The State of the University

Joel Seligman

Report to the Faculty Senate

September 17, 2013

The Rochester Ideal

Transformative Ideas

Dean George Hoyt Whipple

Transformative Role

One University

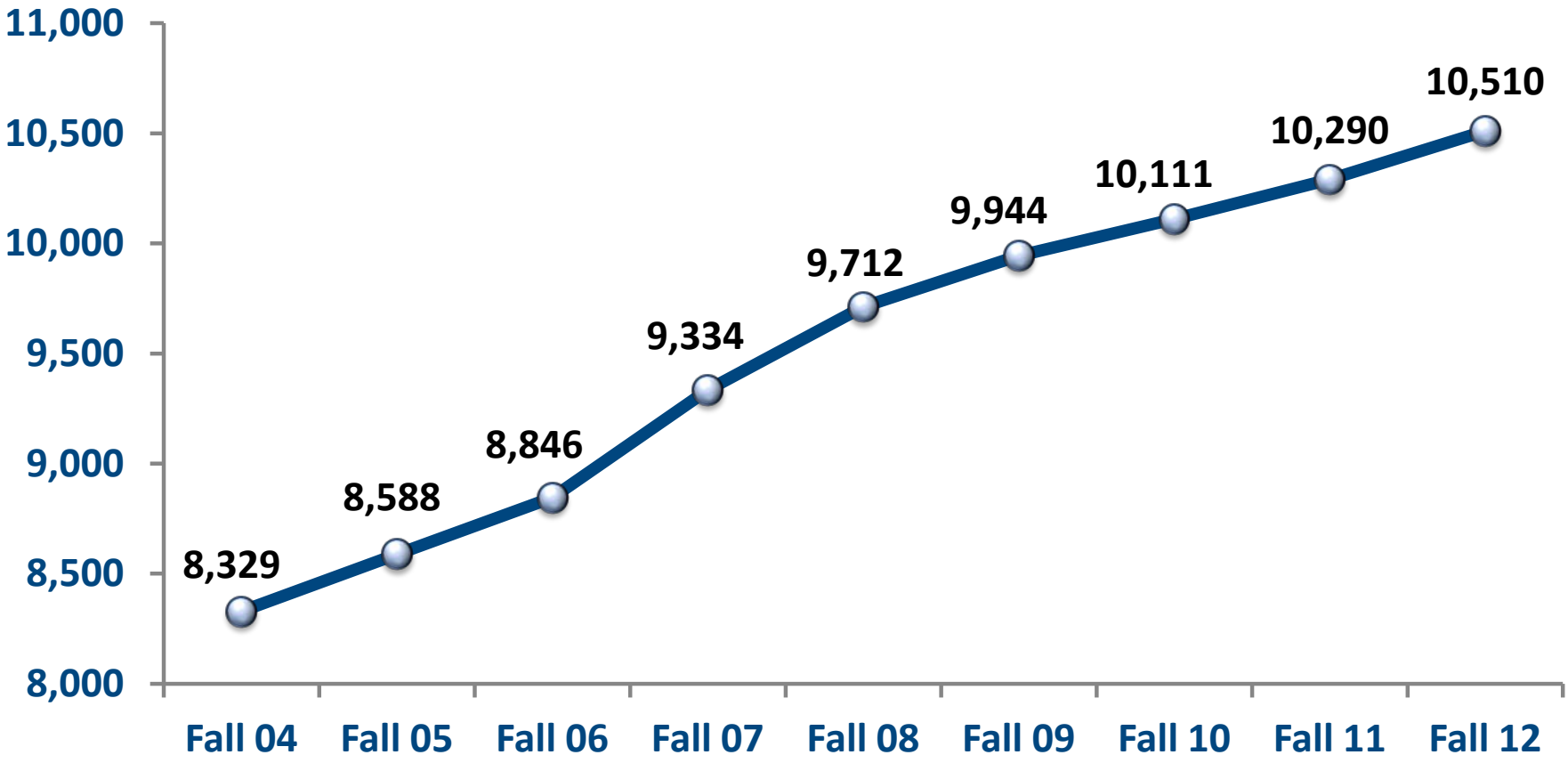
2008 Strategic Plan

- Top 20 U.S. research university
- Growth from 8,300 students in 2004 to 10,000 students in 2015
- Concomitant growth in tenured and tenure track faculty
- Residential life improvements, expanded athletic facilities, and a substantial start on expanded College performing arts programs
- Breakthrough programs that link the College and Simon
- Higher quality patient care through expanded clinical care facilities and integrated Electronic Medical Records System
- $1 billion or more of new facilities between July ‘05 and June ‘16
- A sustainable significantly higher level of annual giving
- Endowment draw by FY 17 of 6.1% or lower; overall target of 5.5%

FY11 Federal R&D Expenditures

Institution	Norm Rank	$ Rank
Johns Hopkins University	1	1
California Institute of Technology	2	28
University of California-San Diego	3	8
Stanford University	4	6
Washington University in St. Louis	5	16
Duke University	6	9
University of Pittsburgh	7	5
University of Pennsylvania	8	4
University of Washington	9	2
University of Maryland, Baltimore	10	10
Massachusetts Institute of Technology	11	15
Columbia University	12	7
Georgia Institute of Technology	13	23
Yale University	14	14
University of Rochester	15	30

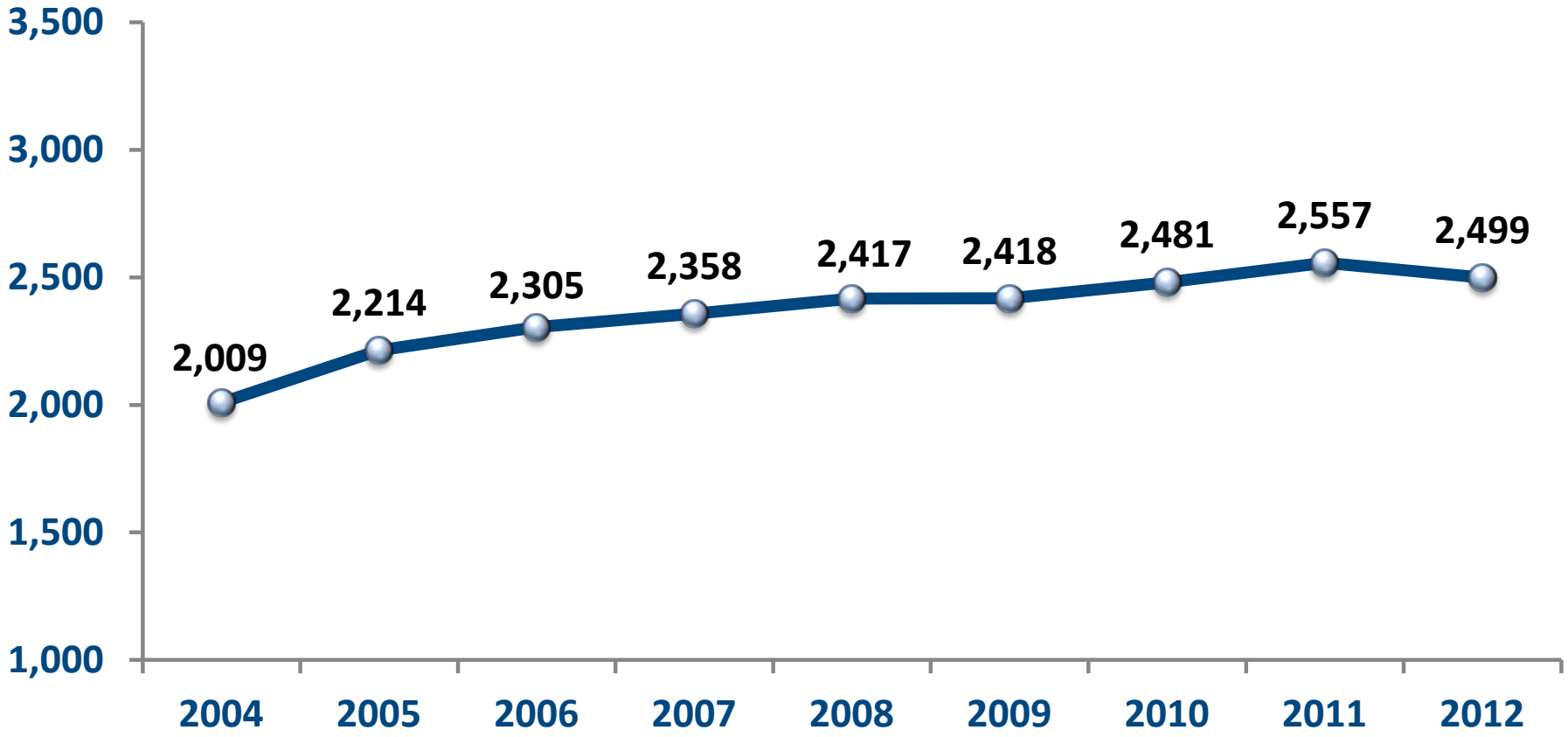
University Enrollment



College Admissions Data

Admission Year:	2005	2009	2011	2012	2013
Applicants	11,293	12,111	13,672	14,786	16,119
Enrolled High School GPA	3.56	3.72	3.81	3.81	3.81
Enrolled Two-score equivalent SAT	1304	1330	1344	1358	1368

University Faculty Size
(Includes Faculty & Instructional Staff)



Health Sciences Center for Computational Innovation

Capital Projects

$723M in New Facilities

Raymond F. LeChase Hall

Ronald Rettner Hall for Media Arts and Innovation

Dennis O’Brien Hall

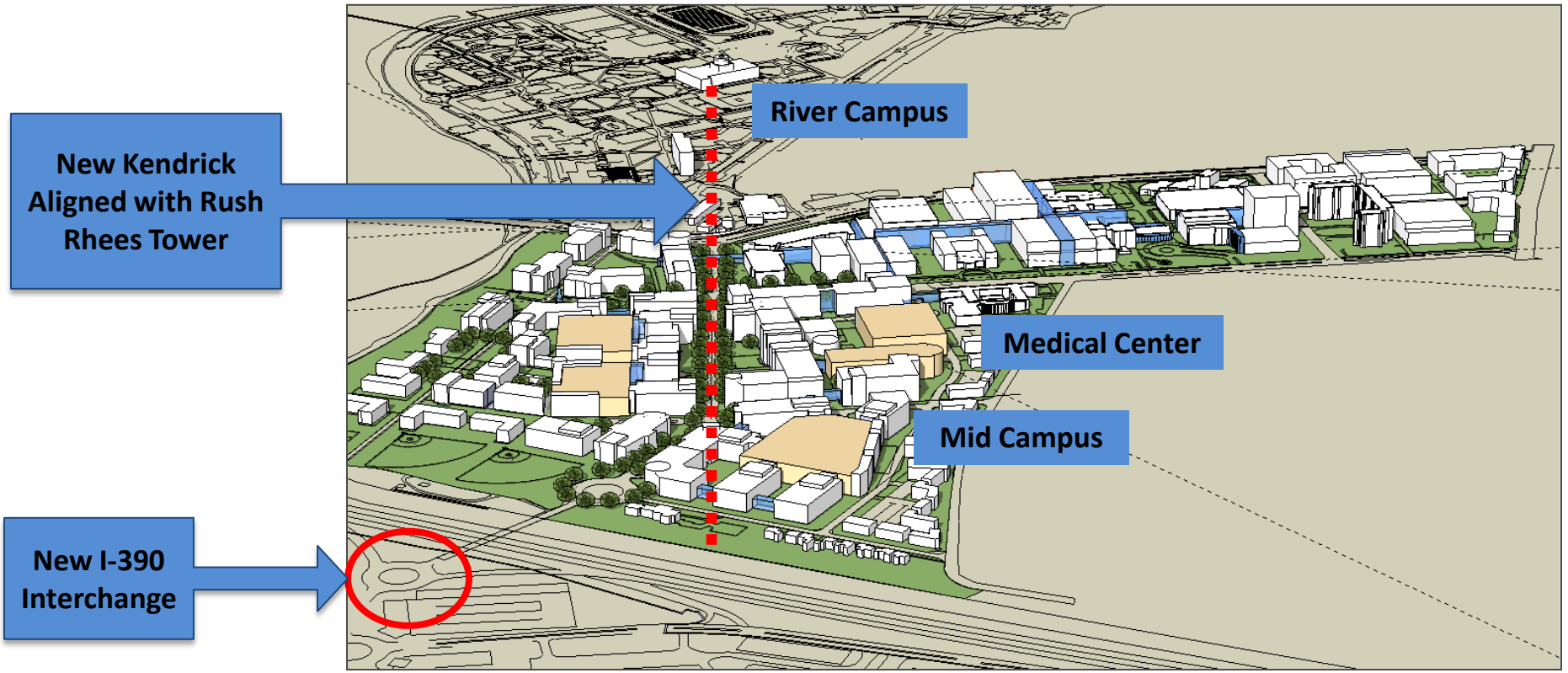
James P. Wilmot Cancer Center

Golisano Children's Hospital

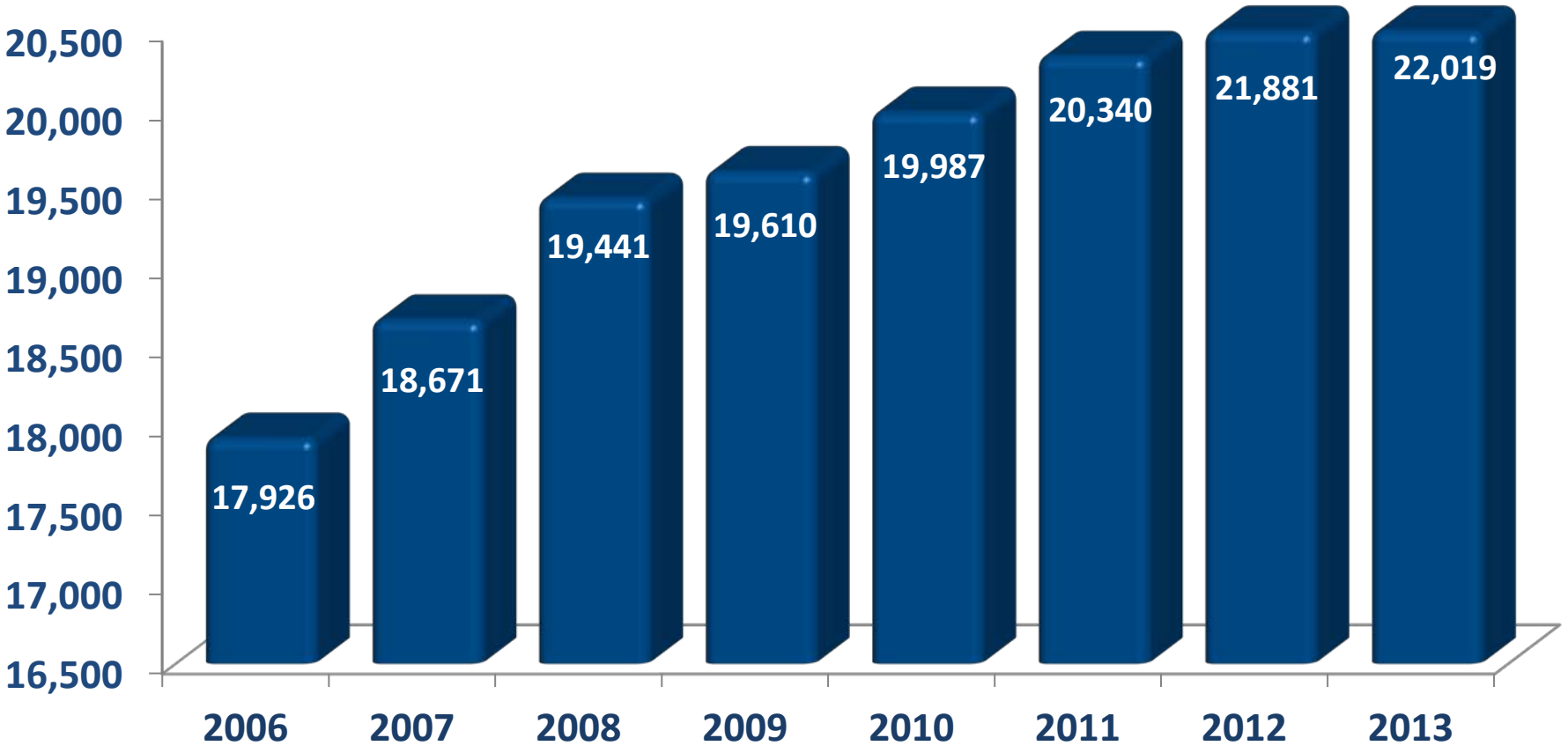
Brooks Landing

College Town

I-390 Interchange



Full-Time Equivalent Positions

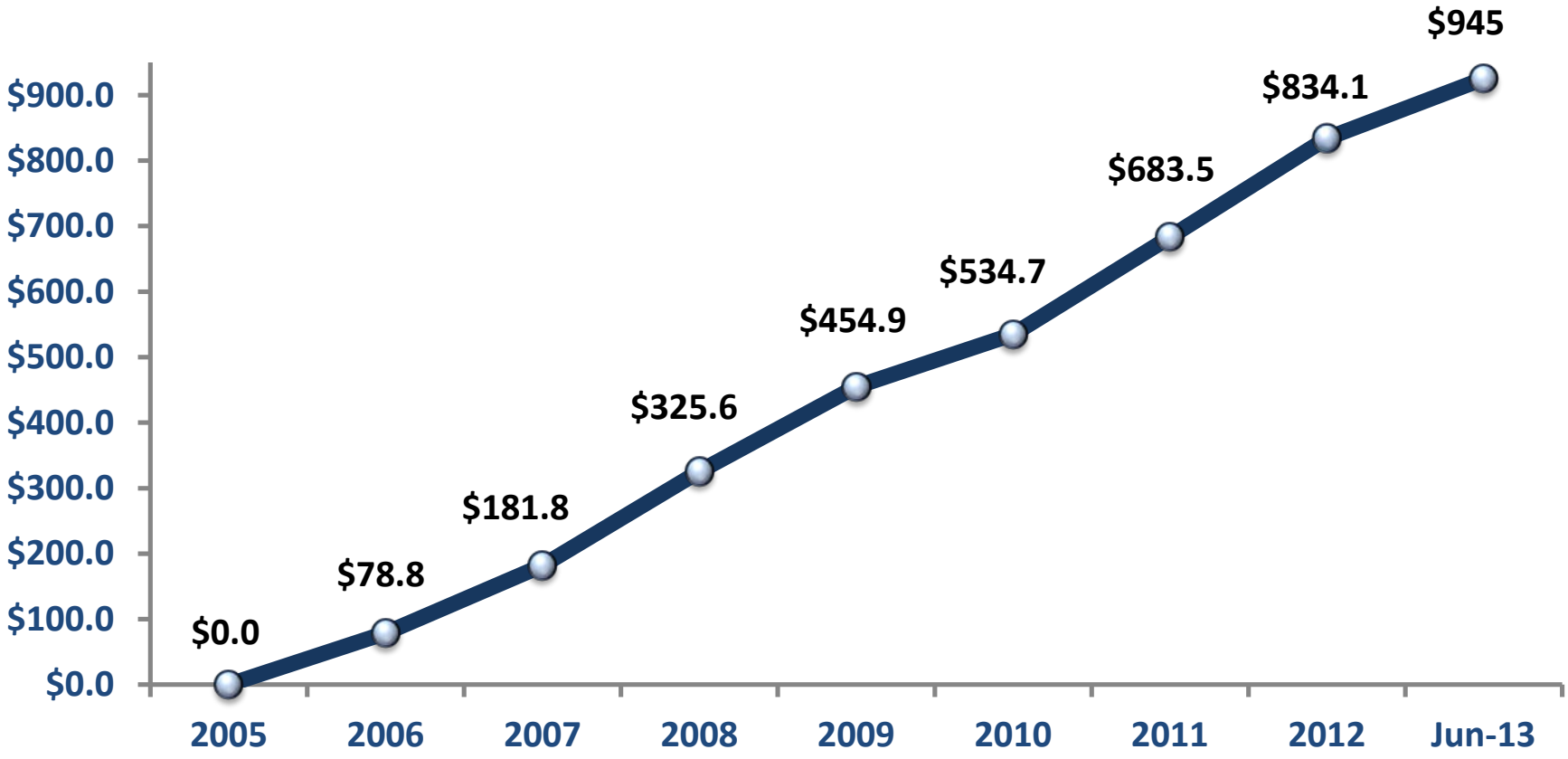


University Endowment Draw
Percent of Five-Year Average

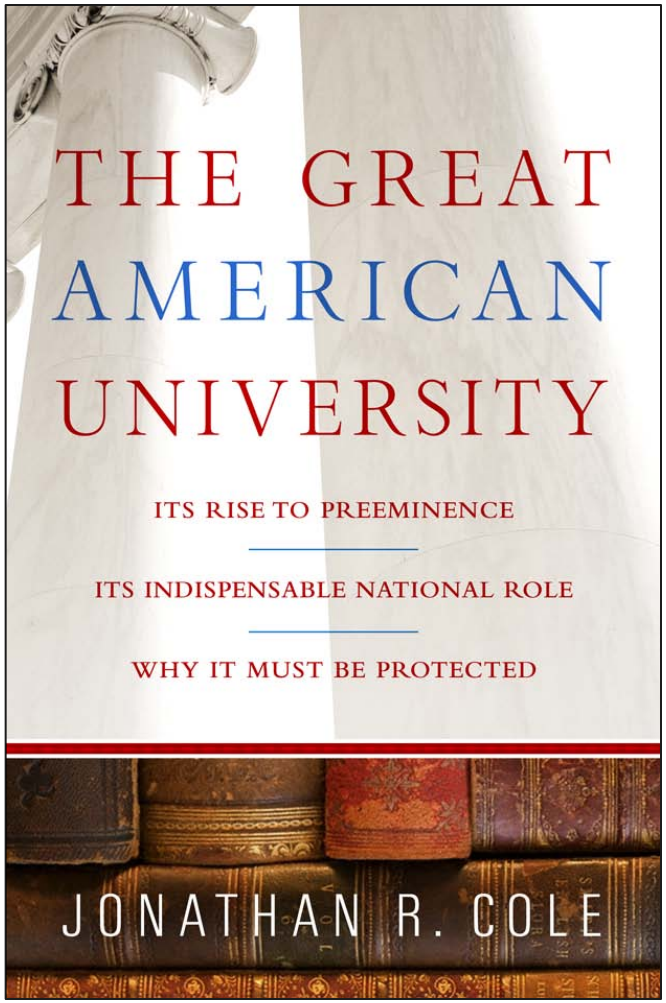
FY 00	FY 05	FY 07	FY 09	FY 10	FY 11	FY 12	FY 13
6.9%	6.5%	6.6%	6.6%	5.7%	5.8%	5.9%	5.9%

Advancement Total Contributions

(In Millions)



The Next Five Years



Global Higher Education

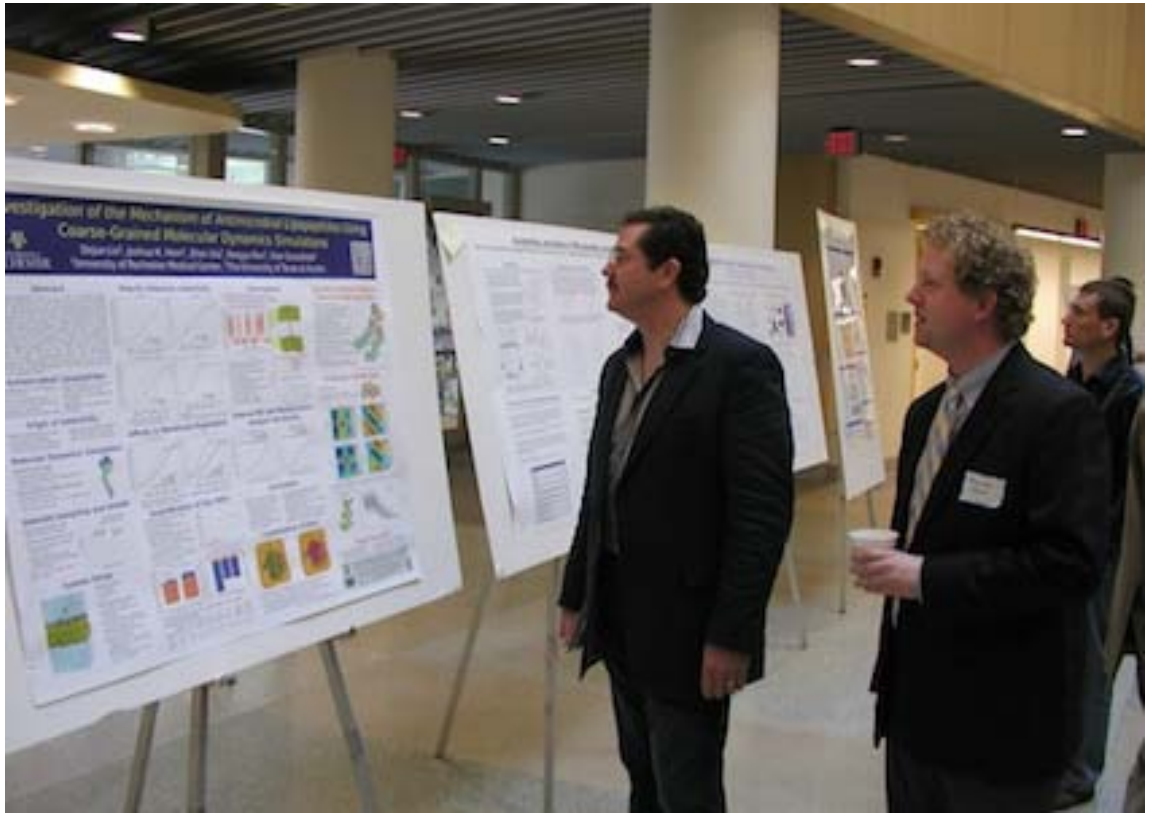
Outstanding Students

AS & E Growth

Opportunity In the 21st Century

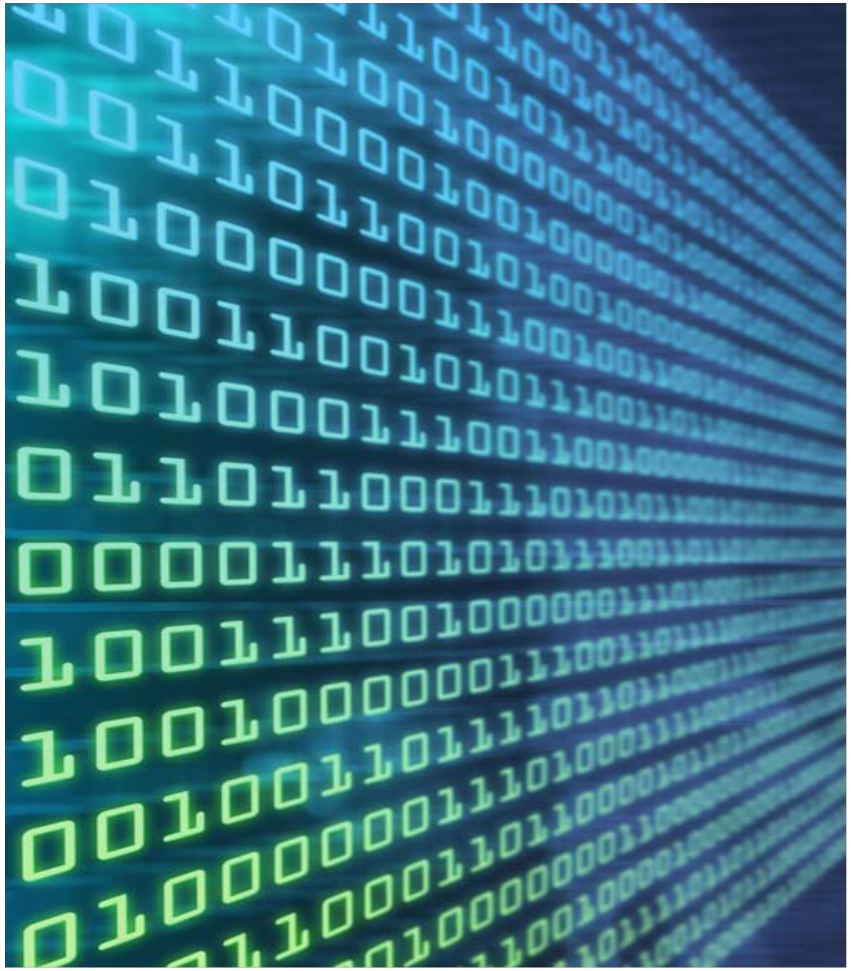
The Digital Revolution

Center for Integrated Research Computing

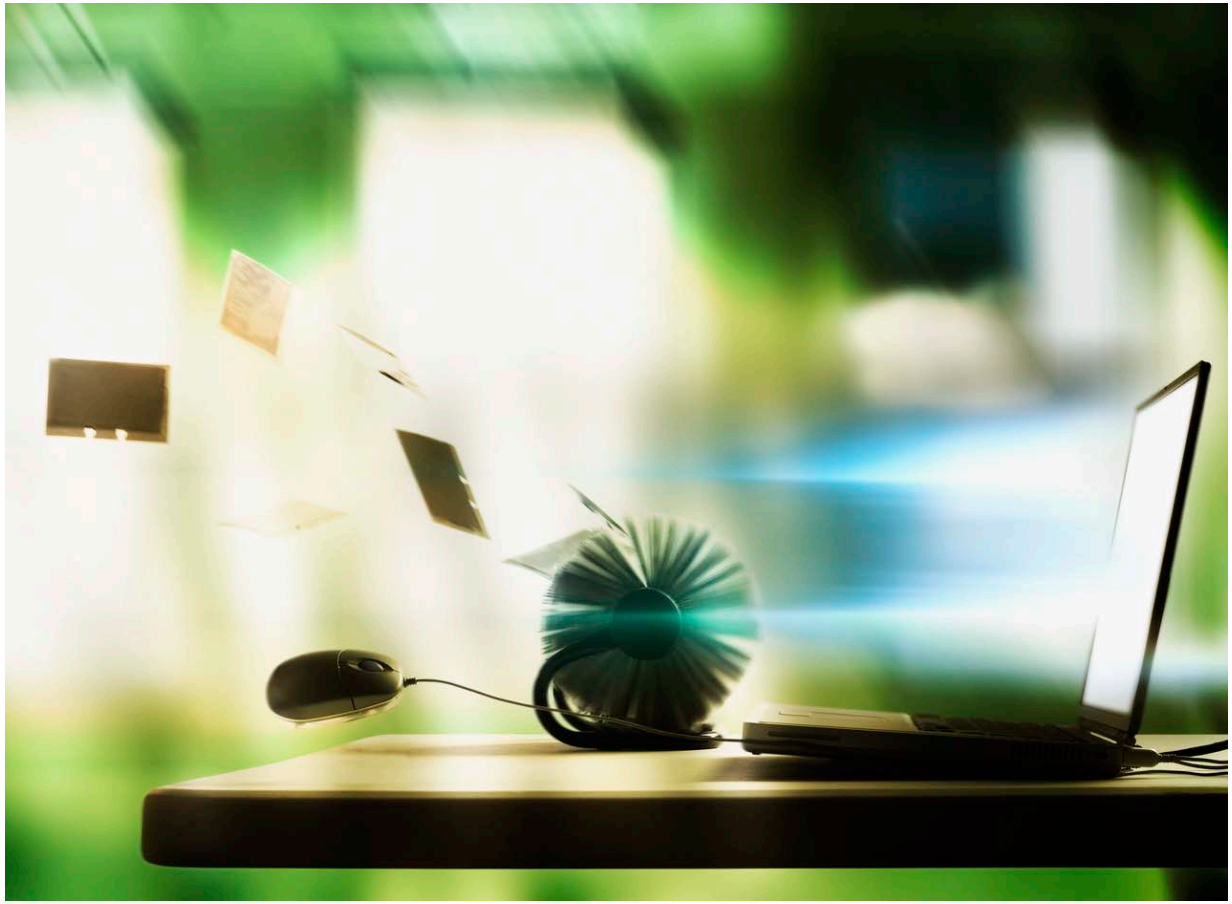


Data Science Institute

Technology-Driven New Curriculum



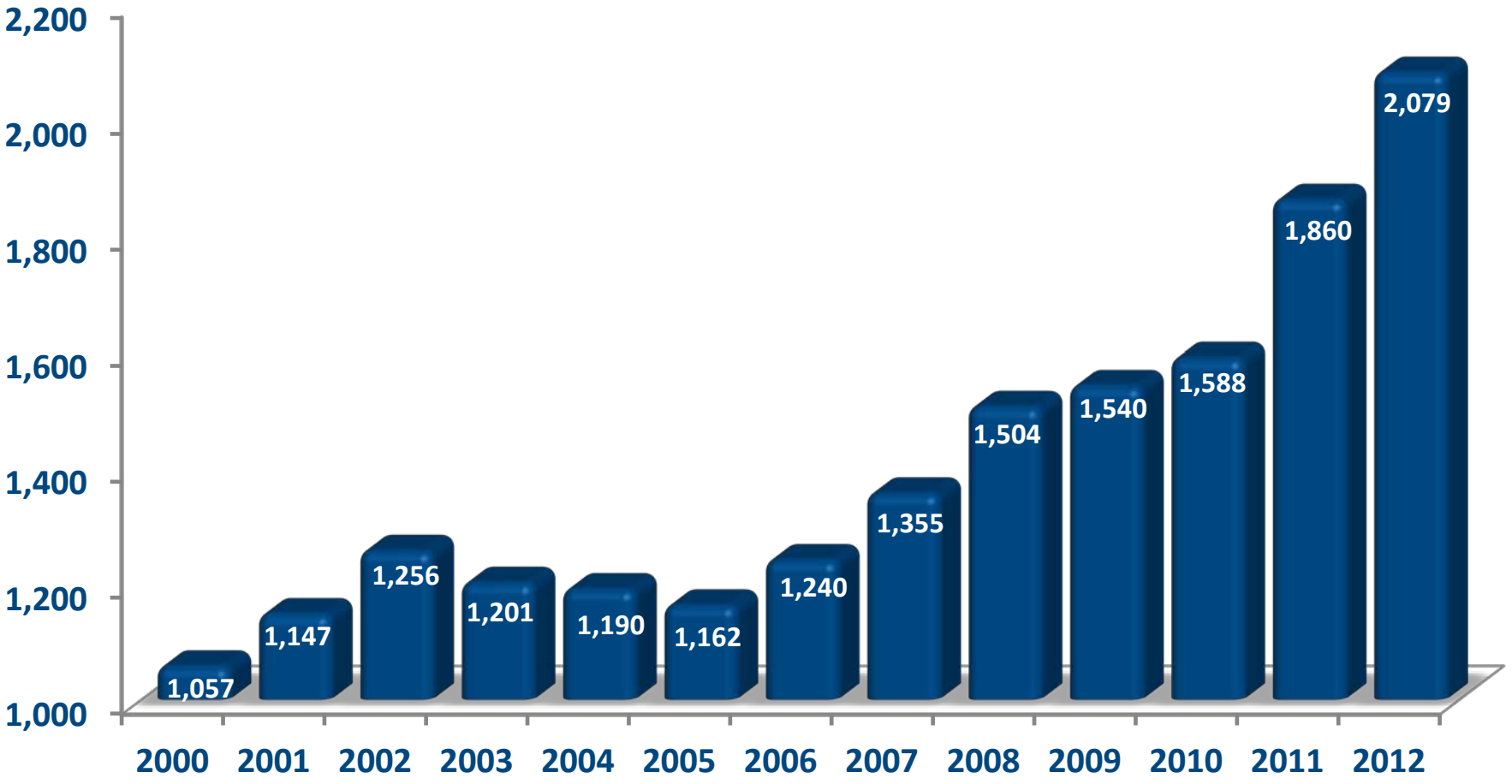
Delivery of Education



Residential Teaching Model

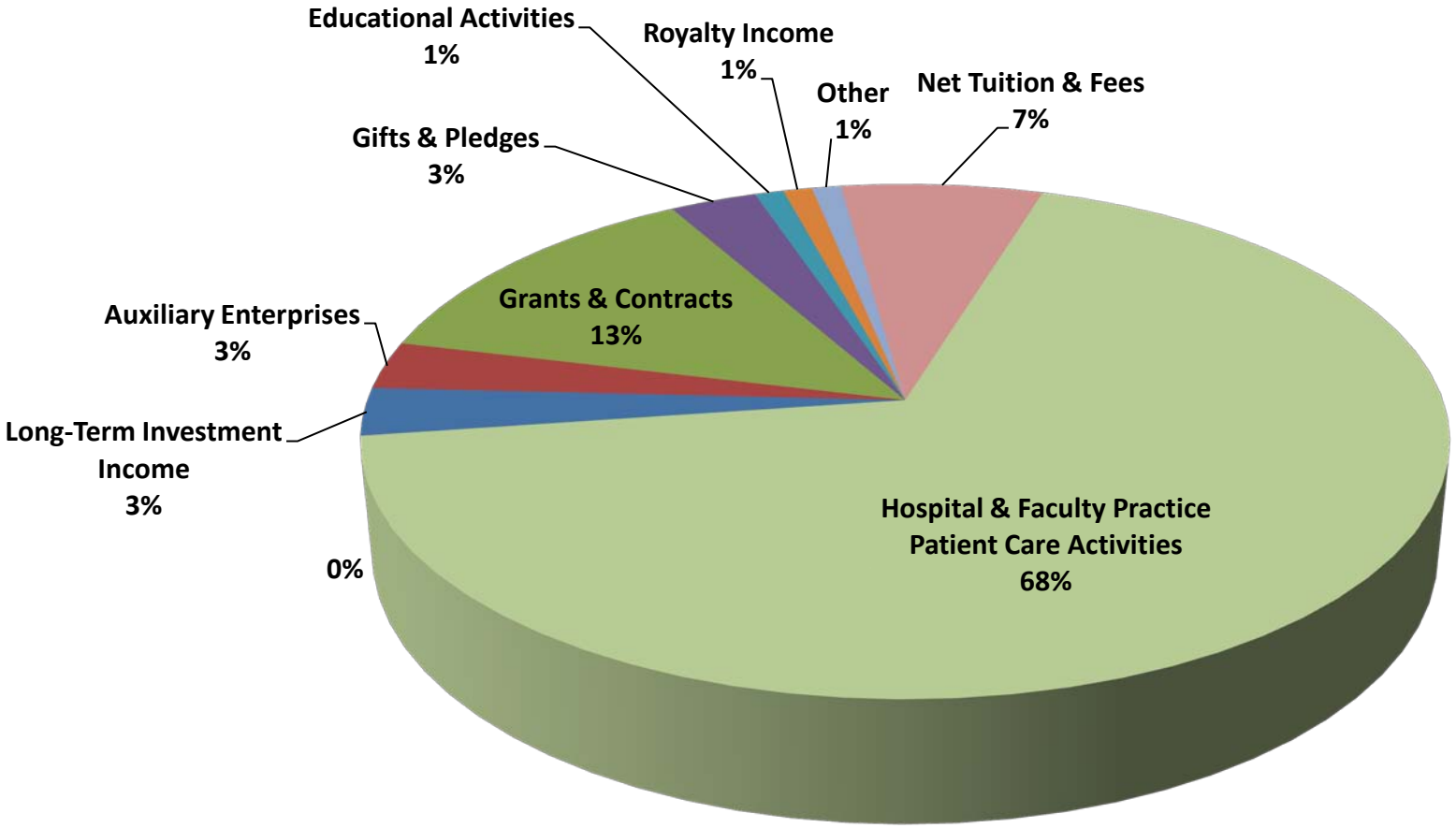
International Engagement

International Students (Full- and Part-Time)

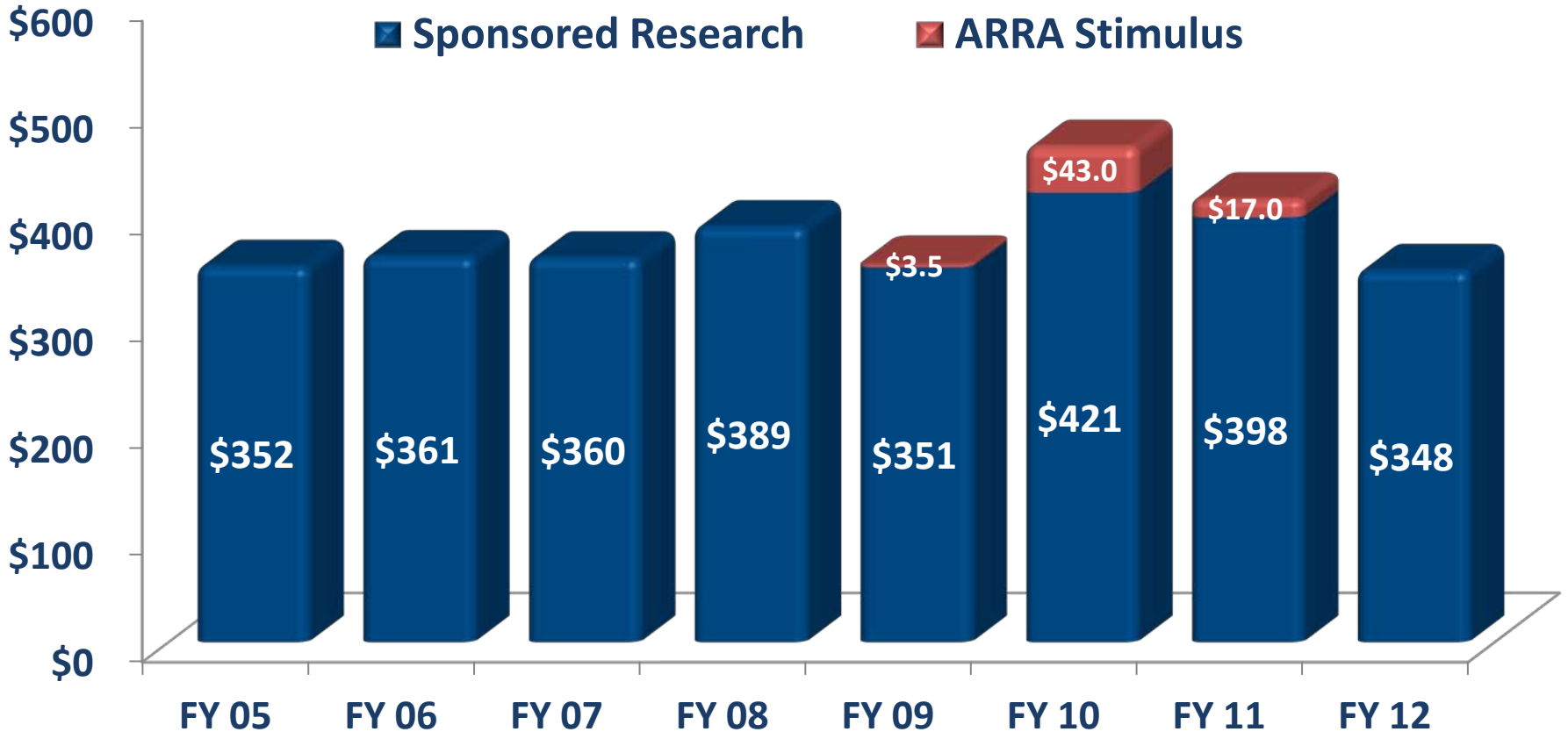


The Transformation of Health Care

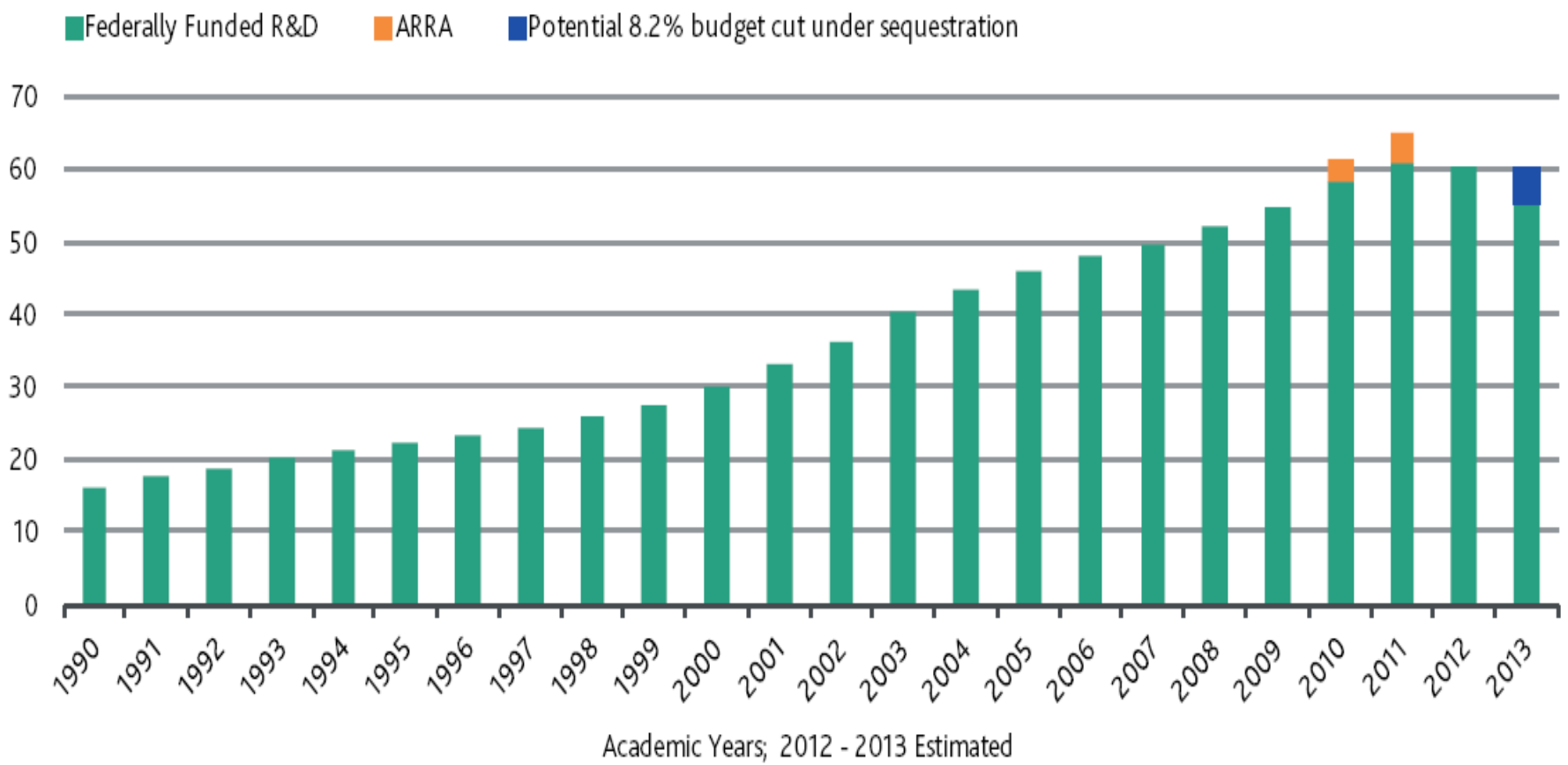
FY13 Operating Revenues ($3.0B)



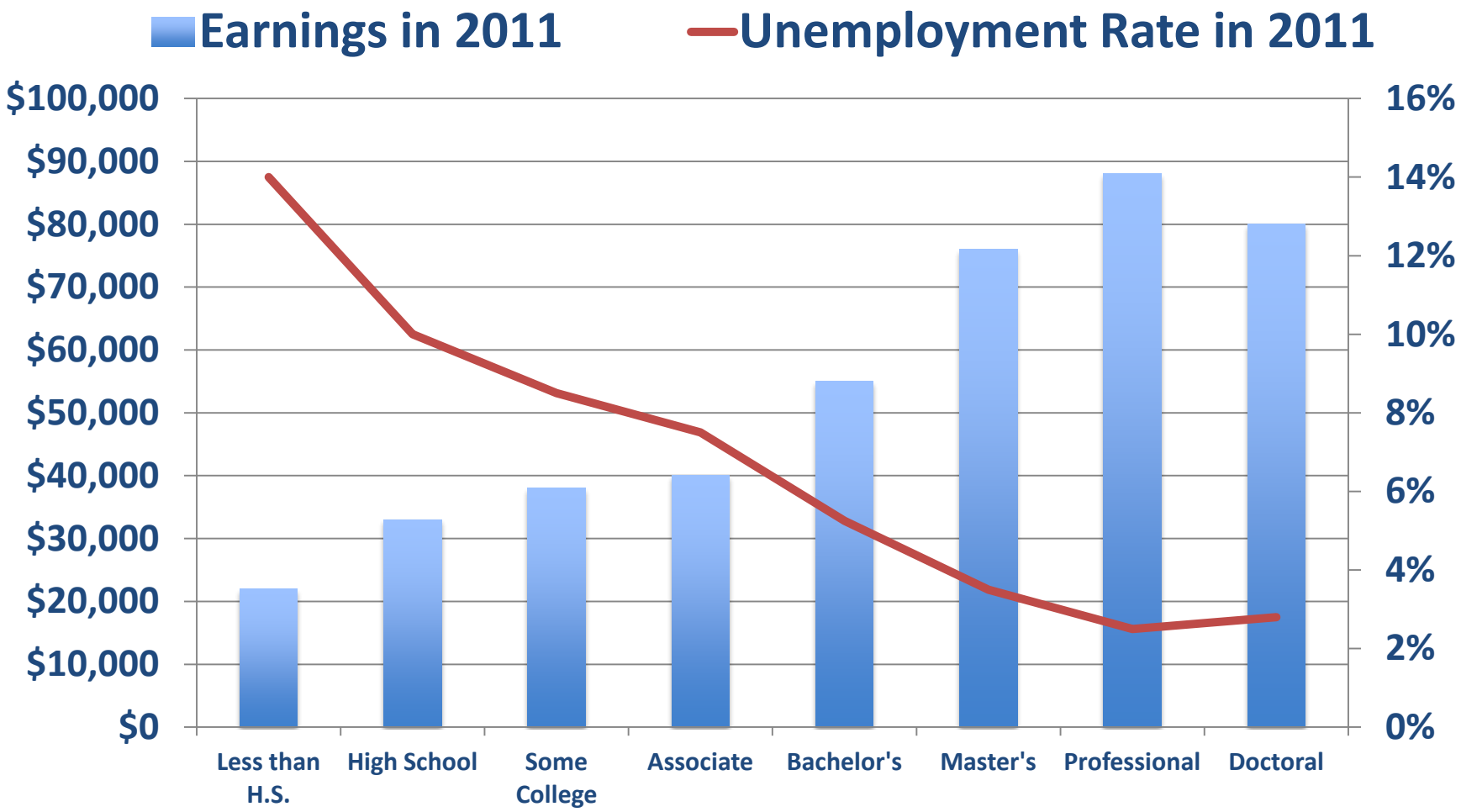
Sponsored Research Support
University of Rochester ($ in Millions)



National Federal Research Funding ($ in Billions)



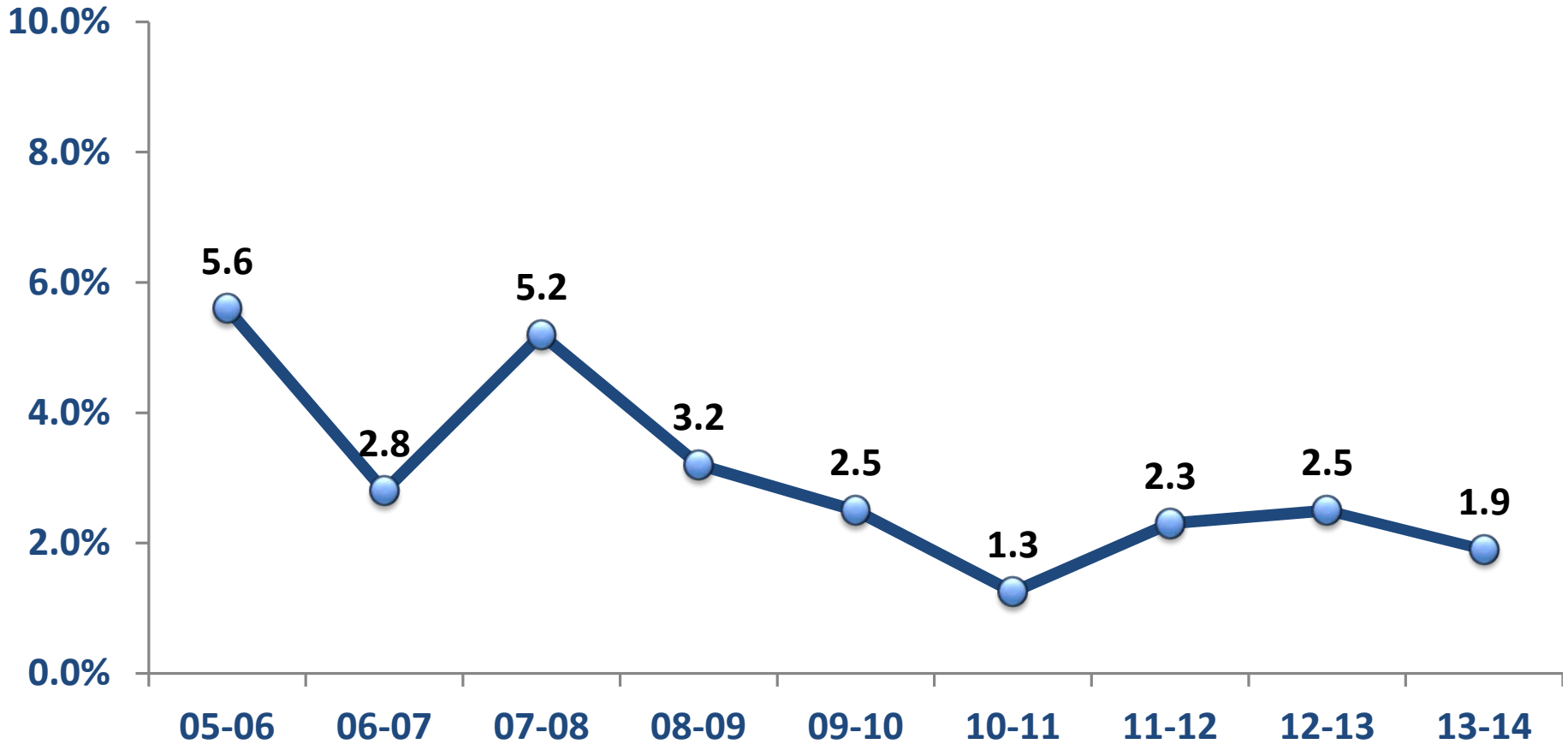
Cost of Higher Education



The Cost of Higher Education

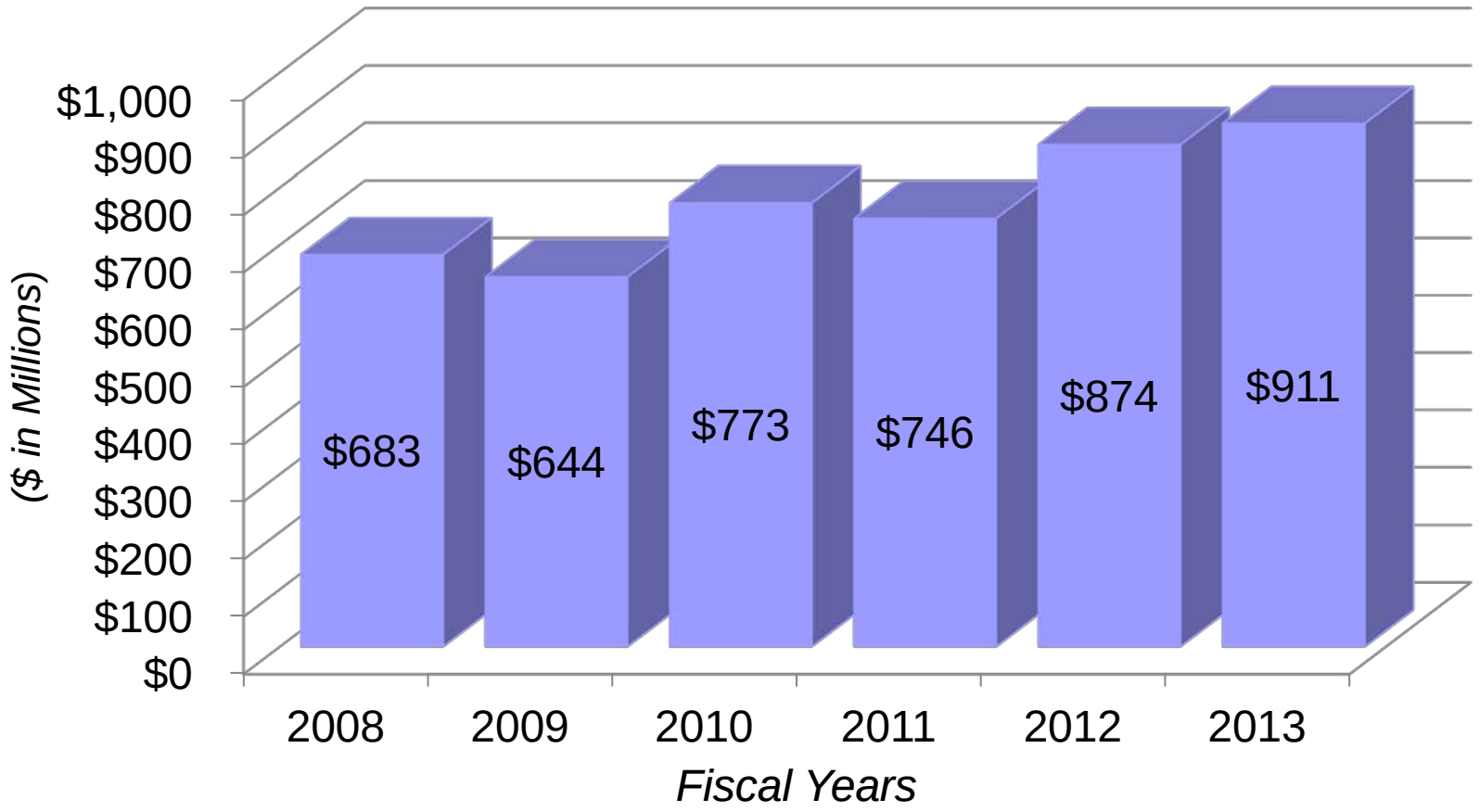
"At a time when a higher education has never been more important or more expensive, too many students are facing a choice that they should never have to make: Either they say no to college and pay the price for not getting a degree -- and that's a price that lasts a lifetime -- or you do what it takes to go to college, but then you run the risk that you won't be able to pay it off because you've got so much debt."

College Tuition Increases Adjusted for Inflation



Health Care Enterprise

Long-Term Debt



University Endowment Spending
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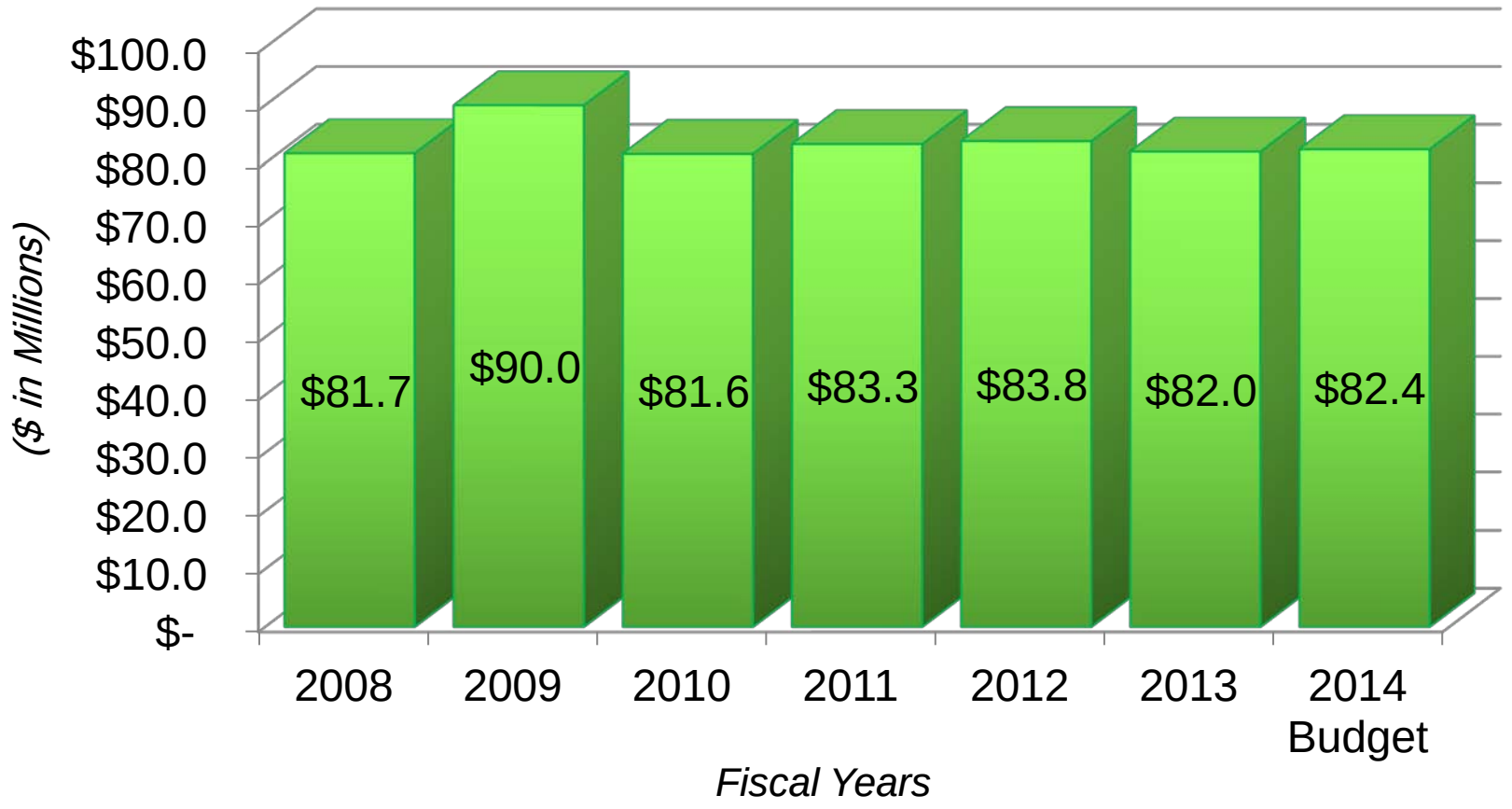
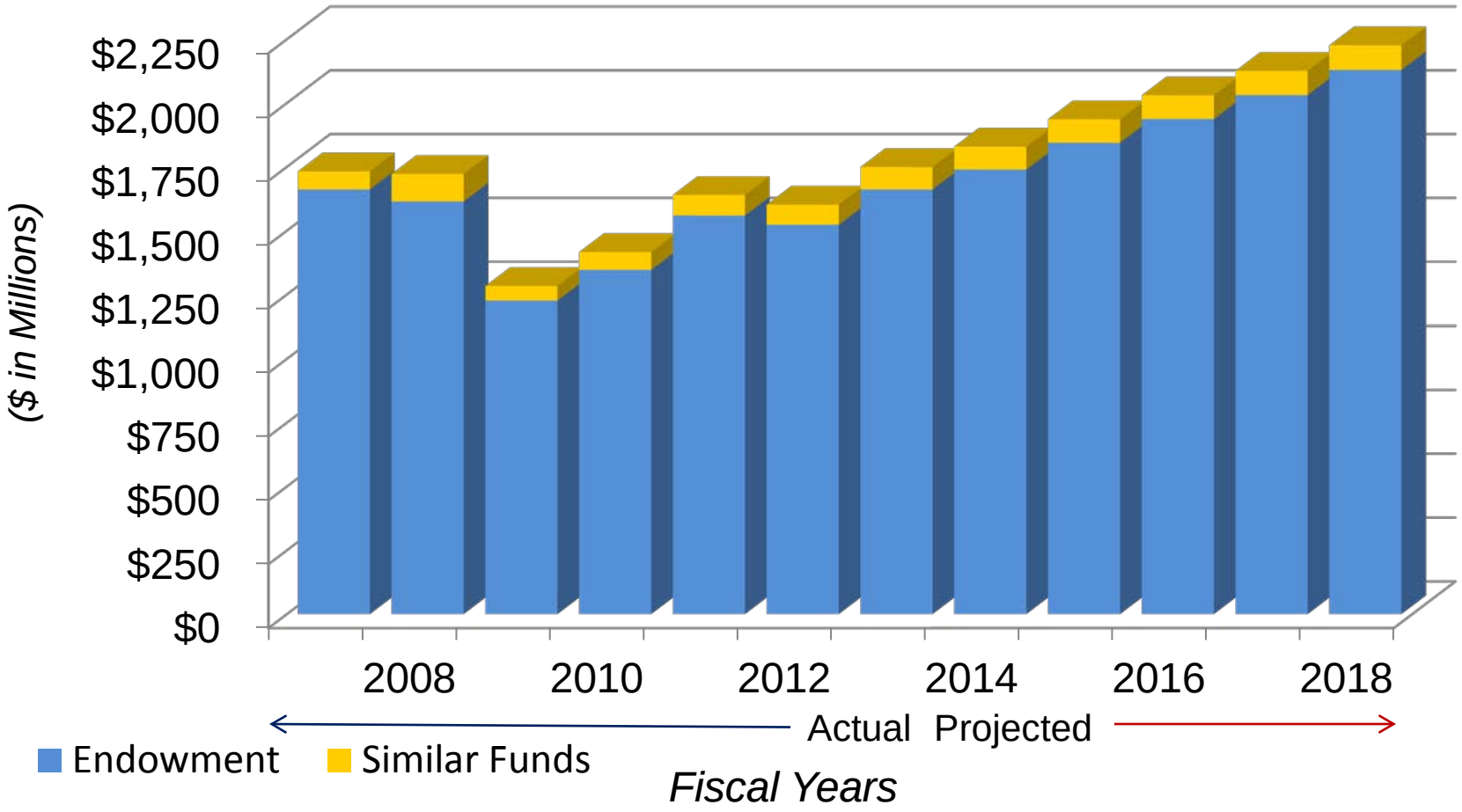
Endowment Use



Actual and Projected Endowment



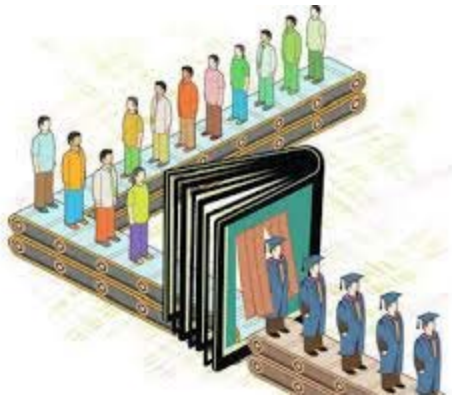
Saunders Research Building

Goals and Objectives
2013-2018

Leading Research University

- Recruitment and retention of the most accomplished and diverse faculty, administration, students and staff
- Data Science priority
- University Research Strategic Plan
- Infrastructure improvements

Emphasis on Quality Education



- *The College:* Enhanced curriculum; expanded faculty

  SMD: Institute for Innovative Education (IIE) and new Simulation Center

  Simon: Data Analytics and Pricing; Undergraduate Business Degree
- *Eastman:* New Undergraduate and master's programs
- *All Schools, led by SON:* Online programs

Improved Health Care

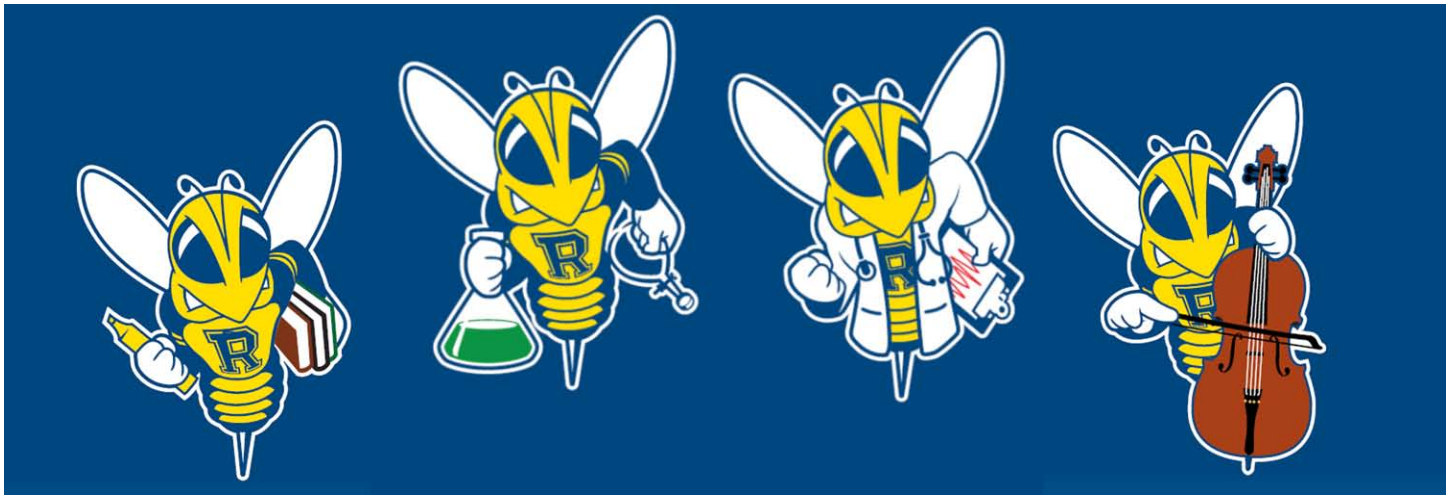
- Accountable Health Partners
- University of Rochester Medical Faculty Group
- *U.S. News* Top 50 Hospital Rankings
- Golisano Children's Hospital 2015

Service to the Community

- Enhanced programs to support K-12 education, health care, and community programs
- Economic development and technology transfer
- College Town, Brooks Landing Expansion

Capital Campaign

- $1.2 billion by June 30, 2016
- Increase George Eastman Circle membership to 3,300



Sustainable Financial Models

- Endowment draw limited to no more than 5.9% (target of 5.5%)
- Competitive compensation for faculty and staff
- Examination of use of existing space

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