of Nursing

## (NIH Data - 2009)

Ranking	School	Total
1	University of California, San Francisco	\$8,972,922
2	University of Pennsylvania	\$7,721,221
3	University of Washington	\$7,091,639
4	University of Pittsburgh	\$6,262,872
5	Johns Hopkins University	\$5,242,938
6	University of Rochester	\$4,854,948
7	University of Illinois, Chicago	\$3,952,664
8	Indiana University/Purdue University at Indianapolis	\$3,892,871
9	University of Michigan	\$3,889,715
10	Columbia University	\$3,836,625



# Eastman Institute of Oral Health





# Cyril Meyerowitz



# College Strategic Plan

- **The World beyond the United States**
- **Signature Programs**
- **Science and Engineering Partnerships**
- **Pre-Professional Programs**
- **Professional Education**
- **Undergraduate Academic Life**





# Study Abroad



# College Pre-Professional Programs

- **Business-Related Programs**
  - **Financial Economics Major**
  - **Economics and Business Strategies Major**
  - **Business Minor**
- **Public Health Majors**
  - **Epidemiology**
  - **Bioethics**
  - **Health, Behavior & Society**
  - **Health Policy**



# College Professional Education

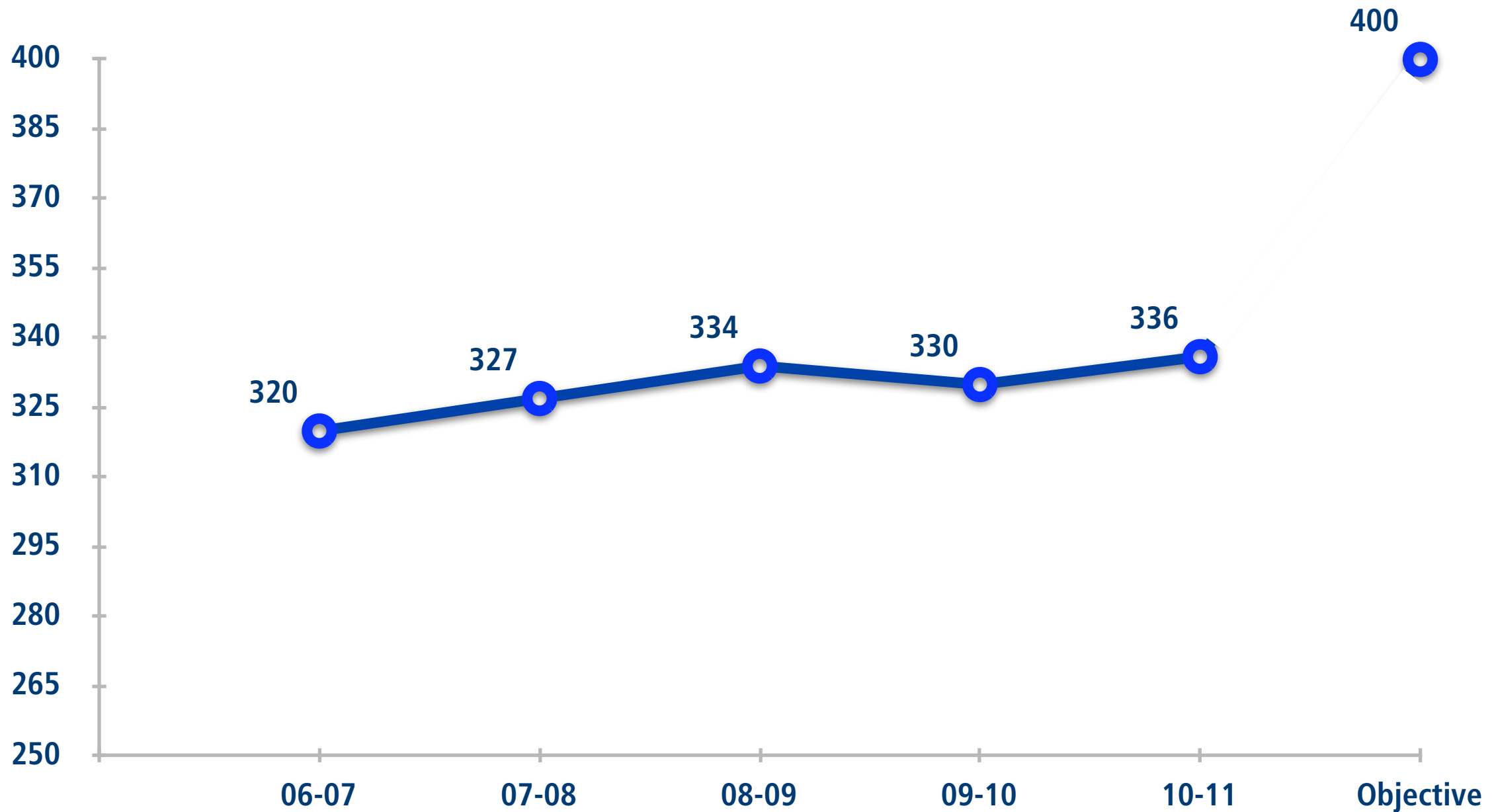
- **New Master's Programs**
  - **Literary Translation**
  - **Technical Entrepreneurship and Management**
  - **Alternative Energy**
  - **Sound and Music (ECE track)**
- **Post-Baccalaureate Pre-Med Program**

# College Undergraduate Academic Life

- **Expand Undergraduate Research**
  - **Research Scholars**
  - **Enlarged Research Opportunities**
- **Retention and Graduation Rate**
  - **Strengthened Academic Advising**
  - **Tightened Academic Policies**



# Faculty Hiring Levels



# Arts, Sciences and Engineering





# **Eastman School of Music Strategic Objectives**

- 1. Invest in Facilities, Faculty and Students**
- 2. Raise the Profile of the Eastman School**
- 3. Chart the Course of Music of the 21<sup>st</sup> Century**
- 4. Stabilize the Financial Model by Reducing Endowment Draw from 7.3% in FY09 to 6.7% in FY17**

# Raise the Profile of the Eastman School



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# Eastman School of Music Chinese Tour





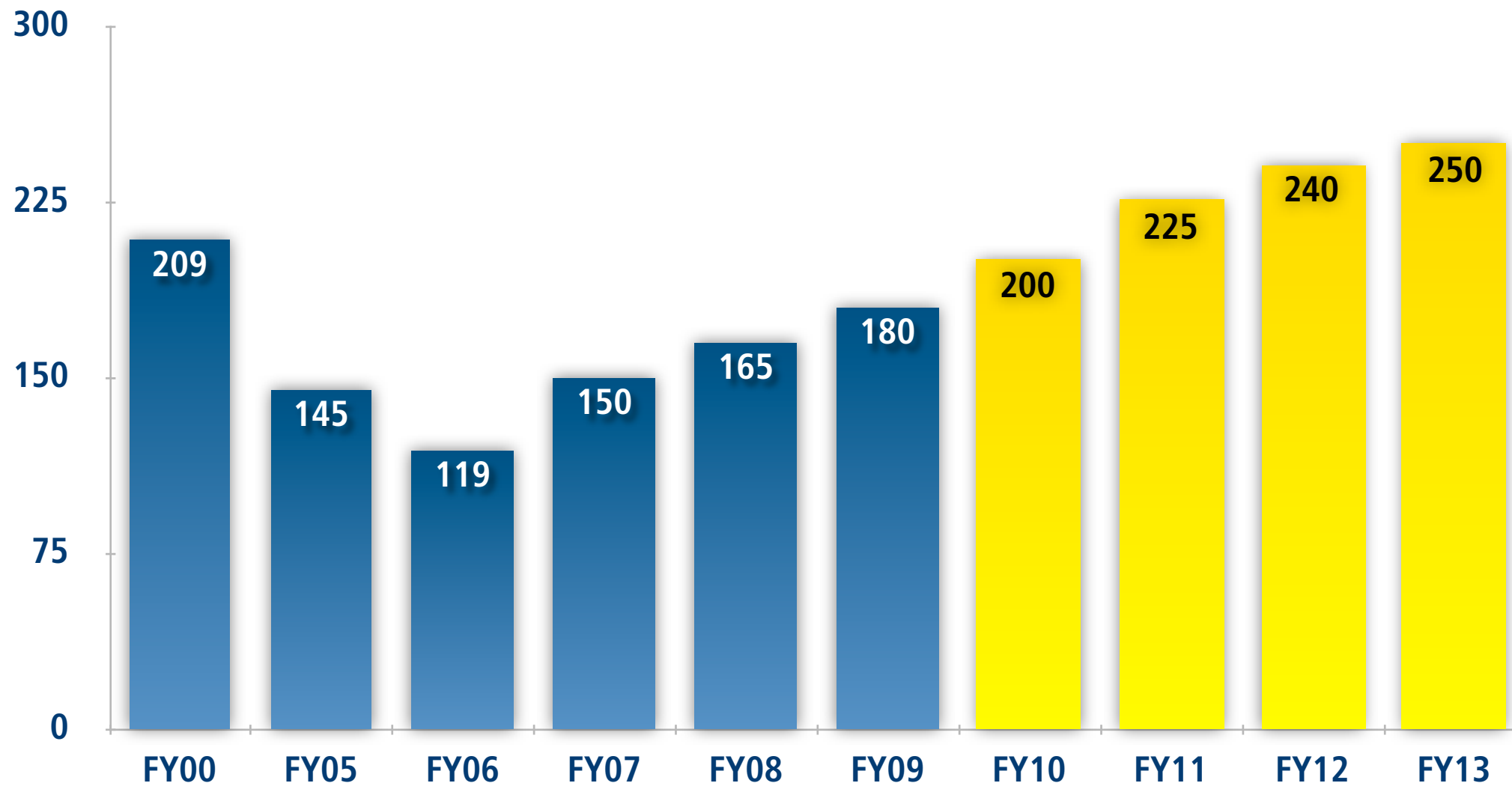
# Music Innovation at the Eastman School





# Simon School MBA Enrollment

(FY10-FY13: Projected)



# Simon Admissions Quality Indicators 2003-2010 (U.S. News)

	2003	2004	2005	2006	2007	2008	2009	2010
<b>Top 50 Avg. GMAT</b>	<b>668</b>	<b>671</b>	<b>669</b>	<b>668</b>	<b>673</b>	<b>676</b>	<b>680</b>	<b>N/A</b>
<b>Top 50 Avg. GPA</b>	<b>3.37</b>	<b>3.37</b>	<b>3.36</b>	<b>3.37</b>	<b>3.37</b>	<b>3.39</b>	<b>3.40</b>	<b>N/A</b>
<b>Simon GMAT</b>	<b>649</b>	<b>647</b>	<b>665</b>	<b>659</b>	<b>667</b>	<b>673</b>	<b>675</b>	<b>681</b>
<b>Simon GPA</b>	<b>3.20</b>	<b>3.20</b>	<b>3.40</b>	<b>3.45</b>	<b>3.46</b>	<b>3.52</b>	<b>3.50</b>	<b>3.52</b>
<b>Simon Overall Rank</b>	<b>37</b>	<b>36</b>	<b>23</b>	<b>26</b>	<b>36</b>	<b>25</b>	<b>29</b>	<b>N/A</b>





# Simon School New Hires



**Paul Ellickson**  
Assistant Professor of  
Economics and  
Marketing



**Jeanine Miklos-Thal**  
Assistant Professor of  
Economics and  
Management



**Boris Nikolov**  
Assistant Professor of  
Finance



**Toni Whited**  
Michael and Diane  
Jones Professor of  
Business Administration

# Toni Whited

**Michael and Diane Jones Professor of Business Administration**





# Warner School

Metrics	Base FY07	FY08	FY09 Plan	FY09 Actual	Target FY12
Graduates (Doctoral)	30	30	36	41	45
Graduates (MS+)	103	122	125	154	155
Credits	7,500	8,700	9,300	10,135	10,000
Financial Aid	24%	24%	25%	26%	25%
Applications	434	450	474	451	534



# Warner School

## Accelerated Ed.D.:

- **22 Graduates**
- **First Cohort**

## New Programs:

- **M.S. in Education Policy**
- **M.S. in Health Professions Education (Pilot)**

## Scholarships:

- **Noyce Scholarship Grant (\$750K)**
- **Initial Involvement of National Council**



# Warner School Expansion



# Diversity and Inclusiveness

	2001	2007	2008
<b>Faculty (Voting Faculty as Defined by Faculty Senate)</b>			
Women	24.7%	29.5%	31.0%
Underrepresented Minorities	2.4%	2.8%	3.2%
<b>Staff (Grades 50+)</b>			
Women	69.1%	68.6%	68.7%
Underrepresented Minorities	5.0%	6.1%	6.4%
<b>Students (Full-Time)</b>			
Women	43.5%	47.7%	48.3%
Underrepresented Minorities	7.8%	7.4%	7.1%
White (Non-Hispanic)	56.2%	53.8%	51.8%
Asian/Pacific Islander	10.2%	8.9%	8.9%
International	15.1%	16.8%	17.7%
Unknown	10.7%	13.0%	14.5%





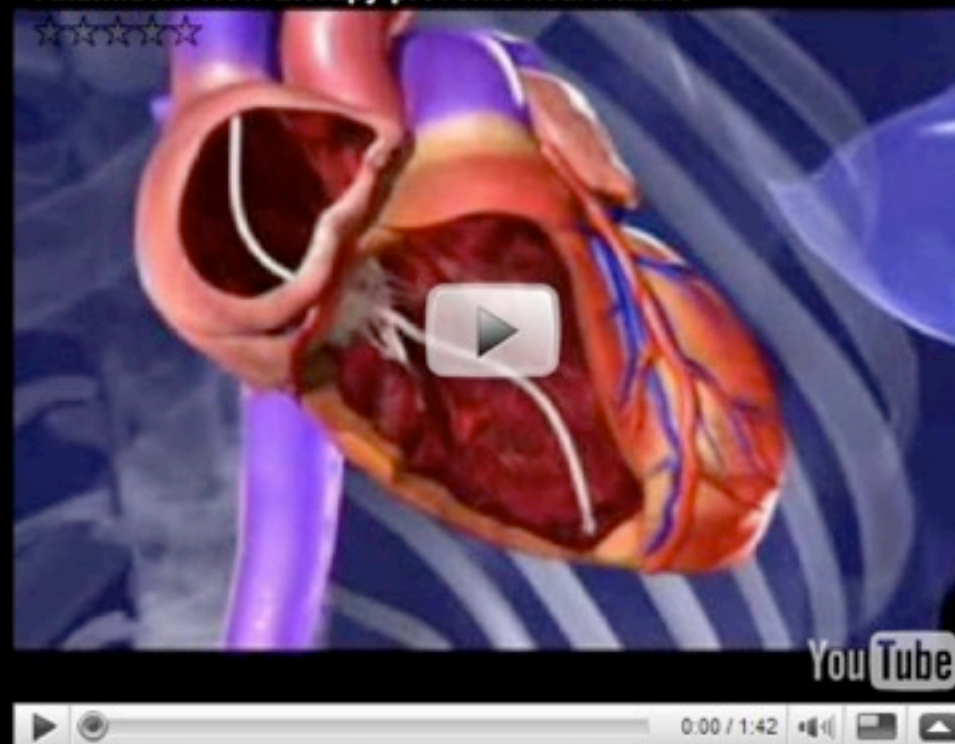
## Paired therapy prevents heart failure

[TOP STORIES](#) | [SEPTEMBER 2ND, 2009](#) | [COMMENTS](#)

**ROCHESTER**—Results from the largest clinical trial of its kind could change the way doctors treat cardiac patients. Heart failure risk drops by more than 40 percent when doctors couple an implanted cardiac defibrillator (ICD) with an additional implant that resynchronizes the heartbeat.

[Read more](#)

Animation: New therapy prevents heart failure



1

2

3

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[Comments](#)

[SCIENCE & DESIGN](#) - Sep 2, 2009 - 0  
[Comments](#)

SEARCH FUTURITY

GO

Latest

Comments

Tags

**Friends don't let friends supersize**

Thursday, September 3, 2009 11:25

**Honey, who shrunk the laser light?**

Wednesday, September 2, 2009 14:59

**Black patients seen, not heard**

Wednesday, September 2, 2009 13:24

**'Smart' pipes call for help**

Wednesday, September 2, 2009 12:05

**Paired therapy prevents**



# Susan Gibbons





# A University of the Highest Order



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# URMC

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# School of Nursing







# Eastman School of Music

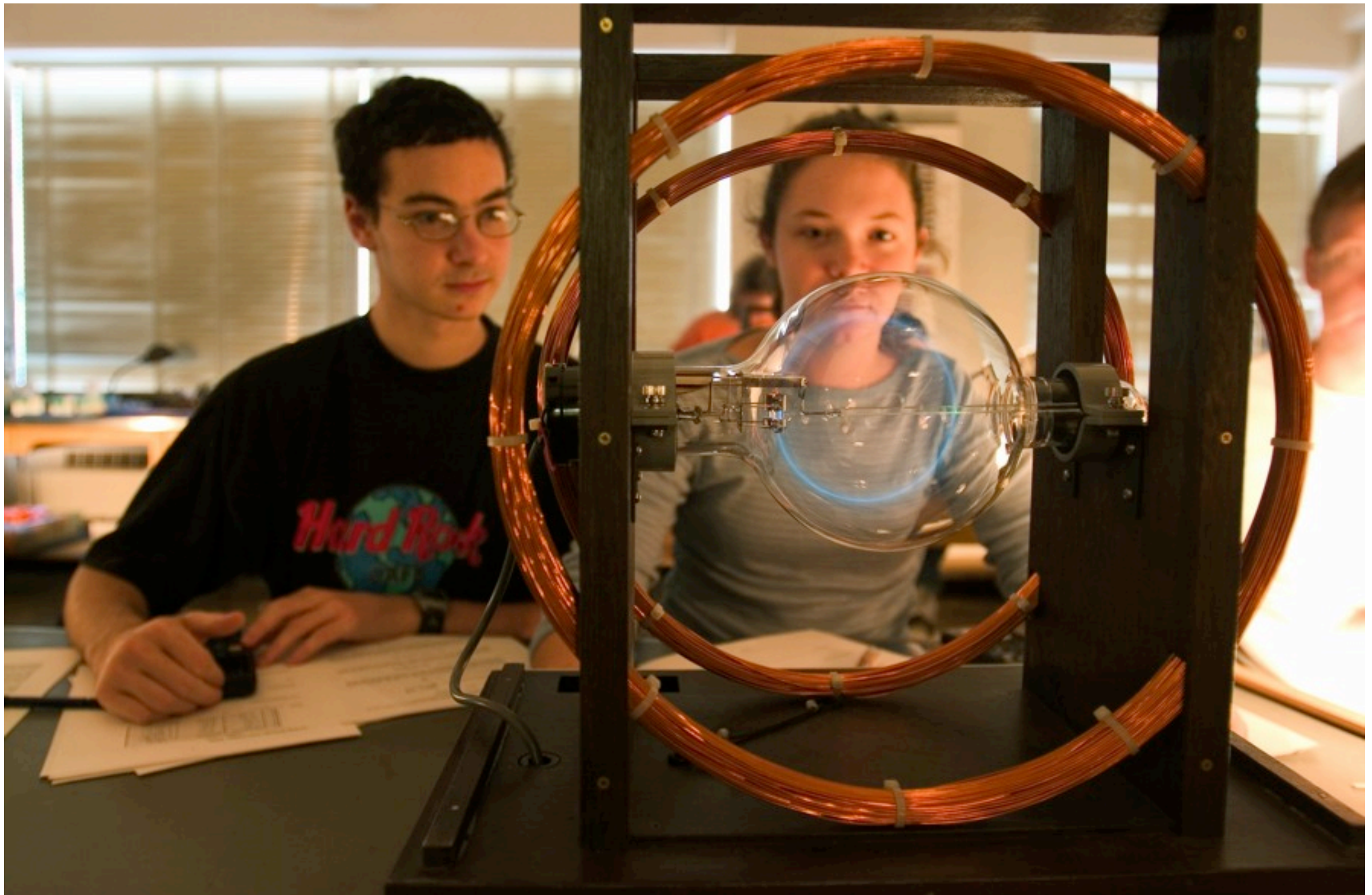
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# The College of Arts, Sciences and Engineering

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# Simon School of Business

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# Warner School of Education



# Major Facilities Projects

Project	Cost	Completion
	(\$ in Millions)	(Fiscal Year)
<b>Completed</b>		
Laboratory for Laser Energetics Addition	21	2005
Helen Wood Hall Addition	8	2006
Cogeneration Project	48	2006
Robert B. Goergen Hall for Biomedical Engineering and Optics	32	2007
Alumni and Advancement Center	10	2007
Cardiovascular Research Institute (CVRI)	15	2007
James P. Wilmot Cancer Center	64	2008
Mid-Campus Chiller Plant	20	2008
University Data Center	19	2009
Ambulatory Surgery Center (ASC)	Lease	2009
<b>In Progress</b>		
Renovation of Eastman Theatre/Eastman School of Music Enhancements	46	2010
Clinical Translational Science Building (CTSB)	76	2011
<b>Planned</b>		
Warner School Building		2011
Anderson and Wilder Towers Renovations		2012-2013
Pediatric Replacement and Imaging Sciences Modernization (PRISM)		2013





