

The Path Ahead:

President's Address to the Faculty Senate



UNIVERSITY *of* ROCHESTER

Tuesday, April 10, 2012

Renée Fleming



Ron Carter



Jeff Beal



George Walker



GEORGE WALKER
Piano
ARTIST'S DIPLOMA



Award Winning Eastman Theatre



THE YELLOW JACKETS ON the sing-off





REMEMBER OUR NAME





Ernest & Thelma Del Monte Distinguished Professor of Neuromedicine



Golisano Children's Hospital



NEW YORK Finger Lakes
OPEN FOR Regional
BUSINESS Economic
Development
Council

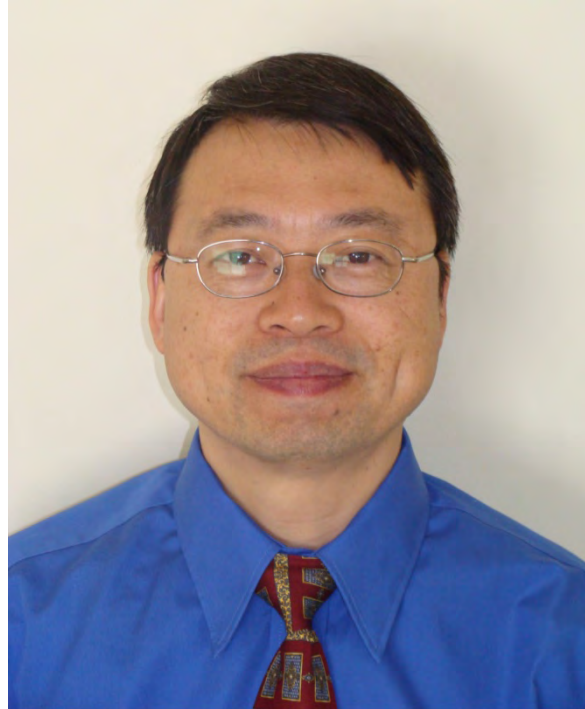


Accelerating Our Transformation

Health Sciences Center for Computational Innovation

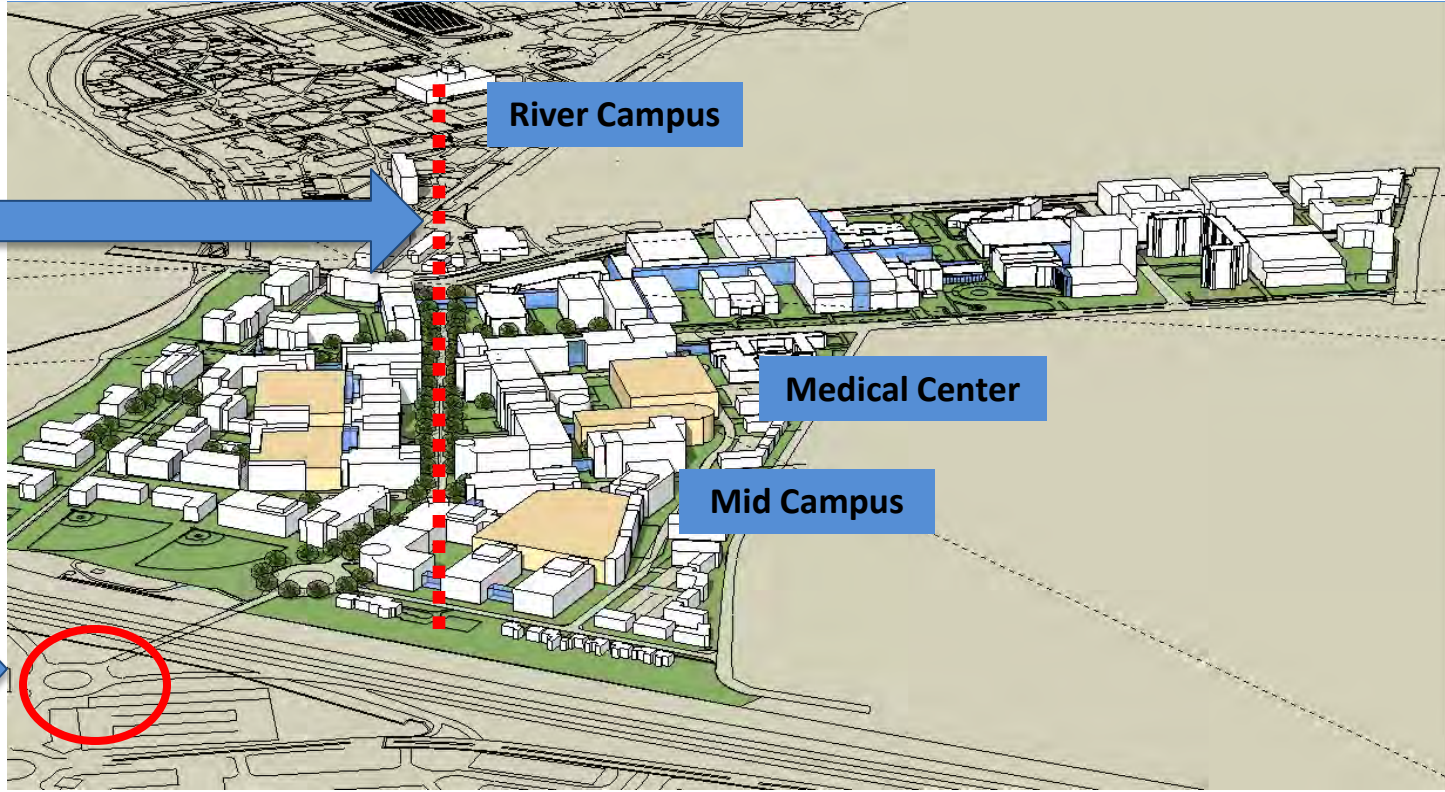


Hulin Wu



I-390/Kendrick Road Interchange

New Kendrick
Aligned with Rush
Rhees Tower



New I-390
Interchange

College Town



Brooks Landing Expansion



Ralph Kuncel



Brad Berk



College Admissions Data

Admission Year:	2005	2009	2011	2012
Applicants	11,293	12,111	13,678	14,824
Final Admission Offers	5,380	4,637	4,942	
Enrolled	997	1,080	1,152	
High School GPA	3.56	3.72	3.81	
Two-score SAT	1304	1330	1346	



Simon Rankings - *The Financial Times*

Top 10 - Finance

1. New York University: Stern
2. Columbia Business School
3. University of Rochester: Simon
4. University of Pennsylvania: Wharton
5. University of Chicago: Booth
6. London Business School
7. University of Iowa: Tippie
8. University of Toronto: Rotman
9. Carnegie Mellon: Tepper
10. Rice University: Jones

Top 10 - Economics

1. University of Chicago: Booth
2. Cranfield School of Management
3. MIT: Sloan
4. University of Rochester: Simon
5. Universität St. Gallen
6. Warwick Business School
7. Carnegie Mellon University: Tepper
8. Yale School of Management
9. University of Cape Town GSB
10. Incae Business School

Top 10 - Accountancy

1. Brigham Young University: Marriott
2. University of Texas at Austin: McCombs
3. Boston College: Carroll
4. Texas A & M University: Mays
5. University of Pennsylvania: Wharton
6. University of Chicago: Booth
7. University of Rochester: Simon
8. Indiana University: Kelley
9. Rice University: Jones
10. Cornell University: Johnson



Hajim School of Engineering



Research & Expenditures

**Faculty Ranked 4th
at \$930,775**

Total Research Expenditures

**Ranked 28th
at \$82.8M**



Dennis O'Brien



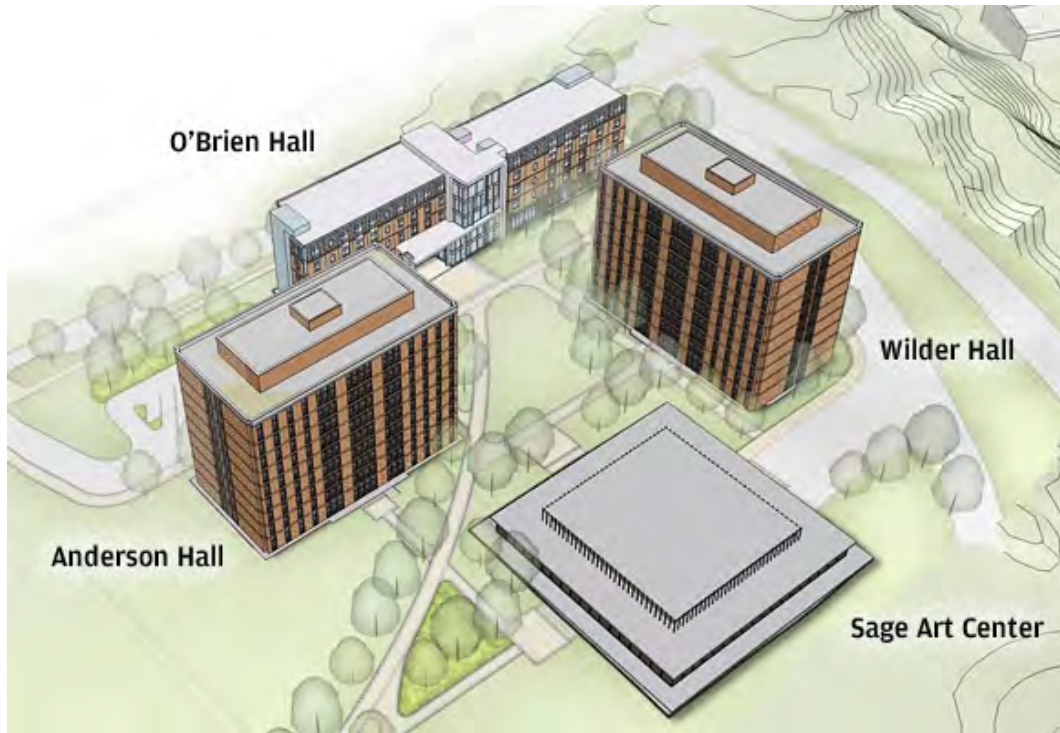
Thomas Jackson



O'Brien Hall



Jackson Court



Centennial Sculpture Park



Ralph R. and Fay Wadsworth Whitney Endowed Gift Fund



Federally Funded Grant Projects at Warner



Rochester Fringe Festival





Christopher Lamb

Best Classical Instrumental Solo



Robert Ludwig

Best Surround Sound Album

2011 Ernest Orlando Lawrence Award



Riccardo Betti



National Academy of Engineering



James R. Fienup



American Association for the Advancement of Science



Richard E. Waugh



James M. Farrar

2011 Elizabeth Hurlock Beckman Award



Susan H. McDaniel



2012 Athena Award Recipient



Judith Baumhauer



Zvi Zeitlin



Outstanding Achievement Award in Adolescent Medicine



Richard E. Kreipe

2012 Dr. David Satcher Community Health Improvement Award



Ann M. Dozier



Sheree L. Toth

President of the American Academy of Hospice & Palliative Care



Timothy E. Quill



Matthew Grills



Benjamin A. Gilman International Scholars



Berlin, Germany



Jodie Luther



John DiBartolomeo



Men's Squash Honors



Benjamin Fischer



Andres Duany

UR Muggles Master Quidditch



Presidential Symposium

Energy in the 21st Century



Kristina Johnson



Carmichael Roberts



Eric Toone

Third Annual Diversity Conference




Claude Steele

Expansion of eRecord System




3rd Annual Simon School Conference

2012 Simon New York City Conference



Conference | May 3, 2012 | 8:30 a.m.–5:00 p.m. | Grand Hyatt | New York City

**Economic Action and the
Management of Risk:**
Critical Decisions Hanging in the Balance



SIMON
GRADUATE SCHOOL OF BUSINESS
UNIVERSITY OF ROCHESTER

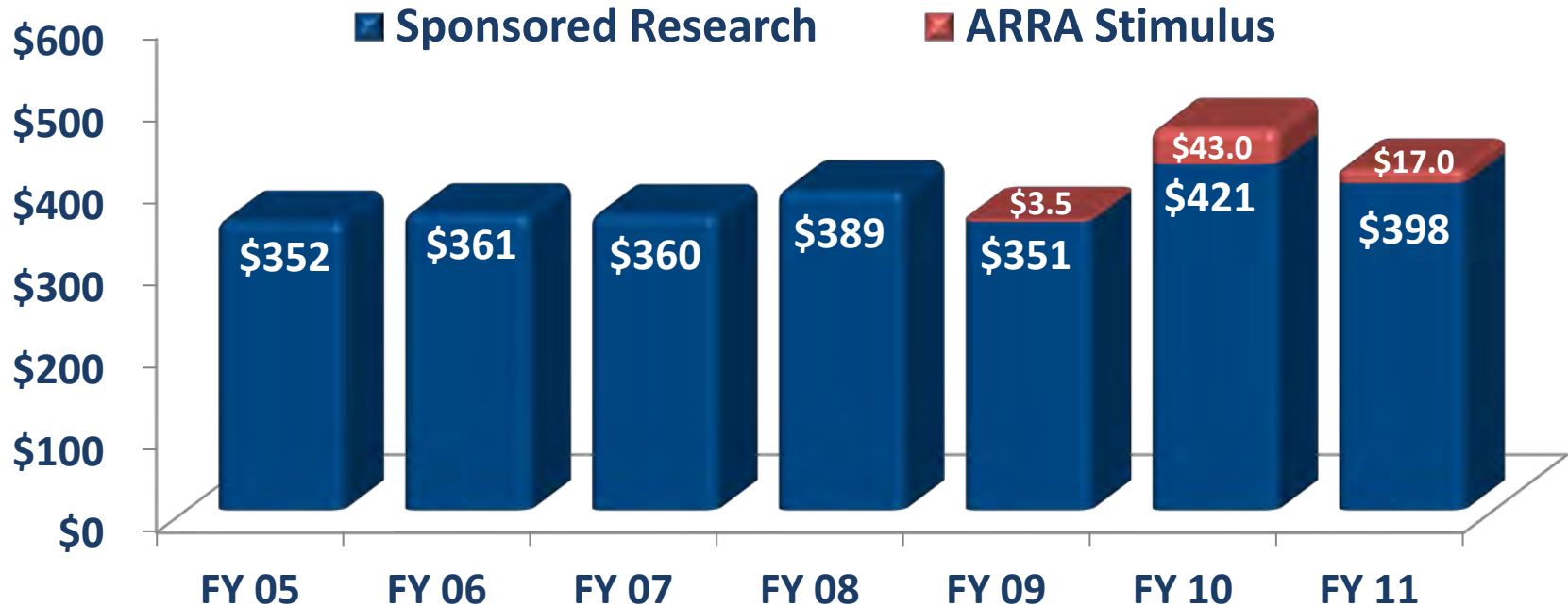


Ruth Simmons



Sponsored Research Support

(In Millions)



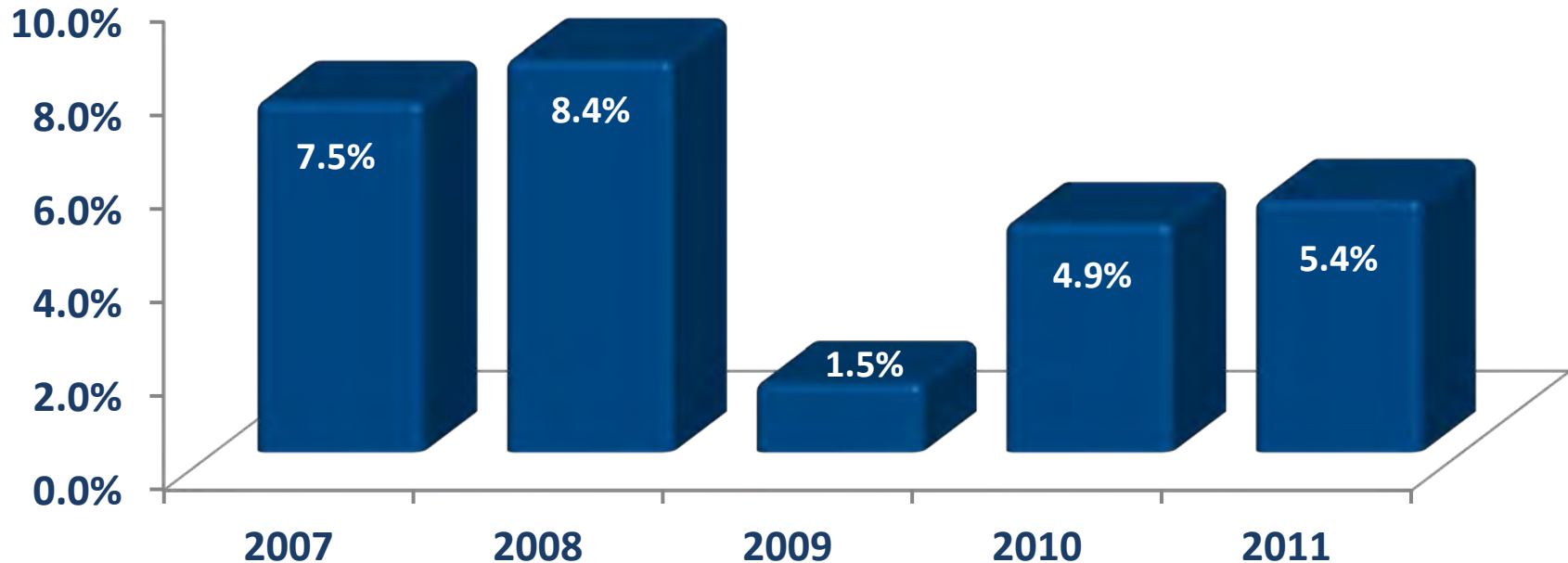
Our Impact on the Community

- **47,000 jobs - Approximately 9% of total employment**
- **\$2.4B in wages**
- **\$143M in sales, personal income, and local property taxes**



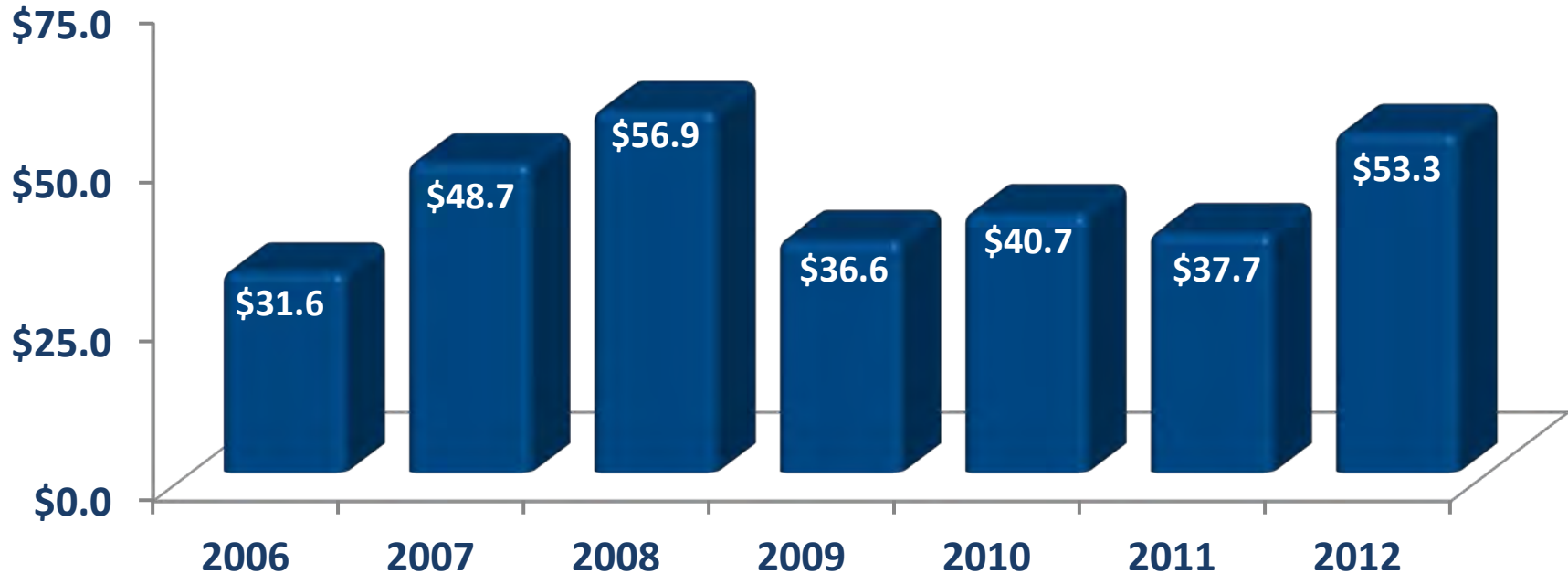
% Change in Operating Expenditures

(At Year-End)



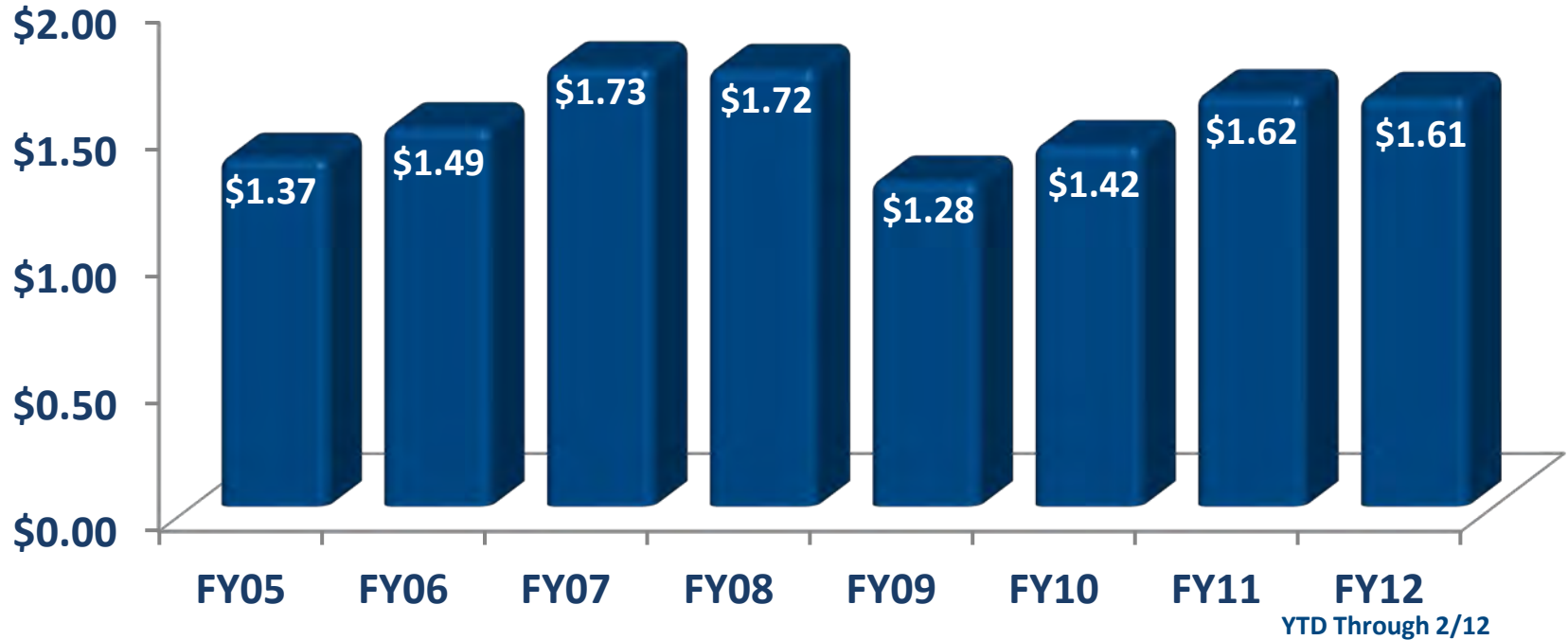
Advancement Total Cash Receipts

(In Millions – Midway Through Year)



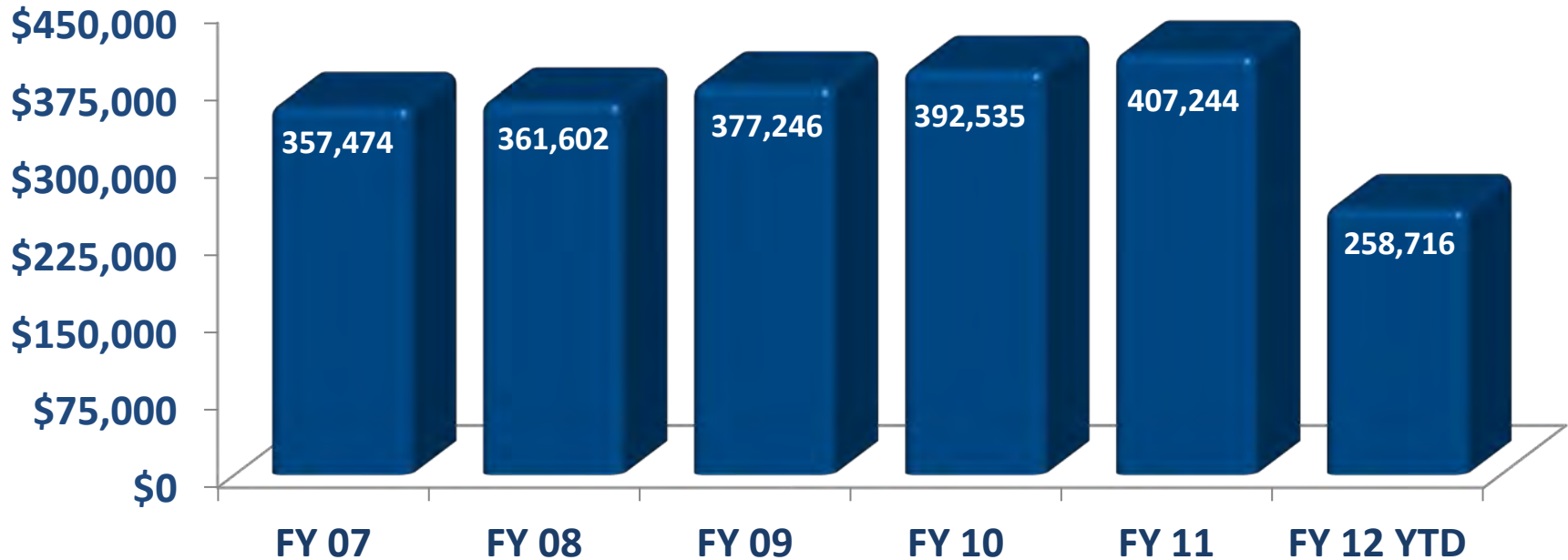
Endowment and Similar Funds

(In Billions)



Sponsored Program Expenditures

Total University - (Dollars in thousands)



University Endowment Draw

Percent of Five-Year Average

FY 00	FY 05	FY 07	FY 08	FY 09	FY 10	FY 11
6.9%	6.5%	6.6%	6.6%	6.6%	5.7%	5.8%



Dependent Tuition Benefit Modifications

- **Benefit for 10 or More Years of Full-time Service:**
 - **Changed to 100% minus in-state SUNY tuition starting in fall 2013**
 - **Dependent children also may apply for other forms of financial aid**
 - **No change for students currently enrolled and those entering in fall 2012**
- **Benefit of 50% for 5-10 years of full-time service is unchanged**





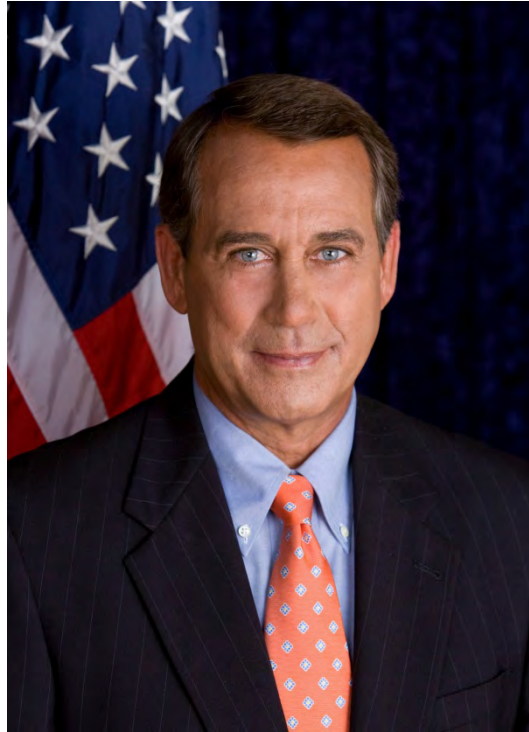
The National Debate on the Cost of a College Education



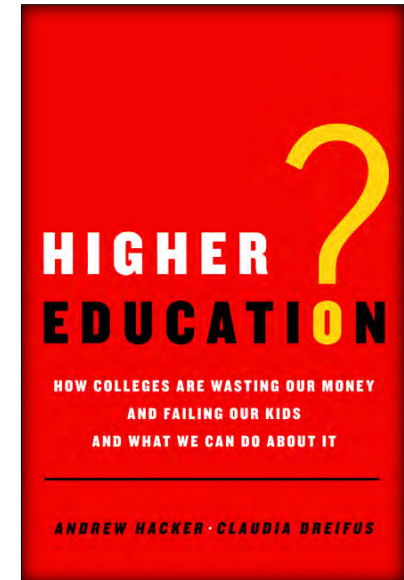
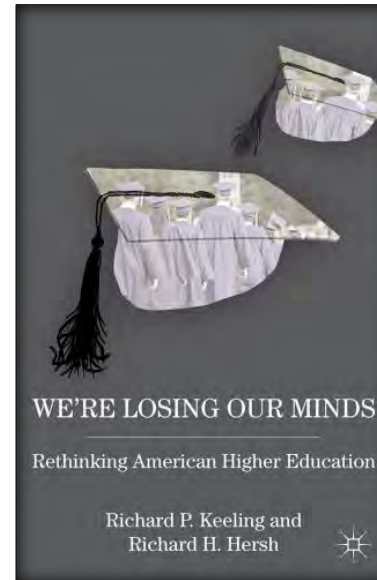
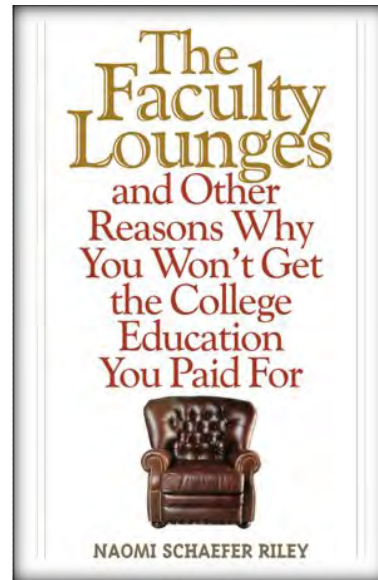
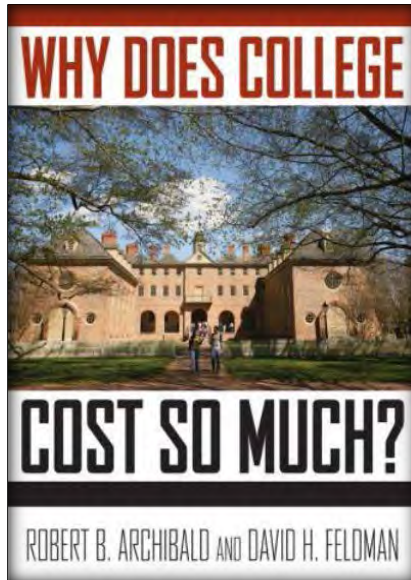
President Barack Obama



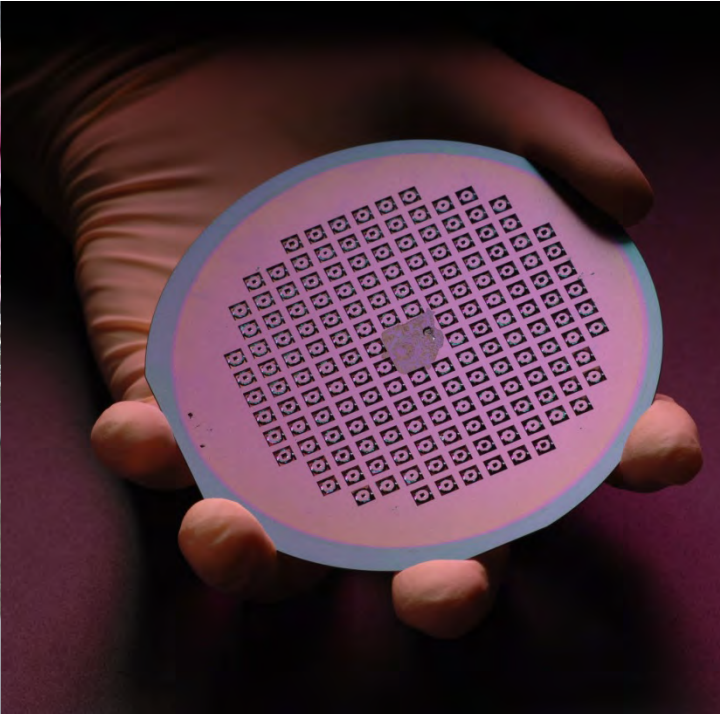
House Speaker John Boehner



The Debate Over Tuition

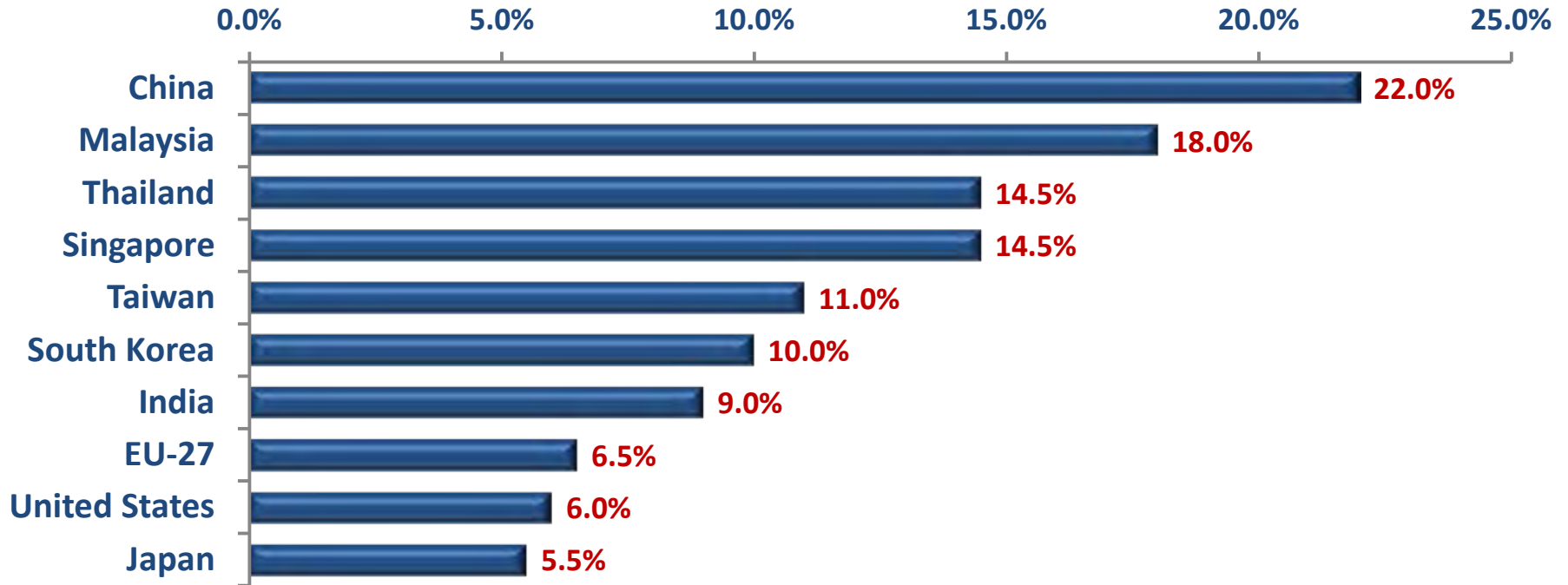


Leading Research Universities: Providing the World Standard for Economic Development



Global Research & Development

Average Annual R&D Growth, 1996 to 2007



The Benefits of a College Education



All Degree-Granting Institutions



	4-year	2-year	Total
2005-06	2,582	1,694	4,276
2006-07	2,629	1,685	4,314
2007-08	2,675	1,677	4,352
2008-09	2,719	1,690	4,409
2009-10	2,774	1,721	4,495



Community Colleges



Public
993
Independent
143
Tribal
31
Total
1,167

For-Profit Institutions



	4-year	2-year	Total
2005-06	408	528	936
2006-07	453	533	986
2007-08	490	553	1,043
2008-09	530	574	1,104
2009-10	563	636	1,199

4-Year Public & Private Institutions



	Public	Private	Total
2005-06	640	1,942	2,582
2006-07	643	1,986	2,629
2007-08	653	2,022	2,675
2008-09	652	2,067	2,719
2009-10	672	2,102	2,774



National Research Goals

- **58% of all federal research expenditures go to the 59 AAU institutions in the U.S.**
- **Total = \$18.9 Billion**

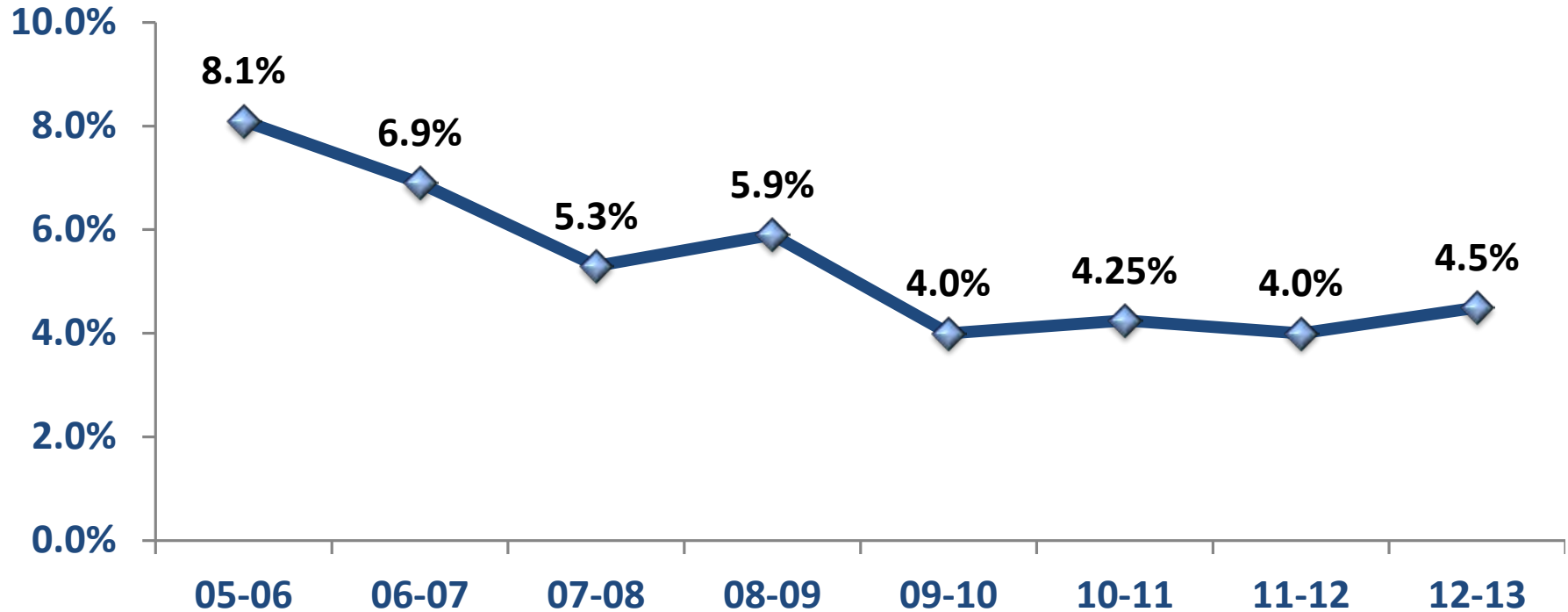


2012 – 13 Peer Tuition Rates

Institution	% Increase	Tuition	Total % Increase	TOTAL = Tuition + Fees (Cost Rank)
Dartmouth	4.9%	\$43,782	4.8%	\$57,998 (2)
University of Rochester	4.5%	\$42,890	4.3%	\$56,237 (5)
Cornell	4.5%	\$43,185	4.4%	\$57,041 (3)
Princeton	4.5%	\$38,650	4.5%	\$51,280 (10)
Emory	4.4%	\$42,400	4.1%	\$54,980 (9)
Carnegie Mellon	4.0%/3.0% cont.	\$44,880	4.1%	\$56,430 (4)
Duke	4.0%	\$42,308	3.9%	\$56,056 (6)
Washington University	3.8%	\$42,500	4.0%	\$58,467 (1)
Brown	3.6%	\$42,808	3.5%	\$55,016 (8)
Georgetown	3.5%	\$42,360	3.2%	\$55,640 (7)



College Tuition Increases



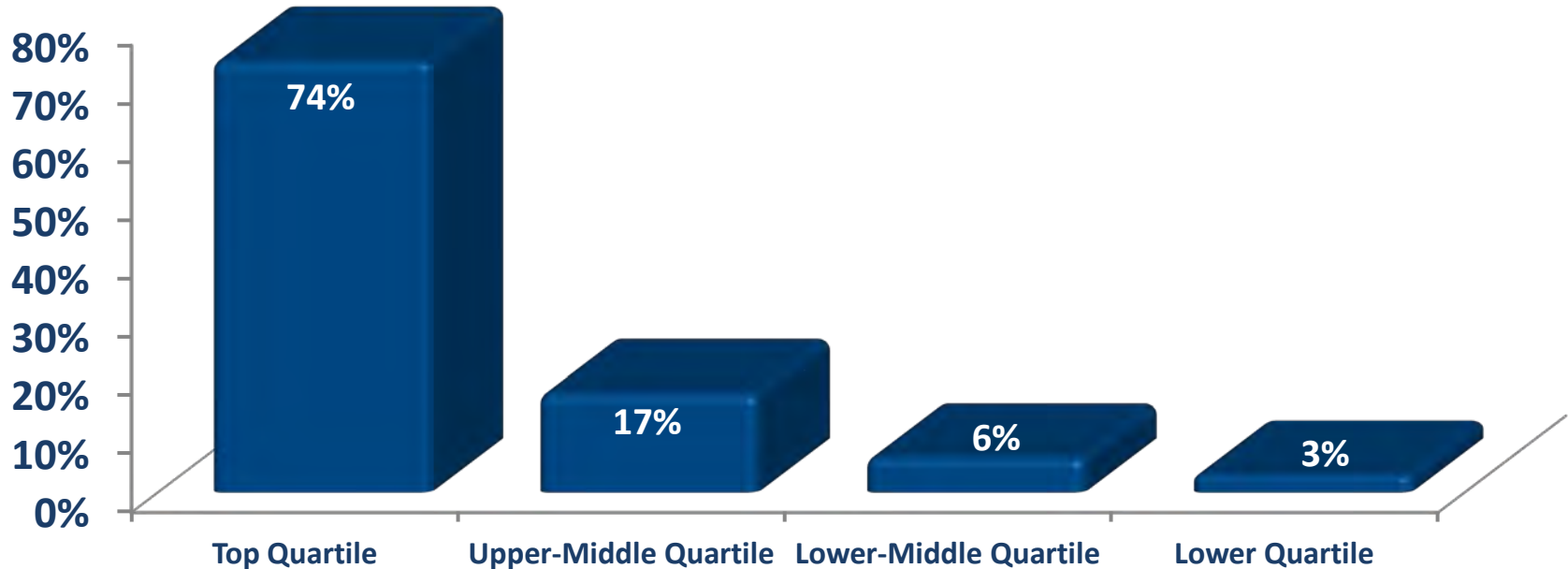
State Support for Leading Universities

2012 <i>US News Rank</i>	Public Institution	1990 - 1991 % of Budget	2008 - 2009 % of Budget
1	University of California - Berkeley	48	27
2	University of California - Los Angeles	29	14
2	University of Virginia	17	n/a
4	University of Michigan - Ann Arbor	14	n/a
5	University of North Carolina - Chapel Hill	39	28
6	College of William and Mary	32	18
7	Georgia Institute of Technology	33	26
8	University of California - San Diego	25	12
9	University of California - Davis	37	18
10	University of California - Santa Barbara	49	25
10	University of Washington	26	13
10	University of Wisconsin - Madison	29	21



Century Foundation Study

College Matriculants at the Nation's Top 146 Colleges



Challenges Confronting Institutions

Top 10 Challenges	All Institutions (Public, Private, For-Profit)
Potential cuts in federal student aid	83.2%
Budget shortfalls	69.9
Declines in state support	66.9
Rising tuition/affordability	65.5
Maintaining the quality of academic programs	53.8
Student assessment and educational outcomes	53.4
Remediation and student readiness for college	52.5
Increased competition for students	52.4
Financial support from alumni	46.0
Financial support from corporate sponsors	40.7



Share of Total R&D Spending

	1999	2010	2011	2012
UNITED STATES	38.0 %	32.8 %	32.0 %	31.1 %
ASIA	24.0	34.3	35.5	36.7
Japan	14.6	11.8	11.4	11.2
China	3.2	12.0	13.1	14.2
India	1.7	2.6	2.8	2.9
EUROPE	26.8	24.8	24.5	24.1
REST OF WORLD	-	3.0	3.1	3.2



Strengthening STEM Fields



ENGAGE TO EXCEL: PRODUCING ONE MILLION ADDITIONAL COLLEGE GRADUATES WITH DEGREES IN SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS

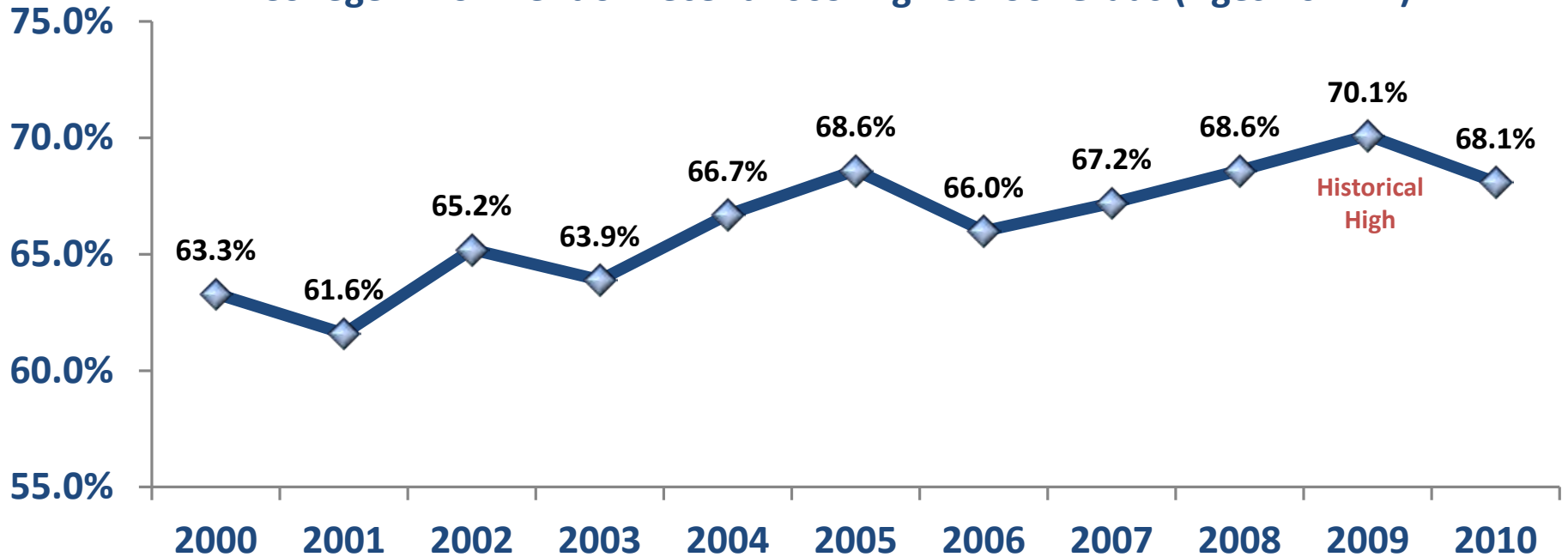
A Report by the President's Council of Advisors on Science and Technology

February 7, 2012



College Enrollment in the U.S.

College Enrollment of Recent 2009 High School Grads (Ages 16 – 24)



A Flight to Quality

JANUARY 14, 2011

MOODY'S
INVESTORS SERVICE

INDUSTRY OUTLOOK

“Evolving demand trends for undergraduate and graduate programs highlight flight to quality and affordability.” Those institutions “led by experienced management teams with diverse backgrounds and overseen by strong boards will be best placed to navigate through ongoing future challenges.”



Information Technology



College Costs & the Tenure System



The Threat to Our Universities



Stefan Collini
The Guardian

“The Government is hell-bent on trying to make universities function more like cost-cutting skills retailers, to whom employers can outsource their job training.”

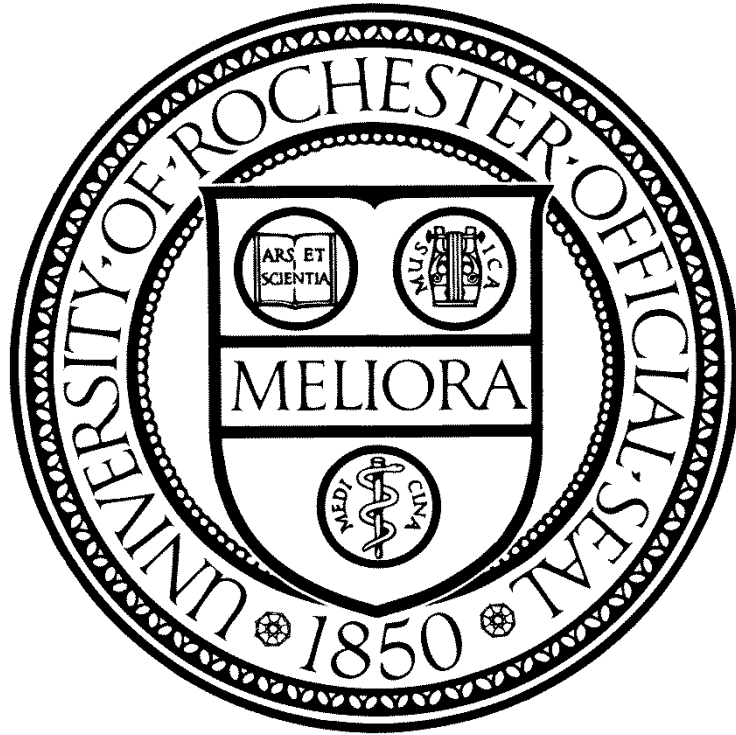
A “Magical” Entrepreneur



2008 Strategic Plans



ARTS, SCIENCES
& ENGINEERING
UNIVERSITY of ROCHESTER



UNIVERSITY of
ROCHESTER
MEDICAL CENTER



WARNER
SCHOOL OF EDUCATION
UNIVERSITY of ROCHESTER



SIMON
GRADUATE SCHOOL OF BUSINESS
UNIVERSITY of ROCHESTER



MEMORIAL
ART GALLERY
UNIVERSITY of ROCHESTER



EASTMAN
SCHOOL OF MUSIC
UNIVERSITY of ROCHESTER



Federal Research Funding

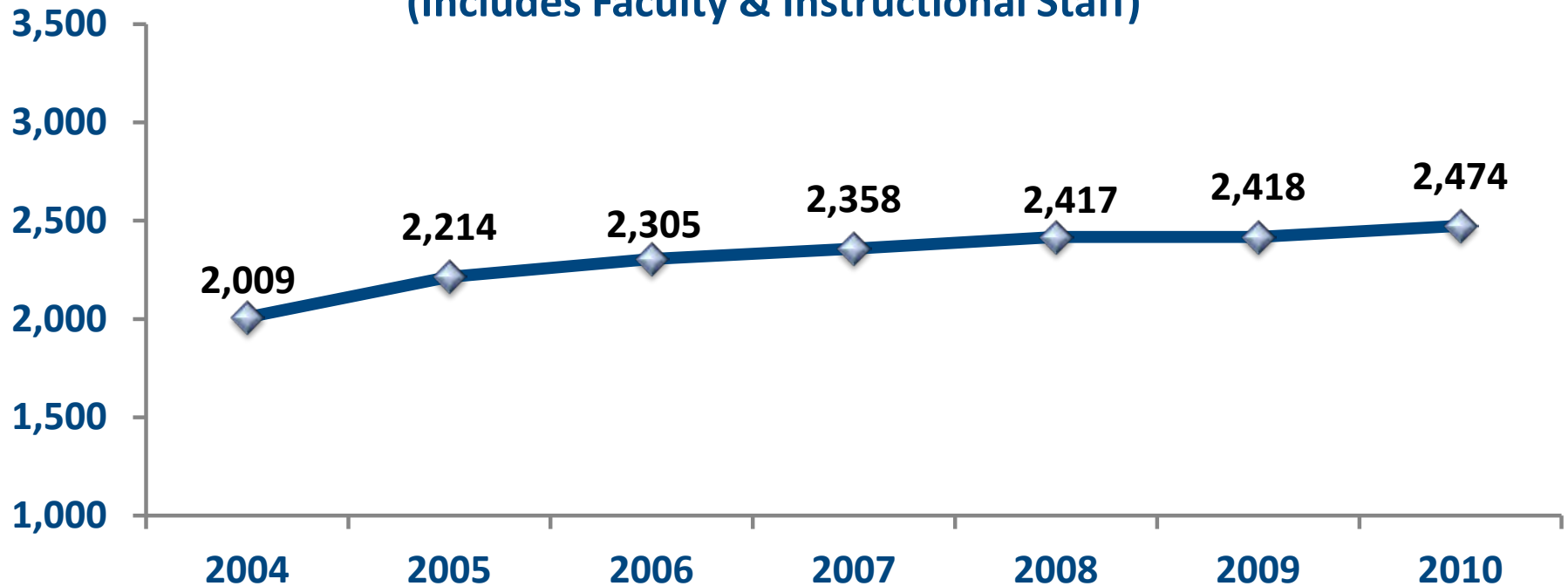
Normalized By Faculty Size (FY09)

Institution	Norm Rank	\$ Rank
California Institute of Technology	1	24
Johns Hopkins University	2	1
Massachusetts Institute of Technology	3	4
University of California-San Diego	4	6
Washington University in St Louis	5	12
Duke University	6	10
Stanford University	7	7
University of Rochester	8	27
University of Pennsylvania	9	5
University of Alabama at Birmingham	10	28
Yale University	11	15
Emory University	12	30
Case Western Reserve University	13	23
Georgia Institute of Technology	14	26
Vanderbilt University	15	20

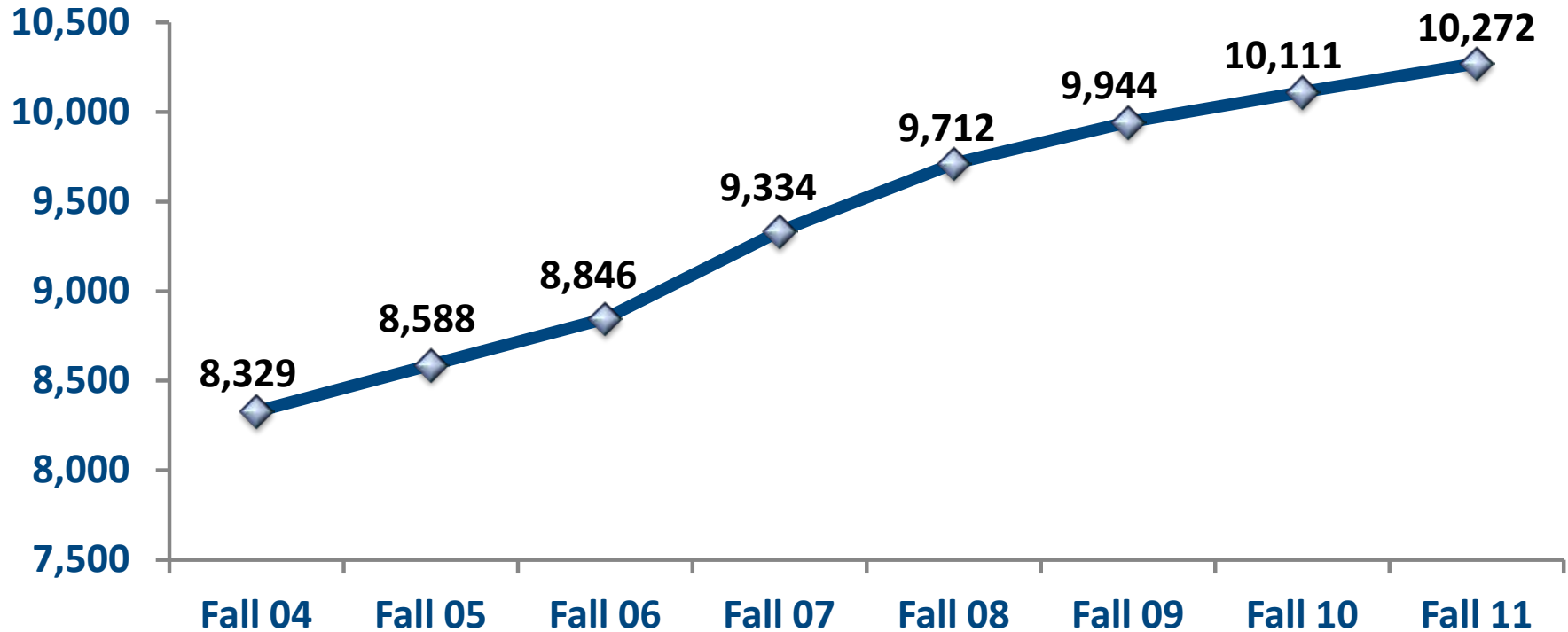


University Faculty Size

(Includes Faculty & Instructional Staff)



University Enrollment



Dining Renovations



Ernest J. Del Monte Neuromedicine Institute



Major University Facilities Projects

PROJECT	Cost (Millions)	FY Completion
IN PROGRESS		
Cancer Center Vertical Expansion, Phase I	\$ 59	2012
Dennis O'Brien Undergraduate Residence Hall/Thomas Jackson Court	17	2012
Raymond F. LeChase Hall (Warner School)	24	2013
PLANNED		
New Digital Media and Innovation Center	\$ 11	2013
Golisano Children's Hospital at Strong Tower Project, Phase I	145	2015
New Electrical Substation, Phase I	25	2014
Middle Campus Chilled Water Expansion, Phase I	20	2014
MAJOR PROJECTS (Completed, In Progress, Planned) SINCE 2005:		20
TOTAL CUMULATIVE VALUE:		\$662M



Lattimore Building



Raymond F. LeChase Hall



Wilmot Cancer Center Vertical Expansion

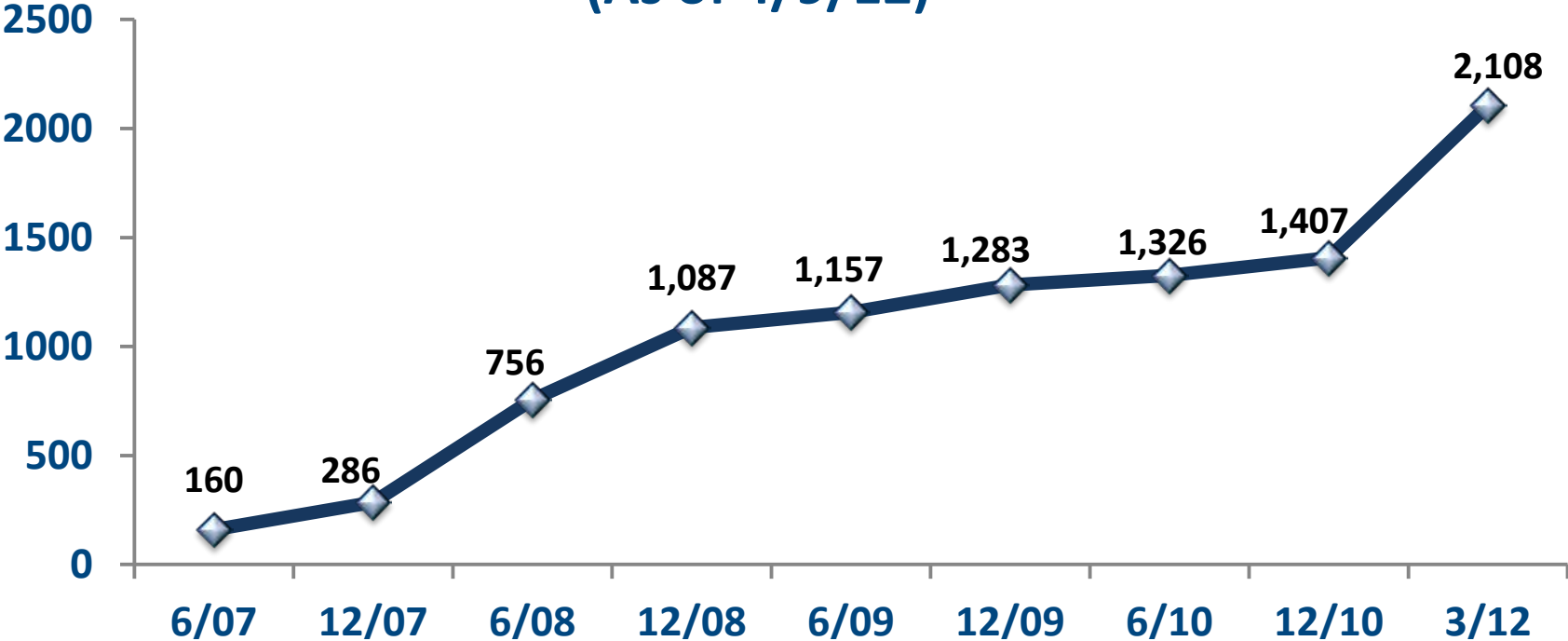


Digital Media and Innovation Center

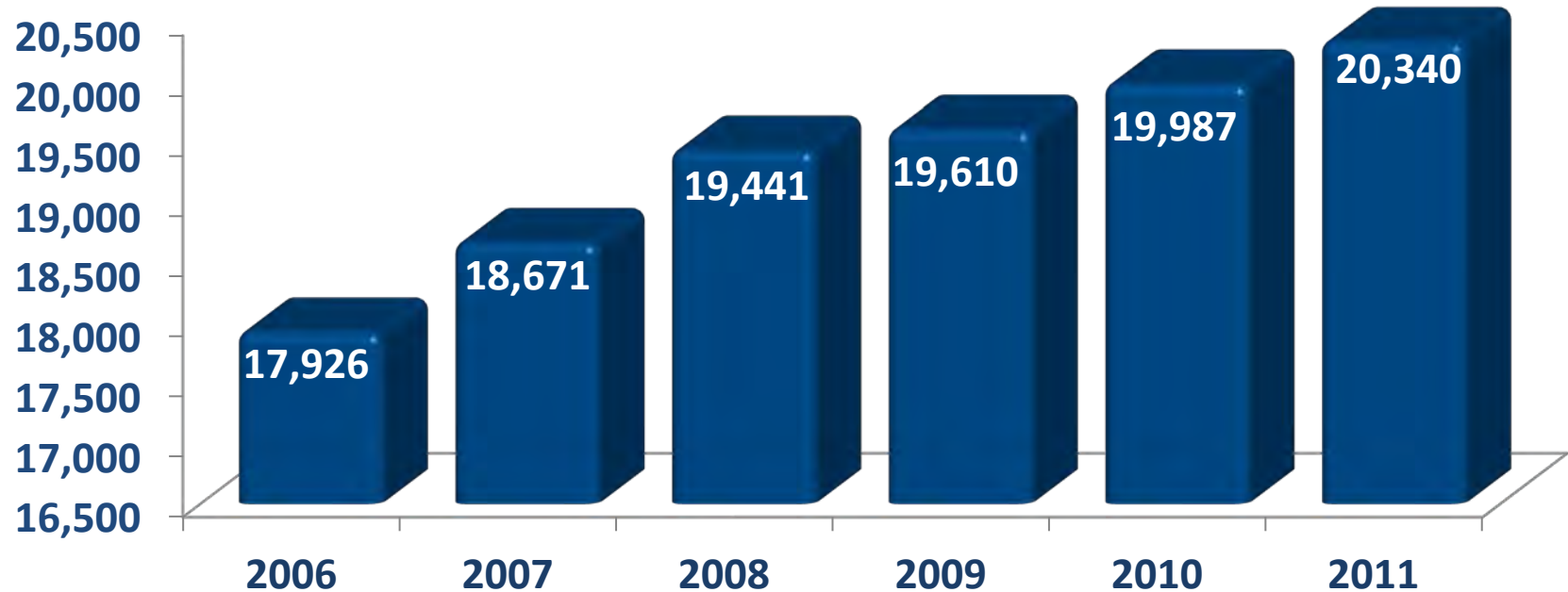


George Eastman Circle Membership

(As of 4/9/12)



Full-Time Equivalent Positions



Top 20 Private Employers in NYS 2011

Rank	Company	NYS Empl
1	Walmart	28,000
2	Citigroup	27,000
3	Verizon	27,000
4	Wegmans Food Markets Inc.	21,000
5	JP Morgan Chase	21,000
6	University of Rochester/Medical Center	20,000
7	IBM Corp.	20,000
8	New York-Presbyterian Hospital	19,000
9	New York University/School of Medicine	18,000
10	Montefiore Medical Center	17,000

Rank	Company	NYS Empl
11	Cornell University/Weil Medical	16,000
12	Columbia University/Medical Center	15,000
13	Memorial Sloan-Kettering Cancer Center	12,000
14	Merrill Lynch	11,000
15	Macy's Inc.	11,000
16	Kaleida Health	10,000
17	General Electric Company	9,000
18	Credit Suisse	9,000
19	Price Chopper	9,000
20	Patriarch Partners, LLC	8,000



Contextual Changes Since 2008

- **Uncertain economy**
- **Implications for fundraising**
- **Reductions in federal programs**
 - **Sponsored research**
 - **Medicare and Medicaid**
 - **State health care support**
 - **Third party payors**

Red Shift in Our Leading Peers

(All Numbers in Millions)	1990 Endowment	2010 Endowment	Increase
1 Harvard	\$ 4.6	\$ 28.0	\$ 23.4
2/4 Texas System	3.7	14.0	10.3
3/2 Yale	2.6	17.0	14.4
4/3 Princeton	2.6	14.0	11.4
5 Stanford	2.1	13.9	11.8
16/21 Vanderbilt	.6	3.0	2.4
17/22 Dartmouth	.6	3.0	2.4
18/45 Rochester	.6	1.4	.8
19/25 Johns Hopkins	.6	2.2	1.6
20/34 Rockefeller	.5	1.6	.9



Declining Support for Publics



Increased International Competition



Increase in For-Profit Institutions

An advertisement for the University of Phoenix. On the left is a portrait of a young Black woman with long dark hair, wearing a blue button-down shirt. To her right, the text "I Am A PHOENIX" is displayed in a mix of script and bold sans-serif fonts. Below this, there is a short paragraph of text and a red button with white text.

I Am
A PHOENIXSM

Every Phoenix has a story.

Click on the button or the faces below to hear the true stories of real University of Phoenix students who've overcome personal challenges to rise up and earn their degrees.

[SEE CHERRON'S STORY ▶](#)



Federal R&D Funding by Agency

(Budget Authority - In Millions of Constant FY08 Dollars)

	2005	2010	2011	2012
National Institutes of Health	\$ 30,140	\$ 31,424	\$ 30,163	\$ 30,107
National Science Foundation	4,436	5,445	5,372	5,537
Department of Energy	9,320	10,836	10,241	11,062

Strengthen Our Build-up in Rochester



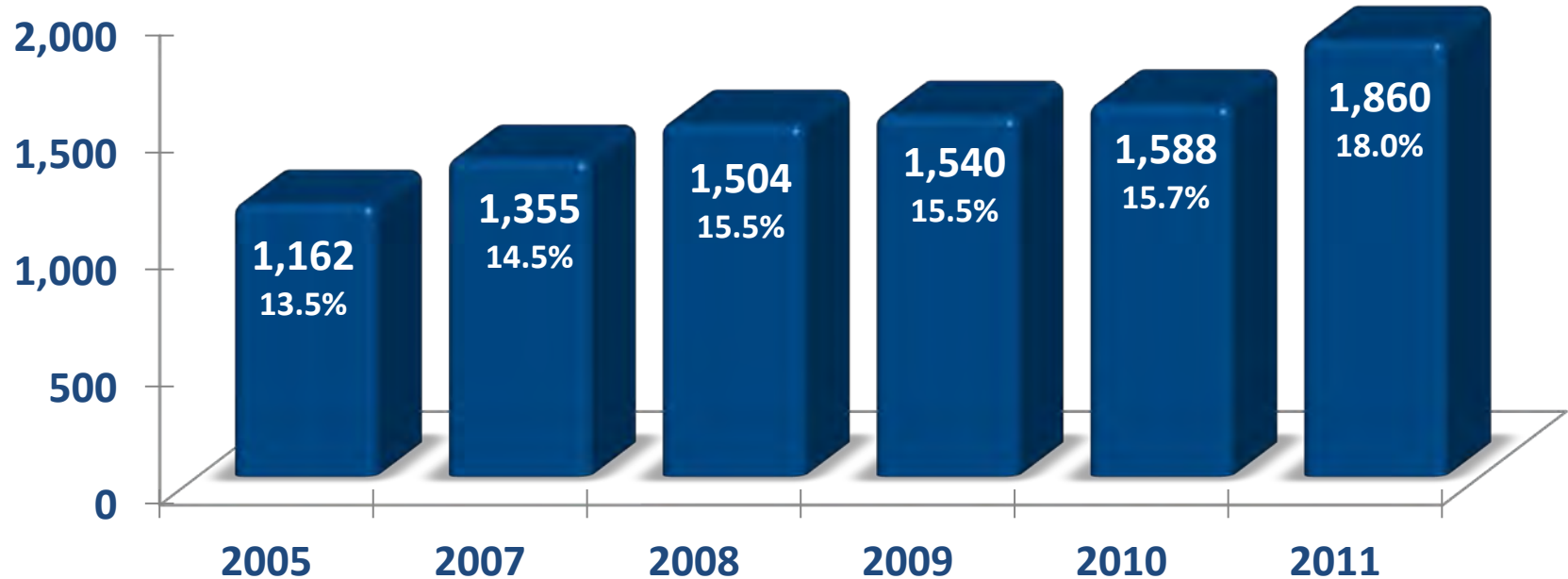
New York City Opportunities



International Opportunities



International Students



Study Abroad




Current International Programs

UR Global

LEARN, DISCOVER, HEAL, CREATE—
AND MAKE THE WORLD EVER BETTER


[About Us](#) | [Students & Parents](#) | [Researchers & Faculty](#) | [Alumni & Friends](#) | [Travelers](#)



Alumnus Creates Special Education Services in Kenya

Joseph Kigunda '86W returns home to Kenya to serve Maasai community.

[Read the Full Article](#)



Low High

- Faculty Experts
- International Origins
- Research
- International Destinations
- International Agreements

Terms of Use

International Expansion

