



The State of the University

Joel Seligman
April 8, 2014

The Meliora Challenge

\$1,063,653,469



Danny Wegman



\$1 Billion Club



Scholarship and Fellowship Endowments

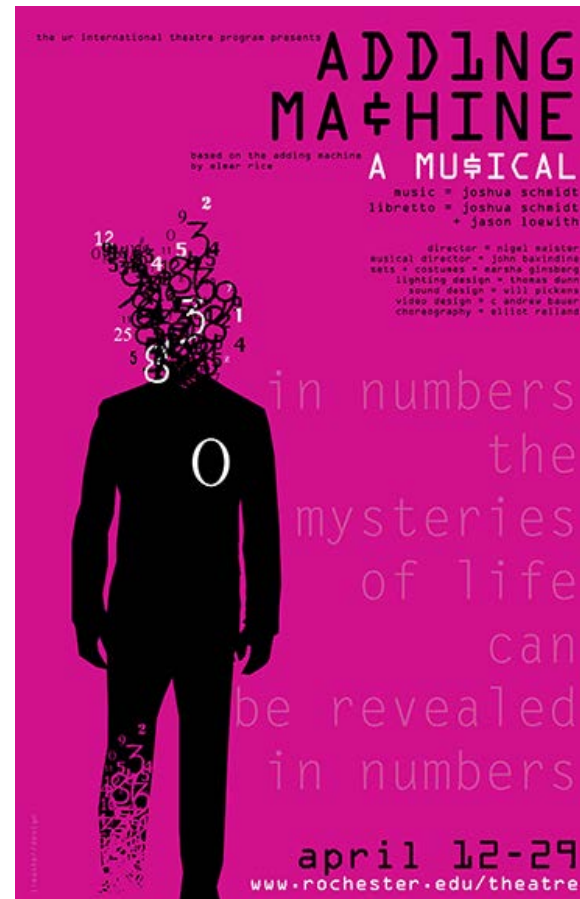


**Carlos "Yuki"
Gonzalez Roman**

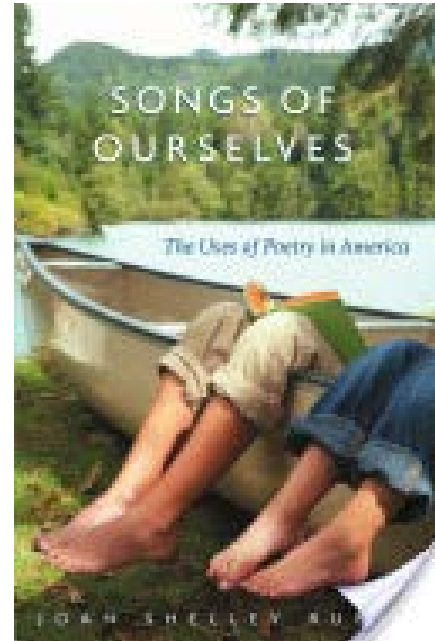
Celebrating Humanities: Maister



Nigel Maister, Russell and Ruth Peck Artistic Director

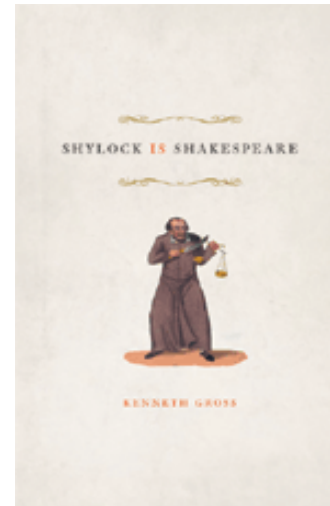


Celebrating Humanities: Rubin



Joan S. Rubin, Dexter Perkins
Professor in History

Celebrating Humanities: Gross



Kenneth Gross, Alan F. Hilfiker
Distinguished Professor of
English

Simon Endowed Professorships



Ron Kaniel



Joanna Wu



Robert Novy-Marx

Lambert and Schleifer Director of Rare Books



College Town



College Town



College Town



College Town



College Town



Paprocki Plaza



Golisano Children's Hospital



Golisano Children's Hospital



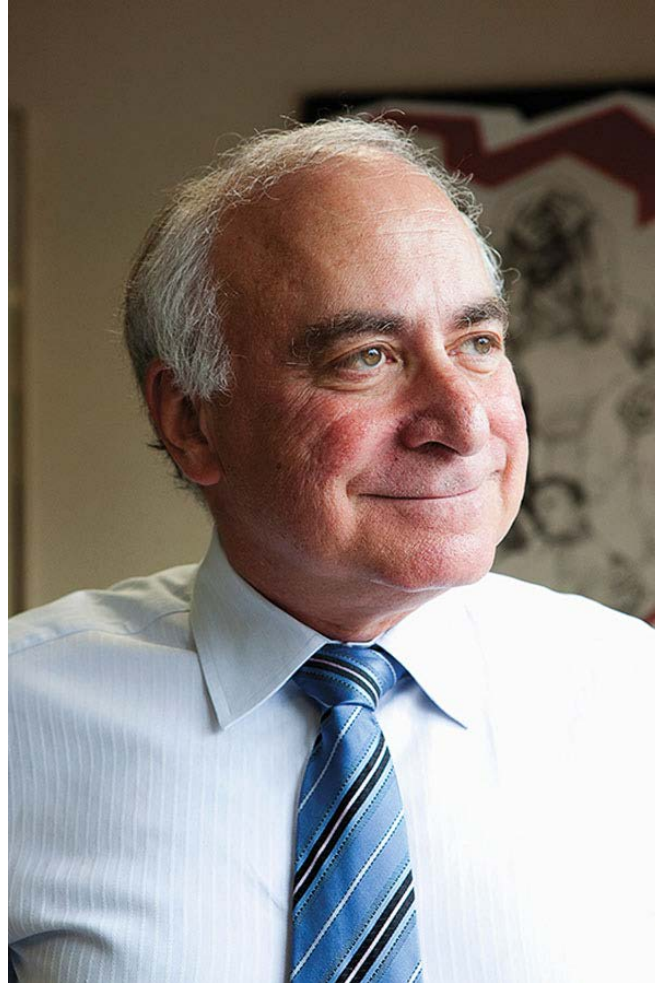
Brooks Crossing



Brian F. Prince Athletic Complex



Ronald Rettner



Ronald Rettner River Campus Renovations



I-390 Interchange Receives Funding



Imaging Building



College Admissions

Admission Year:	2005	2010	2011	2012	2013	2014
Applicants	11,293	12,711	13,678	14,788	16,156	16,325
Enrolled High School GPA	3.56	3.79	3.81	3.81	3.82	3.81
Enrolled Two-Score Equivalent SAT	1300	1332	1344	1358	1368	1380
Under-represented Minorities	12.2%	13.0%	13.6%	14.5%	16.0%	16.0%
International Students	3.3%	12.3%	16.0%	15.8%	20.7%	22.0%

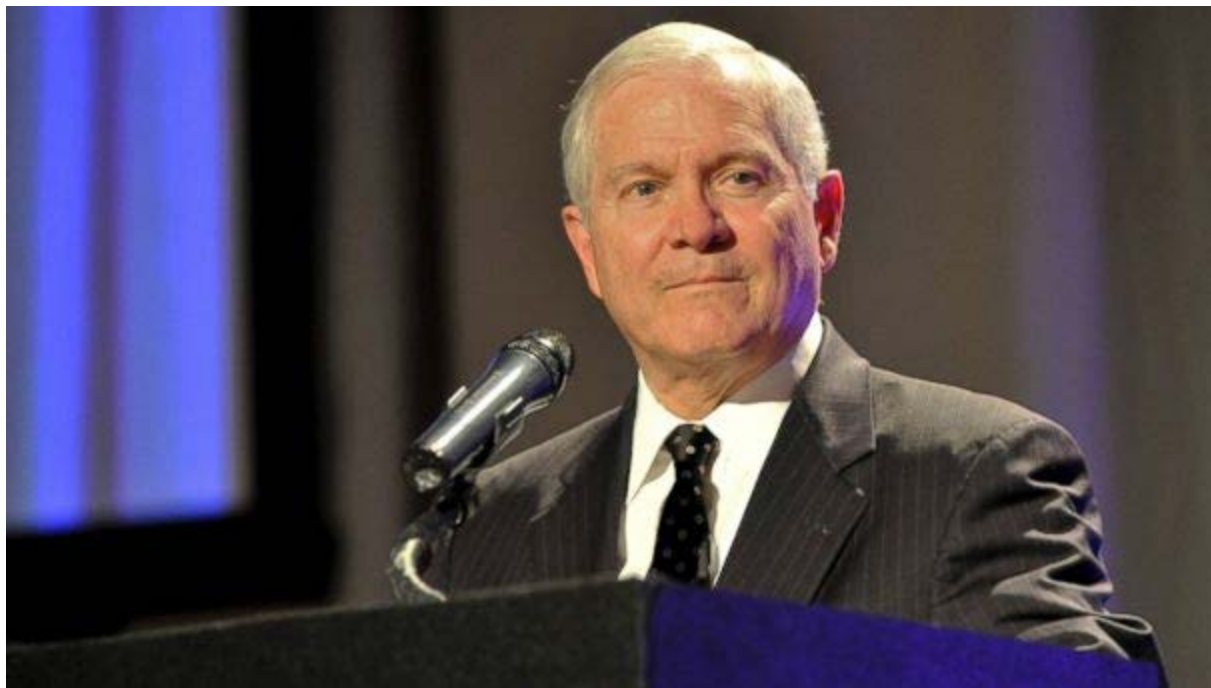
Simon Business School

Financial Times Global MBA Ranking January 2014



- **29th among U.S. Business Schools**
- **3rd in world for Economics**
- **4th in world for Finance**

Secretary Robert Gates



Benjamin Jealous



Itzhak Perlman



Sir James Gallway



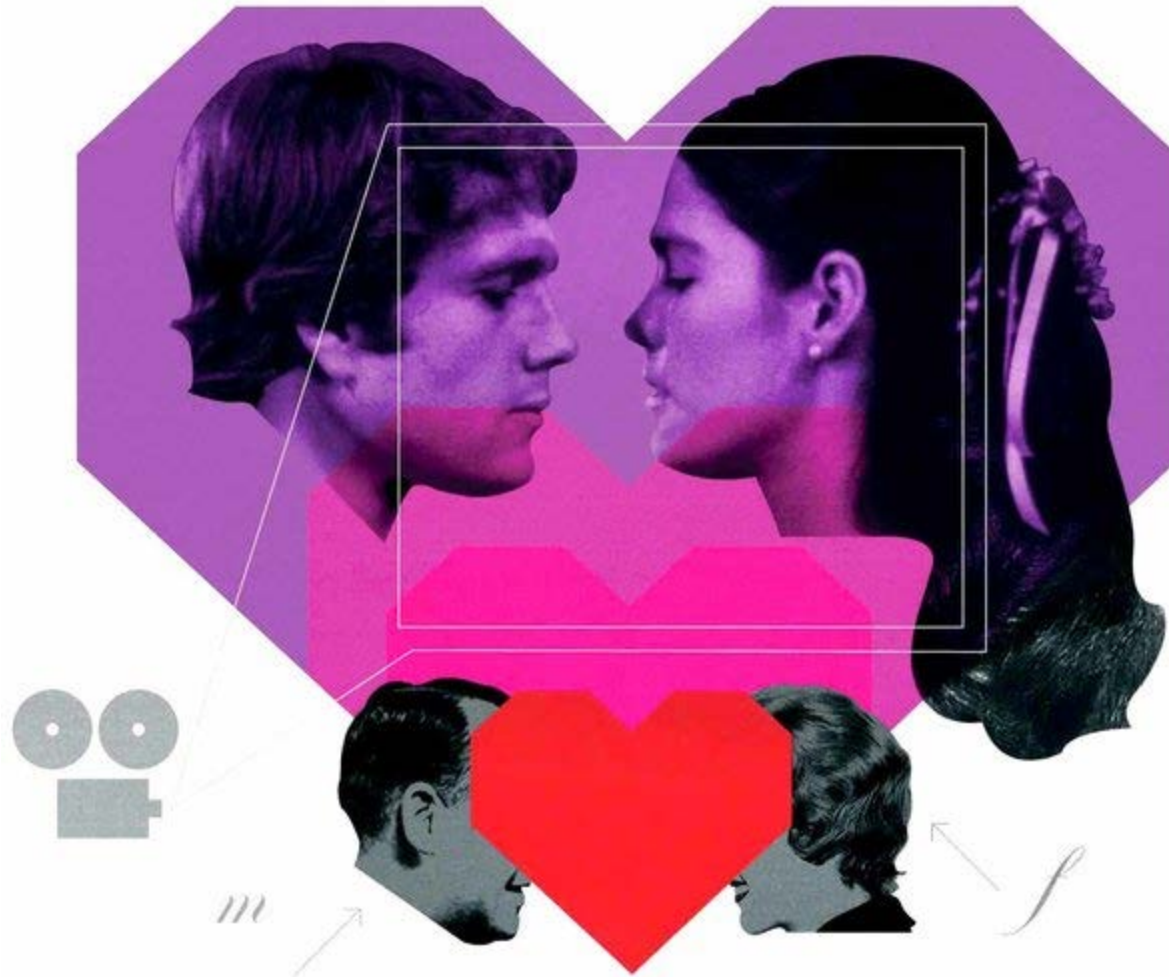
Renée Fleming



Vertebrate of the Year



Forget Couples Therapy – Just Watch a Romance Movie



Rochester Scientists Named AAAS Fellows



Xi-Cheng Zhang, M. Parker Givens Professor of Optics and Director of the Institute of Optics



Karl Kieburz, the Robert J. Joynt Professor in Neurology and Director of CTSI and CHET

Athena Award – Lynne Maquat



Eastman Grammy Award Winners



Maria Schneider



Bob Ludwig

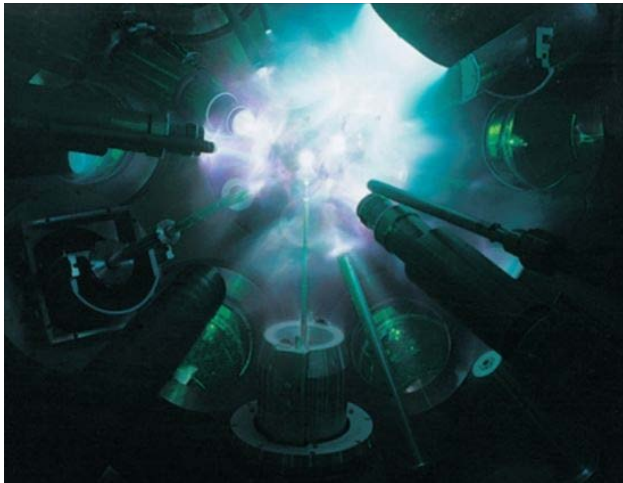
Steve Goldstein



Mary Ann Mavrinac



Laser Lab and Professorships



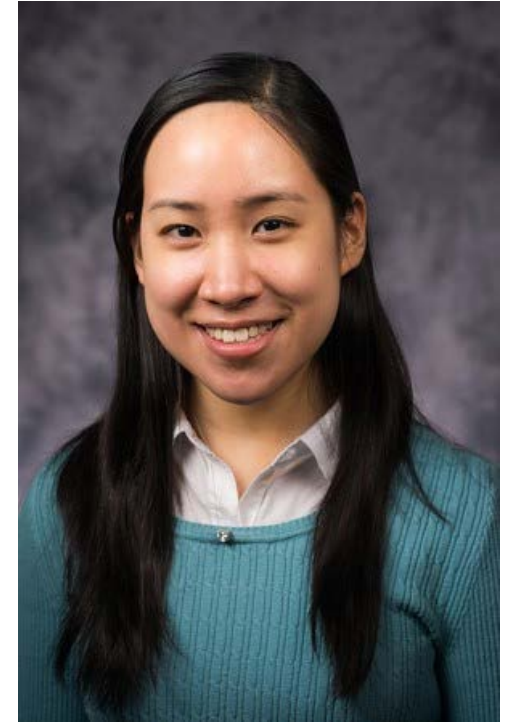
15 Students Receive Fulbright Scholarships



Jyothi Purushotham



Cameron La Point



Rebekah Carpio

Humanity in Action Fellows



Lendsey Achudi '14



Jonathan Johnson '14

Danielle Neu

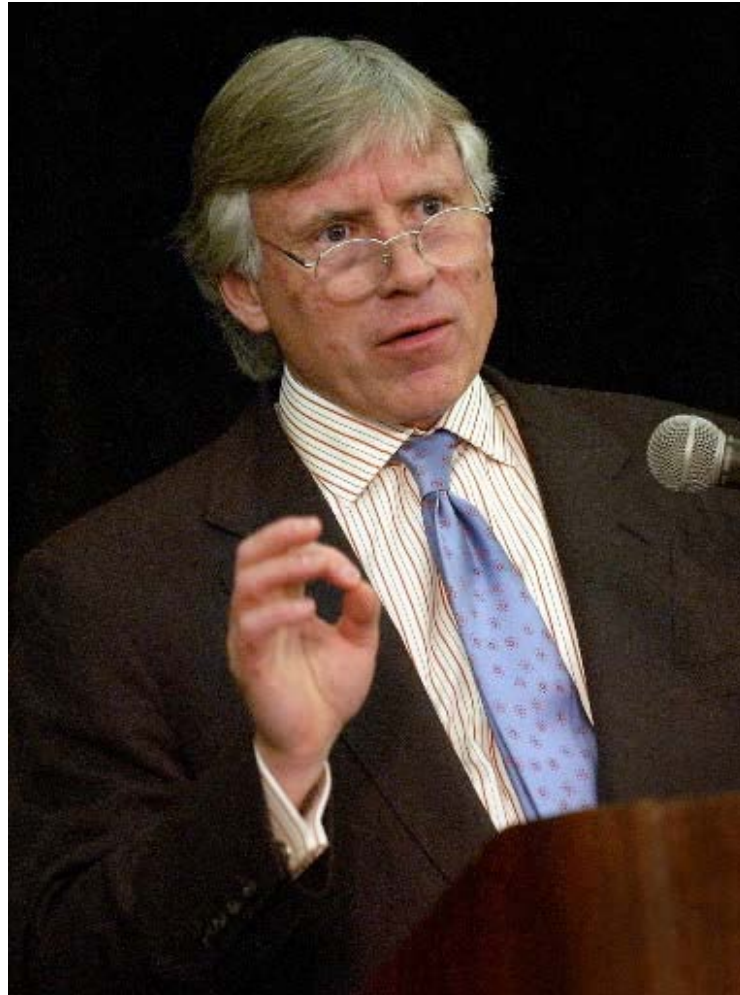


Eastman Alum Wins Naumburg Competition



Julia Bullock '09

Lee Bollinger

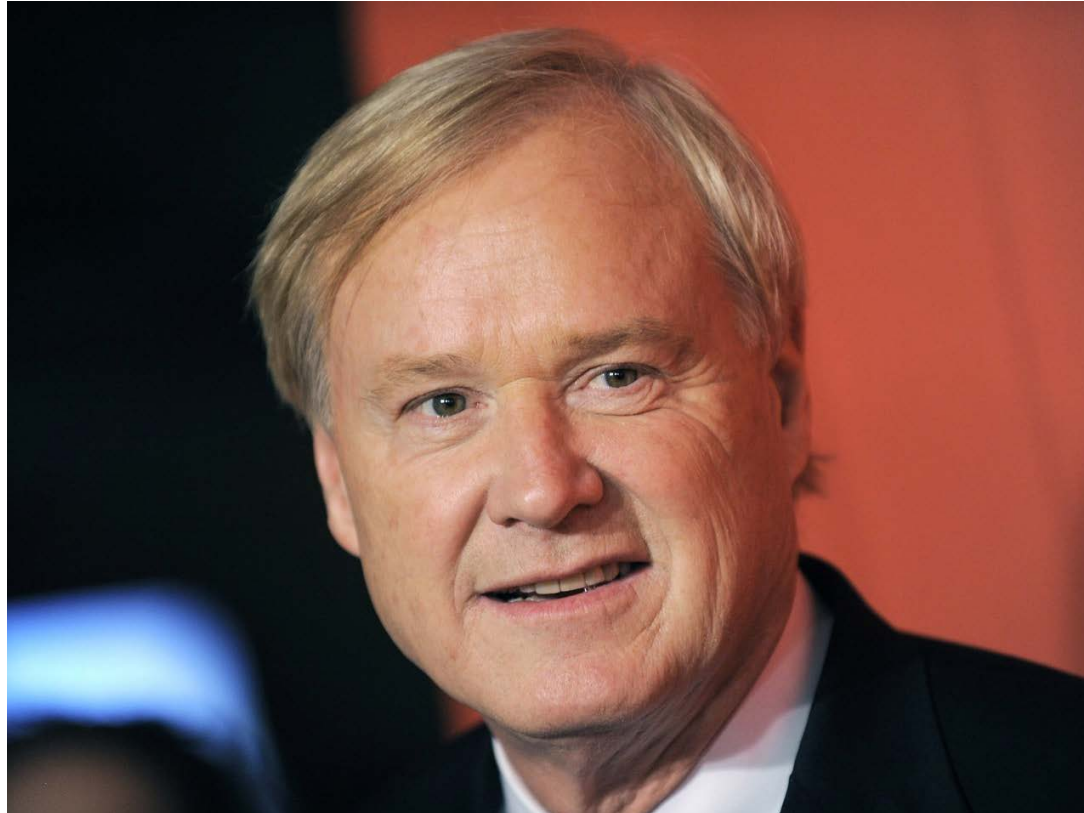


Simon School New York City Conference



Sallie Krawcheck

Chris Matthews



Doris Kearns Goodwin



Jim Thompson



Mark Zupan



Doug Lowry



Grant Holcomb



Memorial Art Gallery



Vanden Brul Pavilion



Sculpture Garden



The Art of Observation



MAG Collaborations



Faculty and Staff Diversity

YEAR	2006	2009	2010	2011	2012	2013
Faculty – URM	37	50	62	66	67	75
% of Total	2.6%	3.0%	3.8%	3.5%	3.5%	3.9%
Faculty – Women	411	491	520	613	617	636
% of Total	28.6%	31.3%	31.7%	32.2%	32.6%	33.1%
Staff – URM	175	271	312	315	313	334
% of Total	5.1%	6.6%	7.3%	7.2%	7.1%	7.2%
Staff – Women	2362	2,845	2,898	2,948	2,985	3097
% of Total	68.5%	69.0%	68.3%	67.3%	66.8%	66.8%

LaRon Nelson



Kearns Center Success



LaFleur Stephens

K-12 Symposium



Communications - Futurity

FUTURITY

CONNECT ▾



SUBSCRIBE

HEALTH & MEDICINE



SHARE THIS ARTICLE [FACEBOOK](#) [TWITTER](#)

"With cardiac resynchronization therapy we have the ability to slow the progression of heart failure, reduce death, and increase the life span of patients," says Arthur J. Moss. (Credit: "stethoscope" via Shutterstock)

PAIRED THERAPY SAVES LIVES AFTER MILD HEART FAILURE

UNIVERSITY OF ROCHESTER → Original Study

Posted by [Emily Boynton-Rochester](#) on March 31, 2014

Communications – My4



your campus cheat sheet

*see what's possible for you
at a research university*

get in

meet people

get involved

study & experience

work

Search →



Architecture class builds 'unlikely' jackets

March 26th, 2014 | by USC

Students had five weeks to build a Mao jacket out of any two materials. They chose pencil erasers, copper wire, kitchen matches, and other unexpected objects.

*Implementing Our
2013-2018 Strategic
Plans*



Leading Research University



- Faculty is Paramount
- Institute for Data Science
- University Research Strategic Plan
- Infrastructure Improvements

Emphasize Educational Quality



- *The College*: Faculty growth, ever stronger student body
- *SMD*: Institute for Innovative Education (IIE)
- *Simon*: Data Analytics and Pricing, Undergraduate Business Degree
- *Eastman*: New Undergraduate and Master's programs
- *All Schools, led by SON*: Integrate Online Programs

Improve Health Care



- Accountable Health Partners
- Sustainable Financial Models
 - Medical Faculty Group
- Regional and Insurance Strategies
- Maintain or Increase *US News* Top 50 Hospital Rankings
- Complete Golisano Children's Hospital by 2015

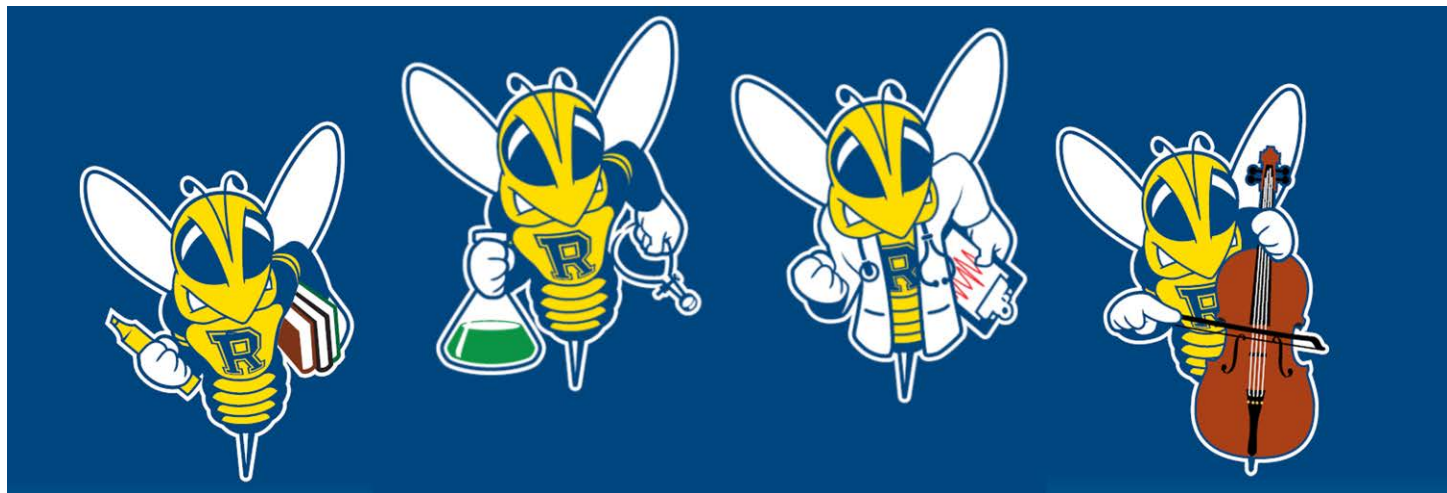
Service to the Community



- College Town, Brooks Crossing
- Support K-12, Health Care and Community Programs
- Economic Development and Technology Transfer

Capital Campaign

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



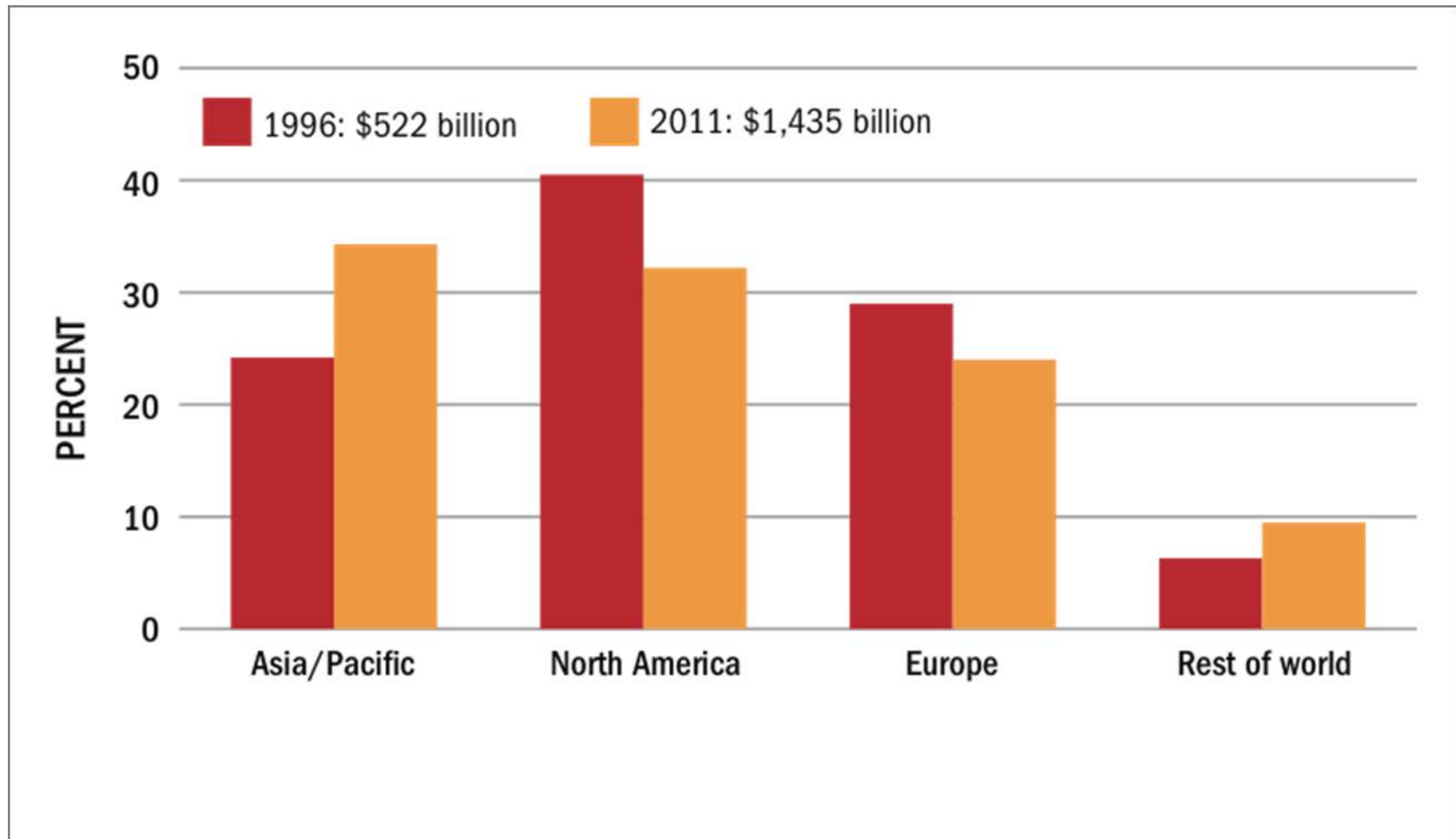
Sustainable Financial Models

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

Leading Research University



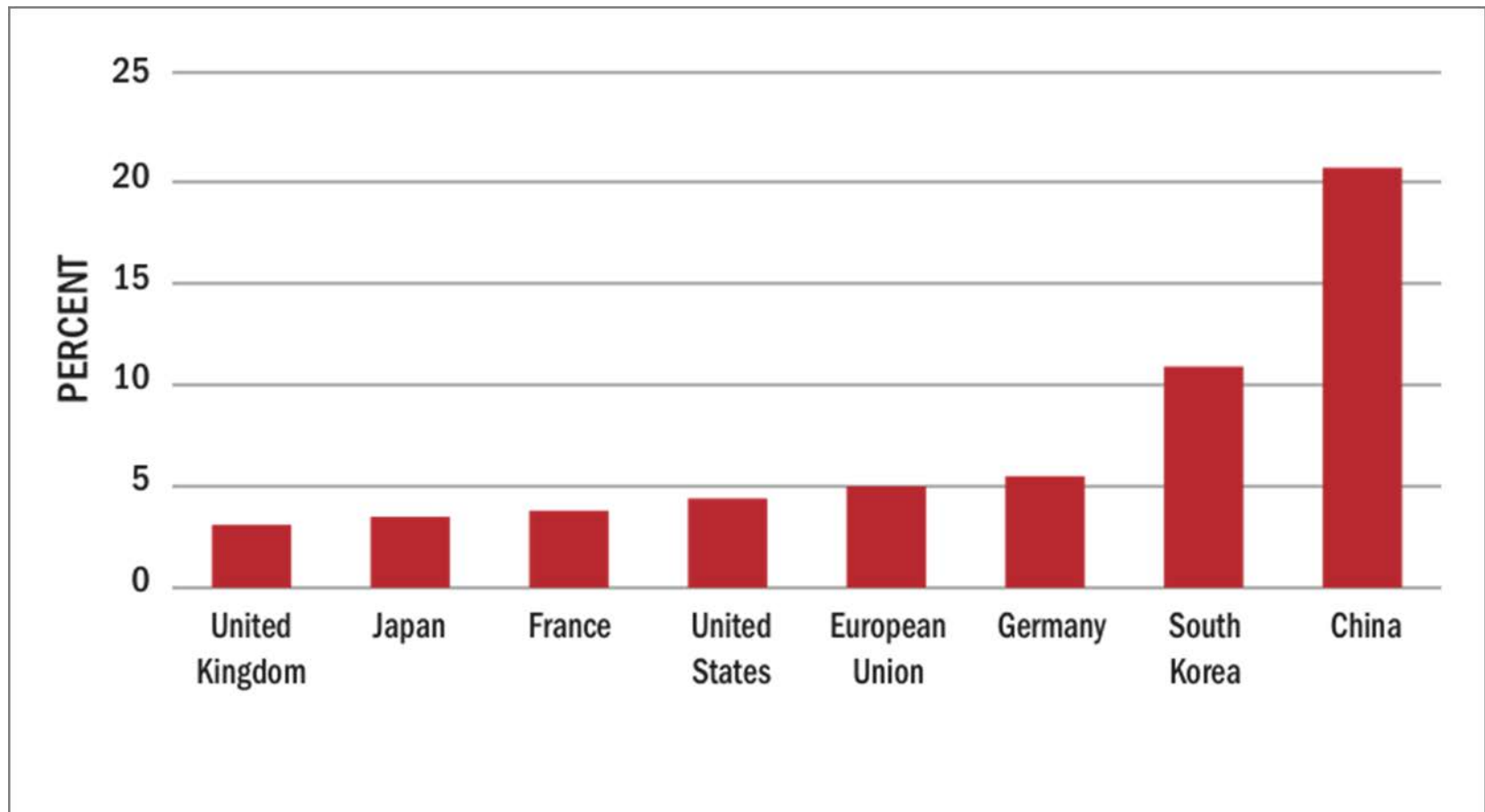
Regional Share of Worldwide R&D Expenditures



Source: National Science Board 2014

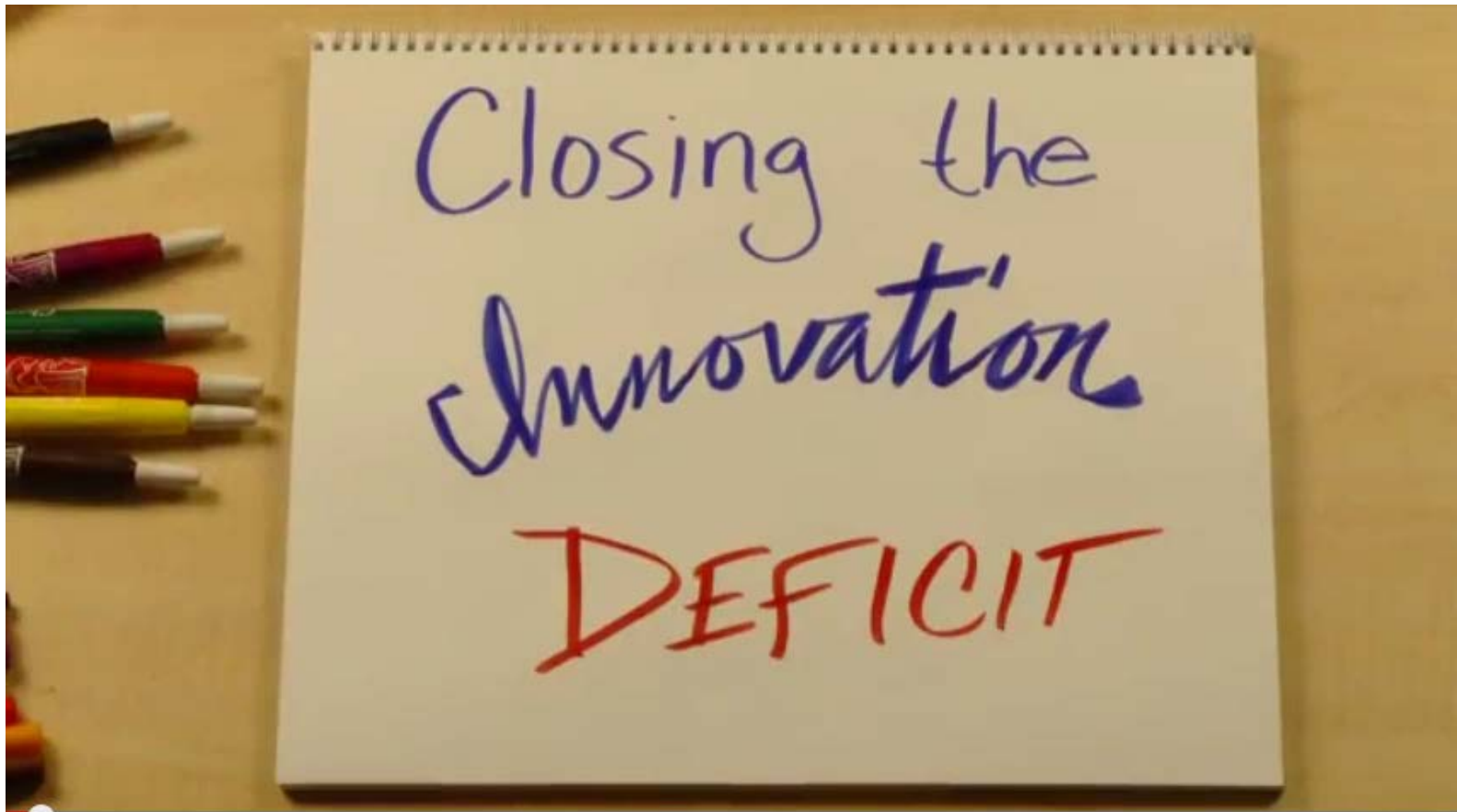
Average Annual Growth in Domestic R&D Expenditures

2001-2011

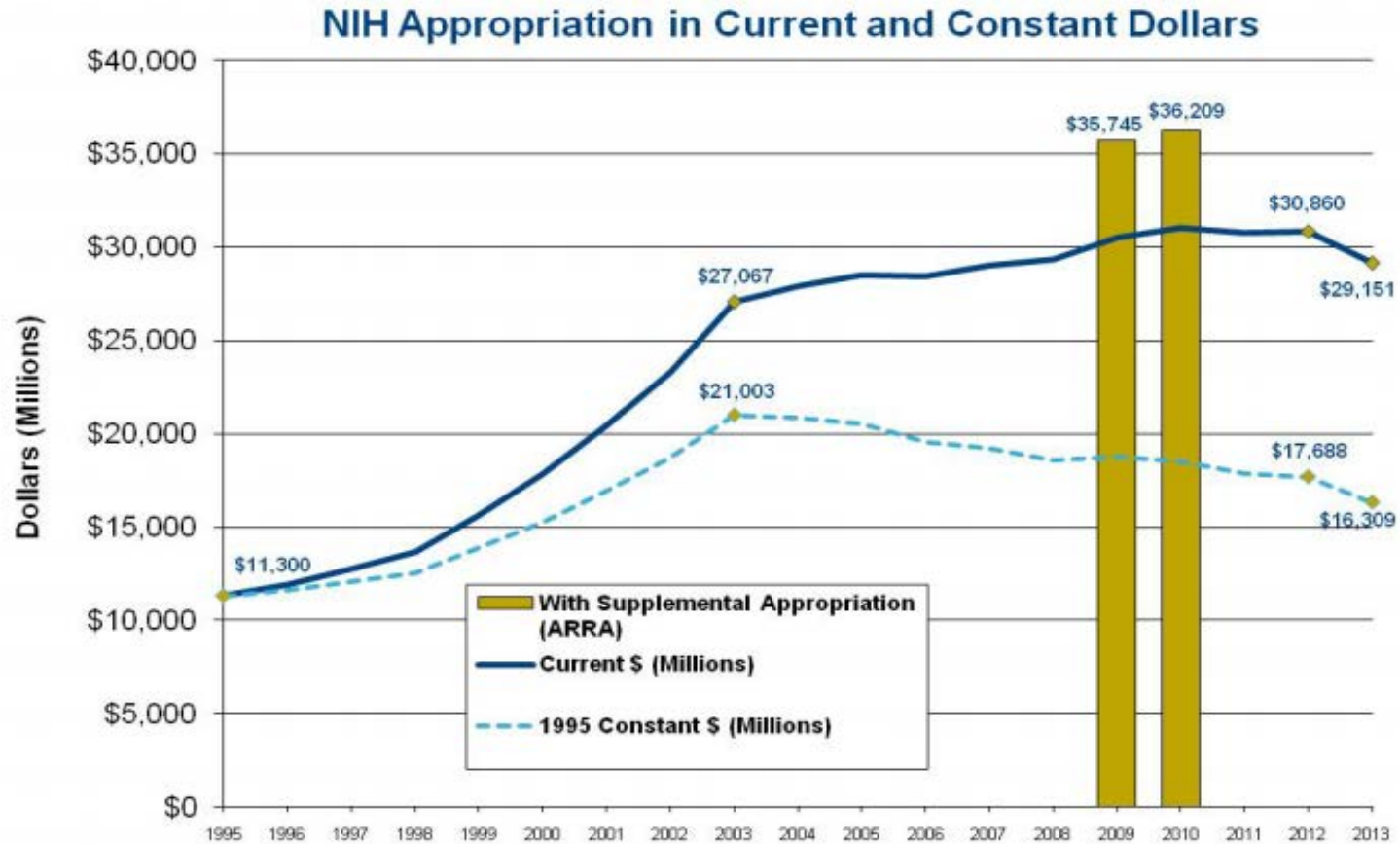


Source: National Science Board 2014

Closing the Innovation Deficit



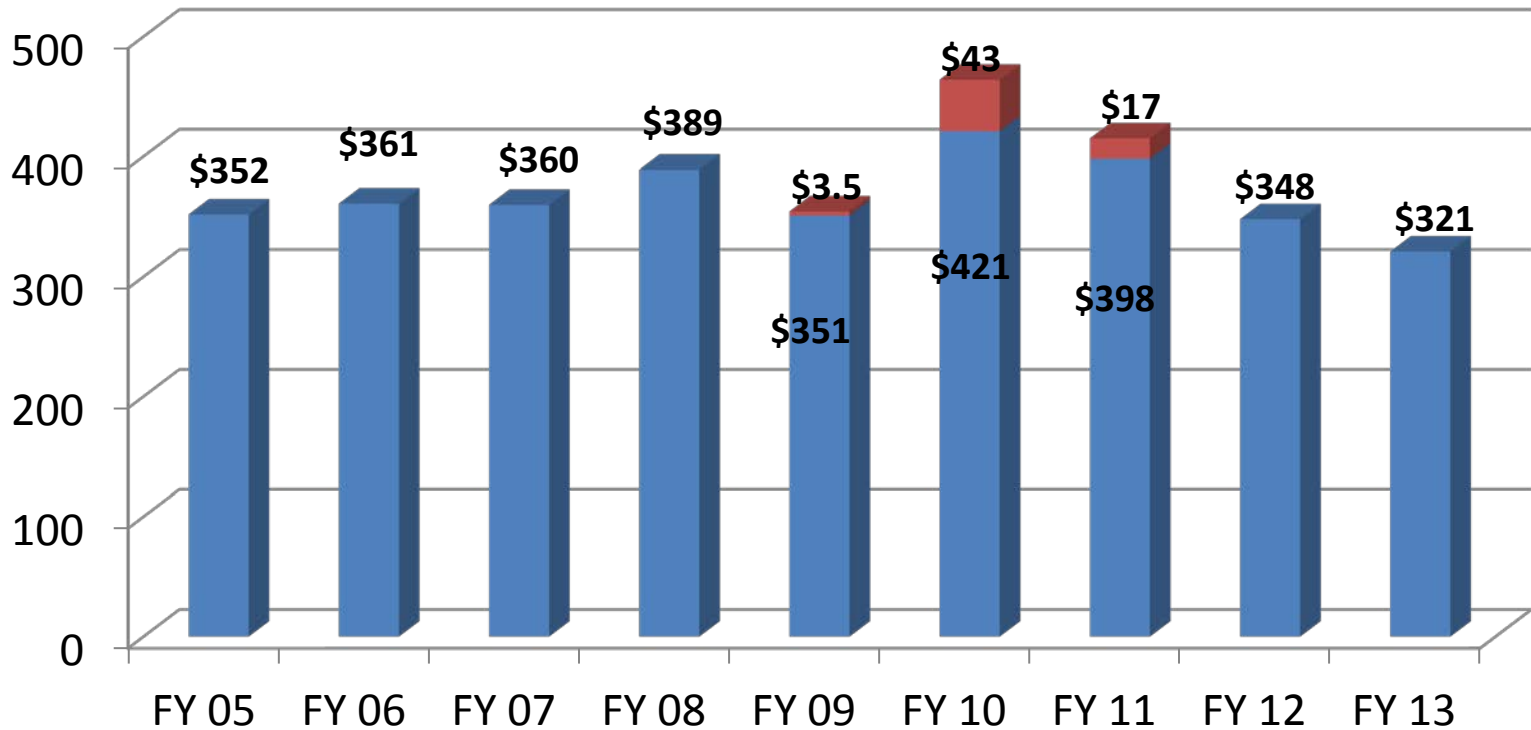
Deterioration of Sponsored Research



Sponsored Research at the University

University of Rochester (Awards in \$ Millions)

■ Sponsored Research ■ ARRA Stimulus



Sponsored Research Makes a Difference



Breakthrough in Alzheimer's Research



Parkinson's Study

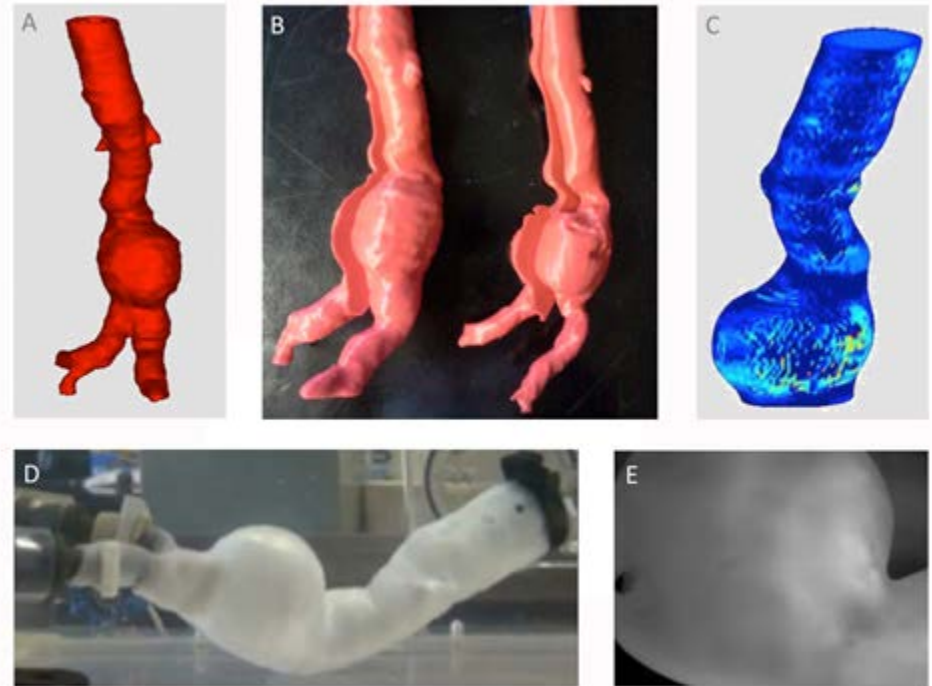


Kevin Biglan

3-D Modeling of Aneurysms



Ankur Chandra



University's \$100M Commitment to Data Science



Center of Excellence



Rob Clark



Research Strategic Plan



Steve Dewhurst



Dave Williams



Rick Waugh

Research Strategic Plan



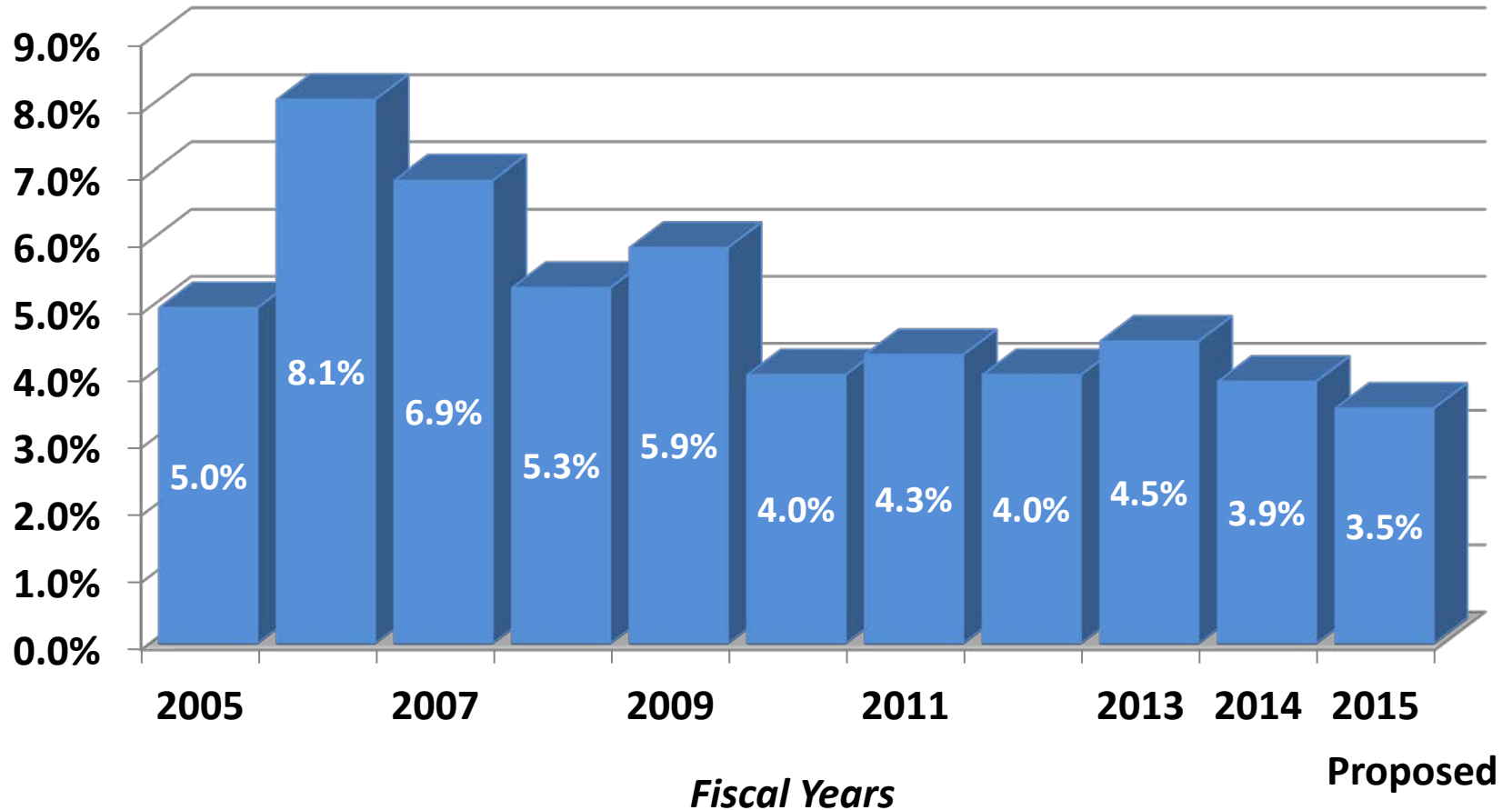
Scott Catlin



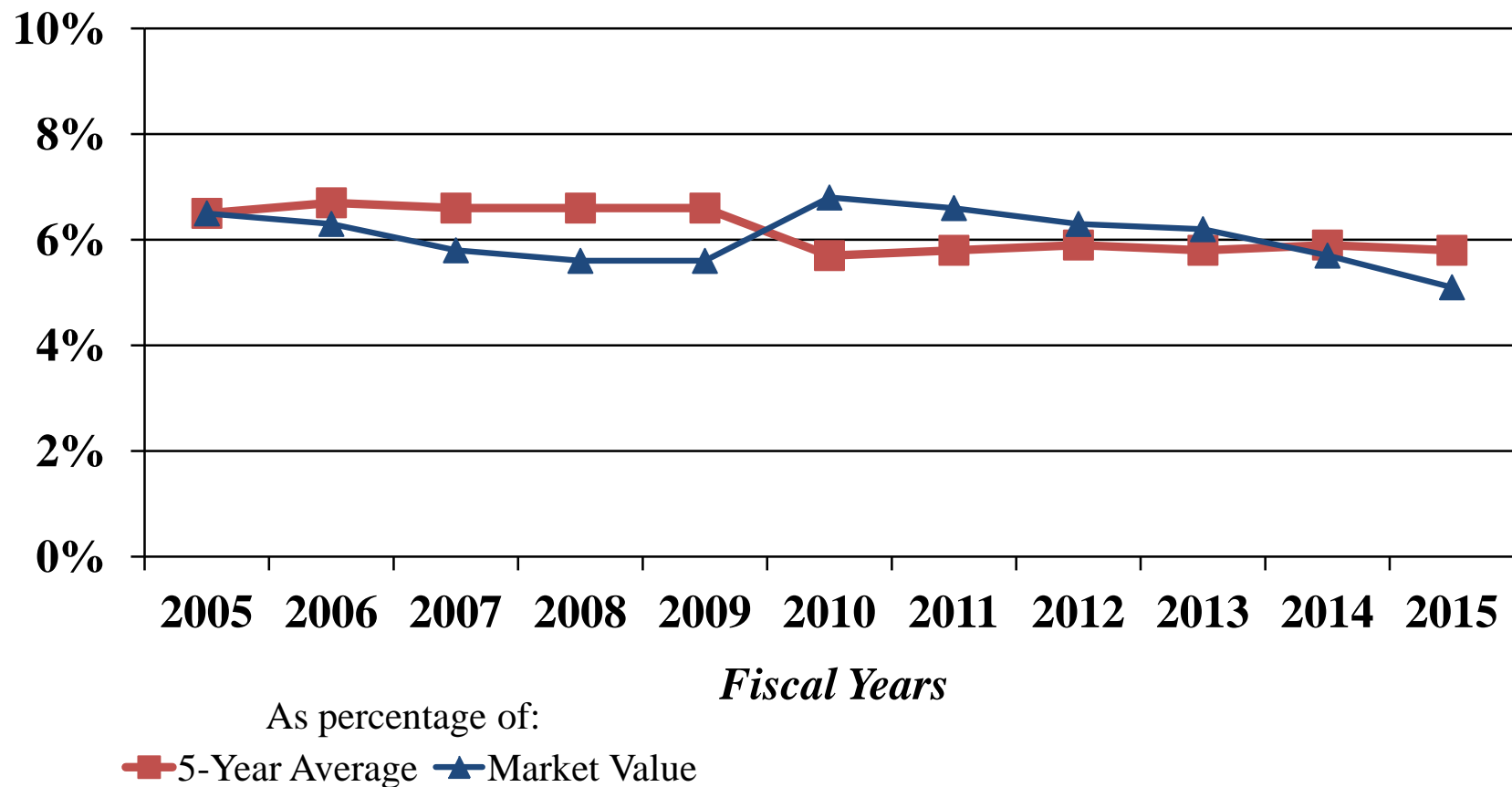
Stable Finances

- **Specific cost containment programs undertaken by divisions**
- **\$83M multi-year Medical Center program**
- **Broader focus on reducing costs in several areas:**
 - **Reduce the rate of growth of health care costs by revising health plans;**
 - **Savings in the procurement of goods and services;**
 - **Energy management with upgrades of technology and utilities infrastructure.**

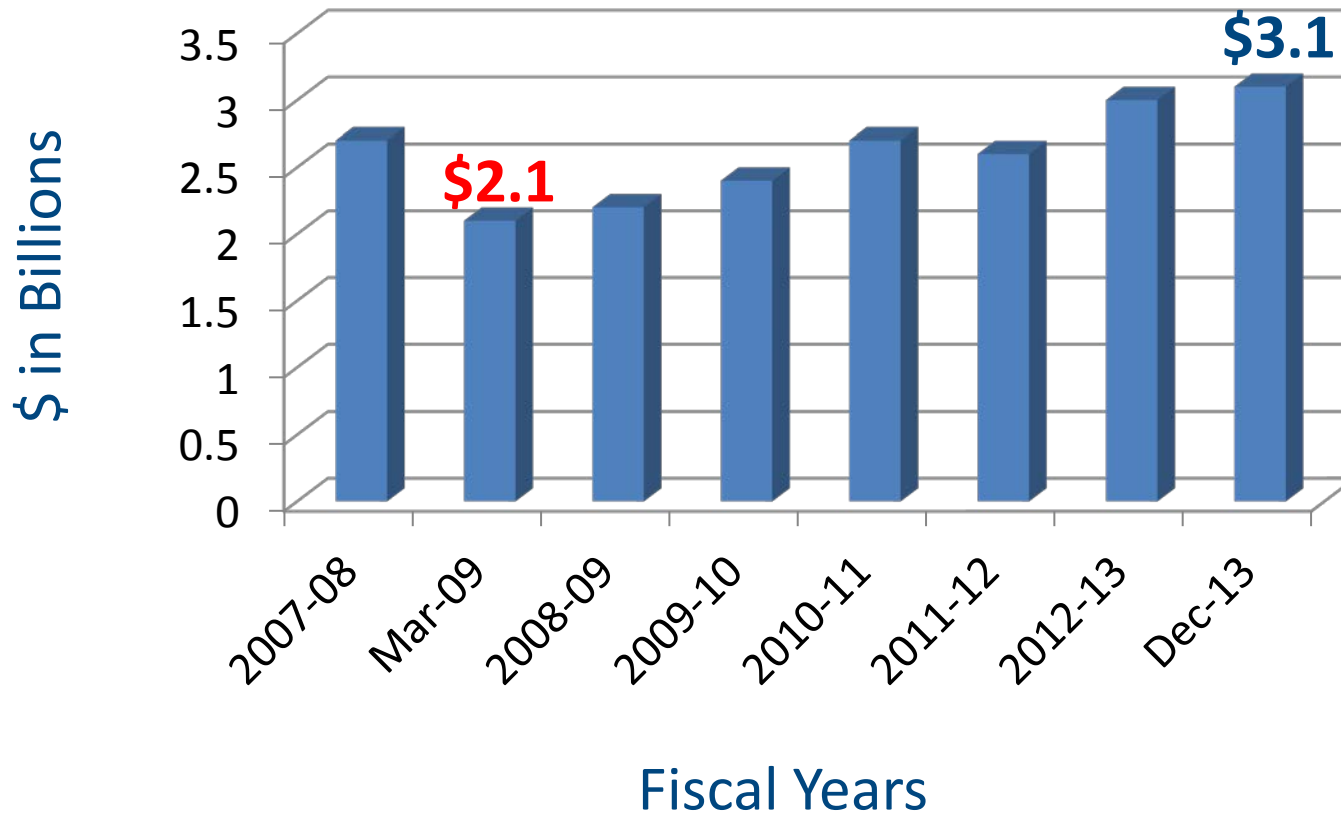
Undergraduate Tuition Rate Increase



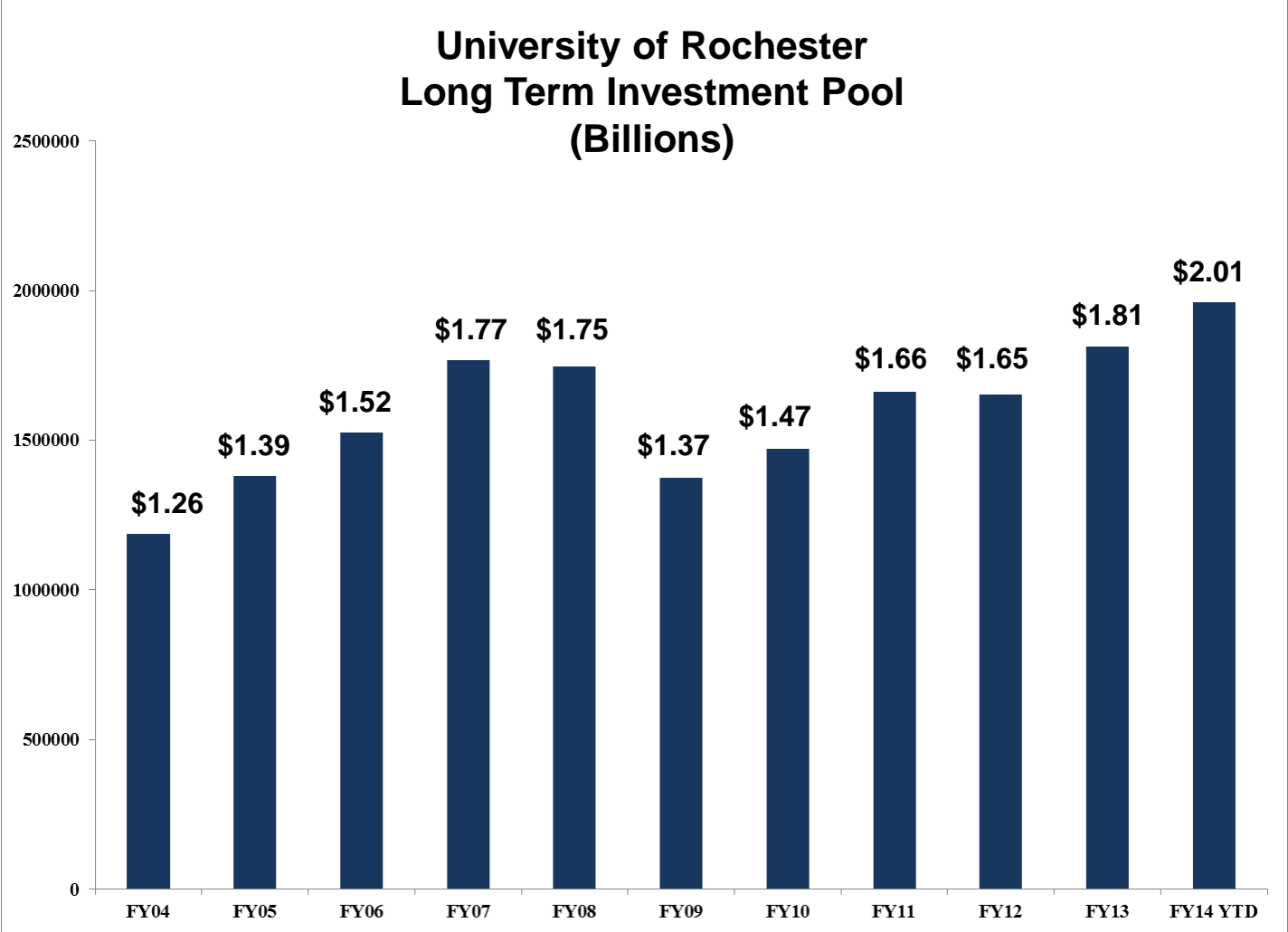
Aggregate Endowment Spending



Total Net Assets



Long Term Investment Pool



Capital Budget and Debt Planning

- **Total capital budget is approximately \$167 million, including routine (\$70 million) and non-routine (\$97 million) projects**
- **Continue to fund infrastructure improvement, renovation and deferred maintenance**
- **Initial investments being made per Strategic Plan, Central Utilities Master Plan and River Campus Libraries Facilities Master Plan**

