

Lighting Up Rochester, the Upstate Revitalization Plan, and Ten Lessons That I Have Learned in Ten Years

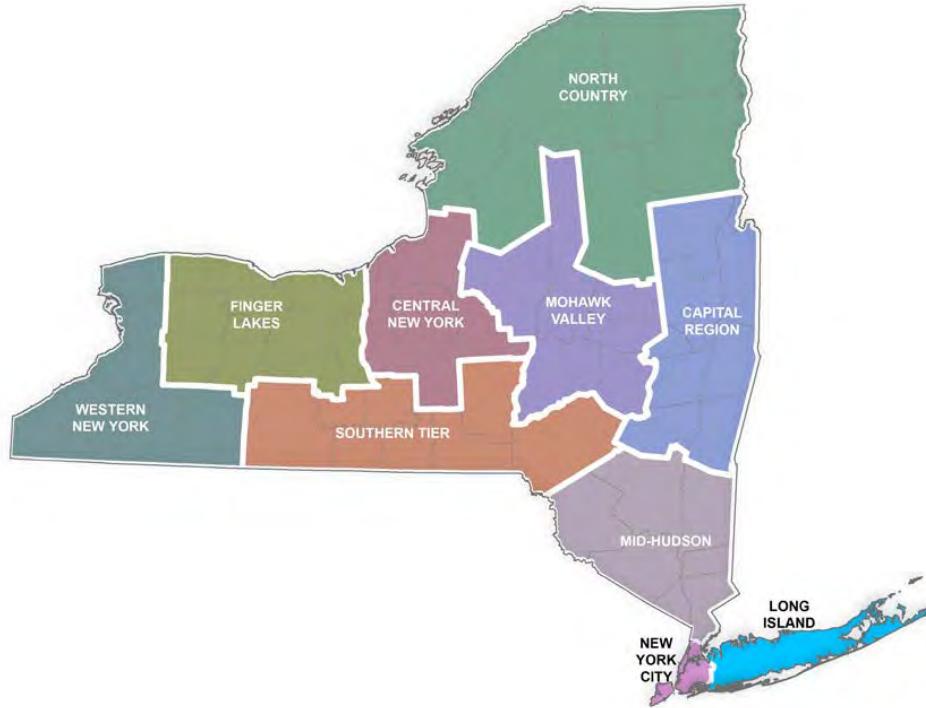
Remarks to the University Community by Joel Seligman

September 21, 2015

AIM Photonics

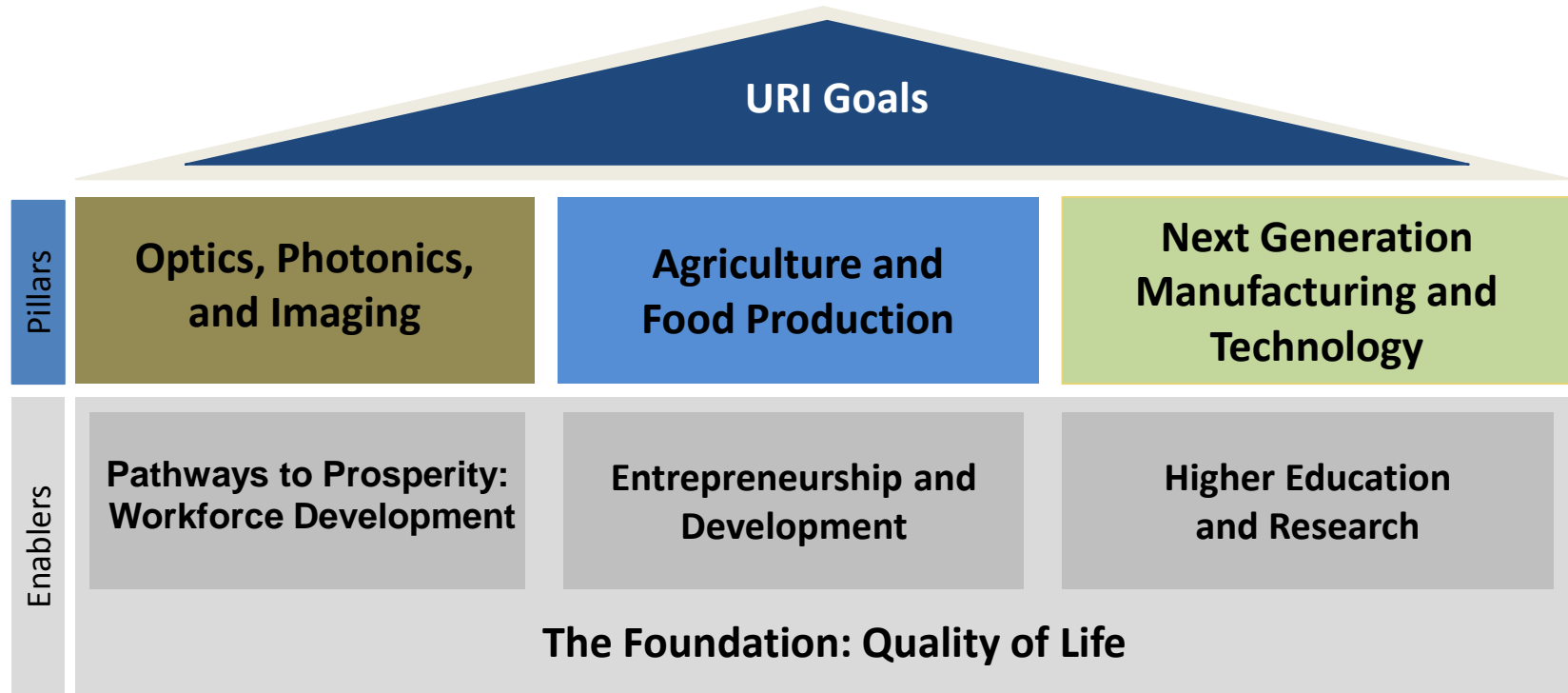


The \$500 Million URI Fund



- **Finger Lakes**
- **Capital Region**
- **Central New York**
- **Mid-Hudson**
- **Mohawk Valley**
- **North Country**
- **Southern Tier**

The URI Framework



Optics, Photonics, and Imaging

Finger Lakes has deep history in sector



Today, commercial and academic strength

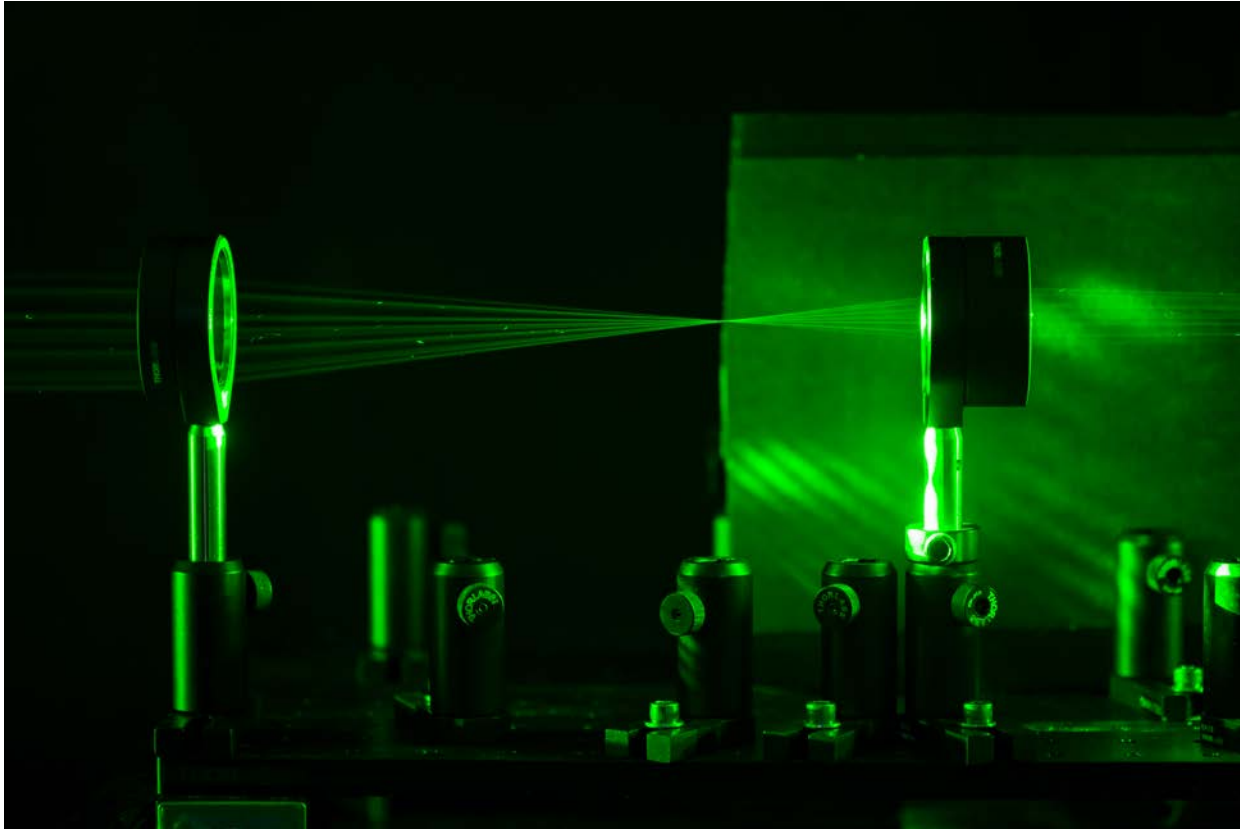
- 26,000 jobs at 120 companies (large and small businesses)
- Leading programs and research at UR, RIT
- Workforce programs at MCC and others

Investments will keep us on the cutting edge



- AIM Photonics: establish Rochester as center for new research and development

Photonics



Agriculture and Food Production

The Finger Lakes has strengths across the full value chain...

... leading the industry's transformation



Global and local research partnerships

Leader in NYS Agriculture

Leader in NYS Food Production

Next Generation Manufacturing and Technology

Cutting Edge Technologies



Batteries



Biomaterials



3D Printing



Nanoscale
Manufacturing



Software
Development

Innovation Hubs



EASTMAN
Business Park



Downtown Rochester

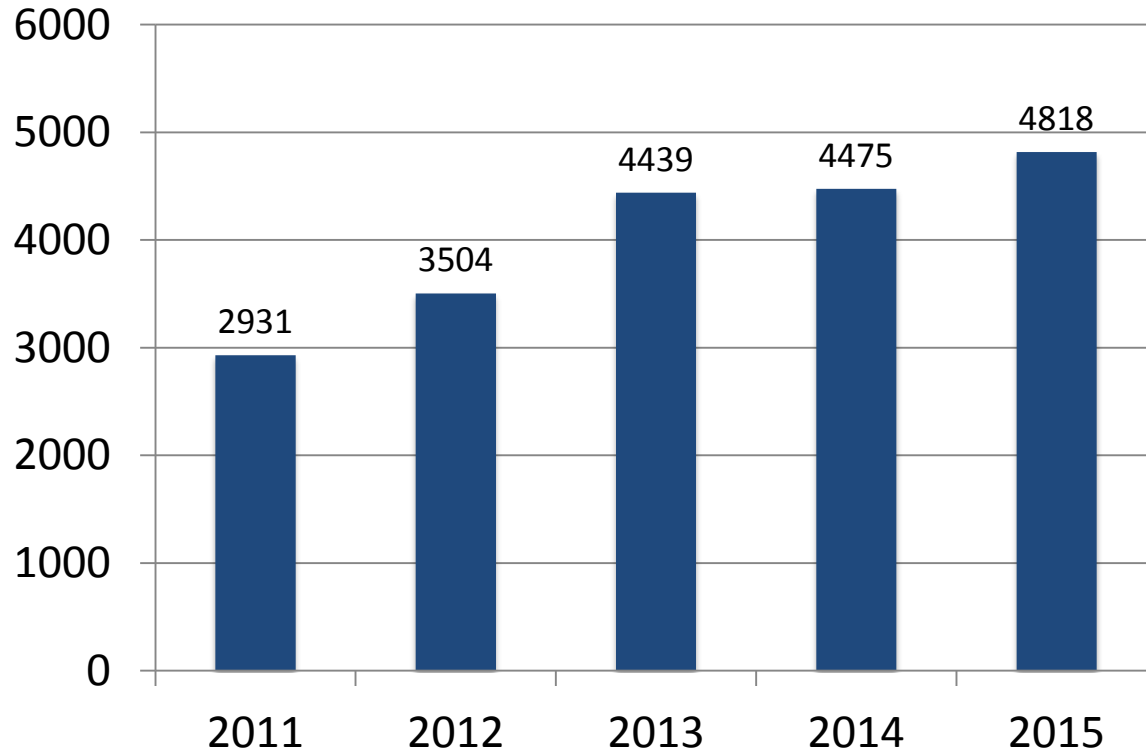


Eastman Business Park



Planned fermentation facility

Eastman Business Park



Downtown Innovation Zone



Sibley Building



**Center for Urban
Entrepreneurship**

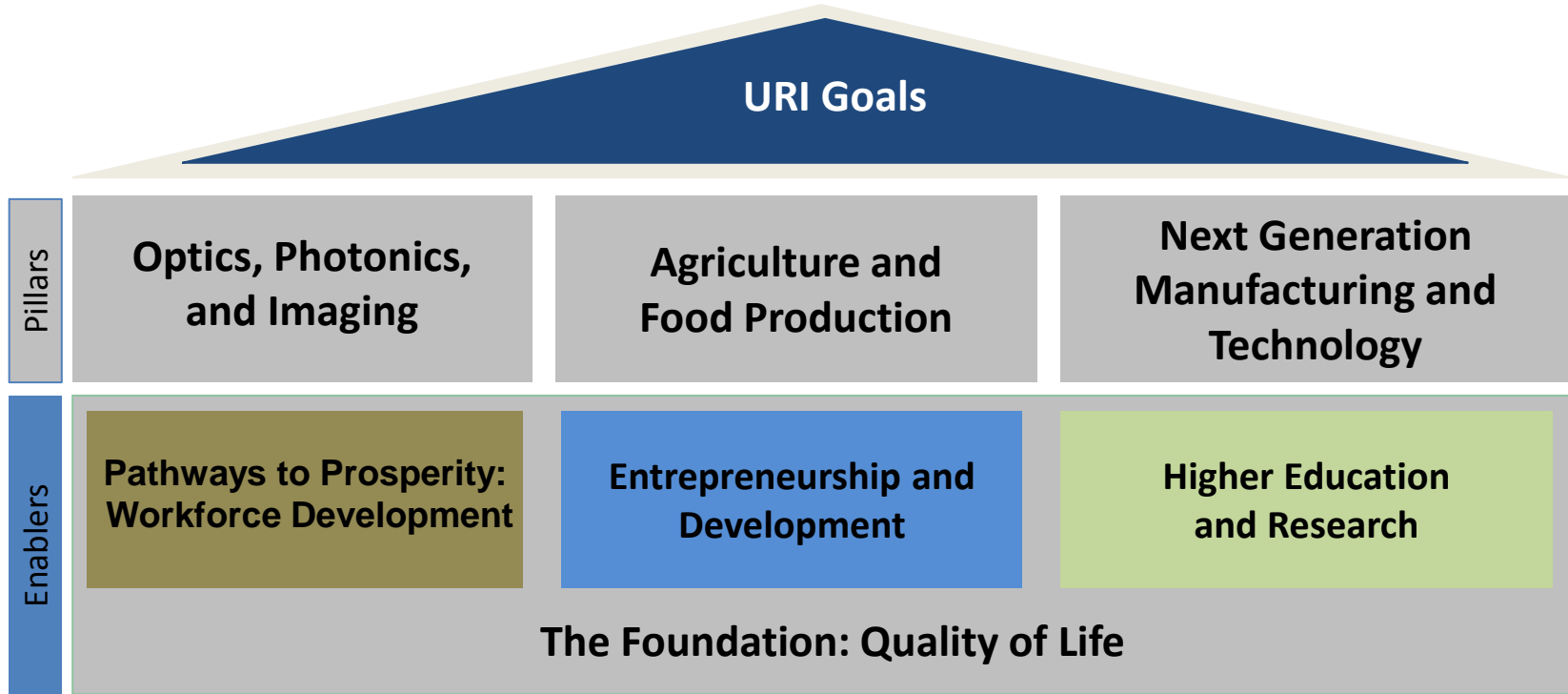


Chase Tower

STAMP



Three Enablers



City of Rochester



Pathways to Prosperity



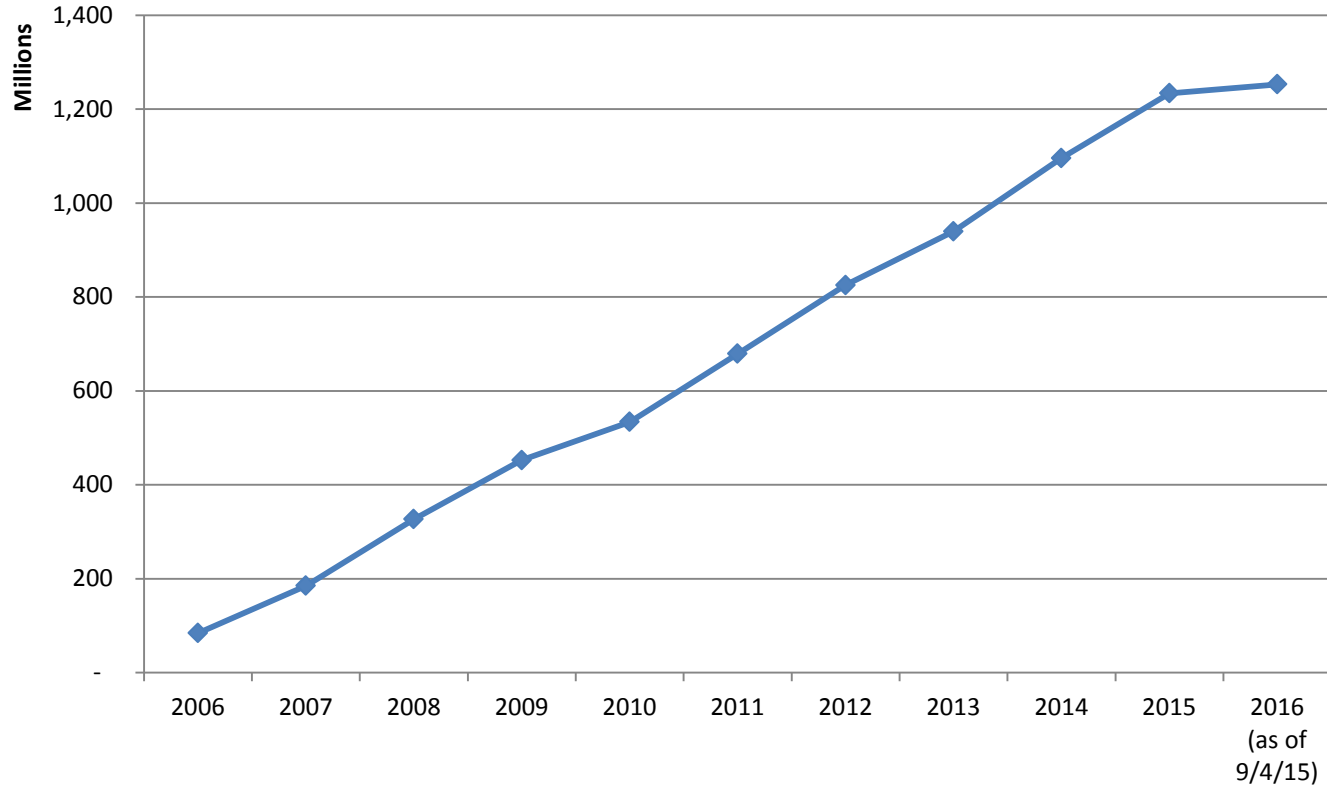
Entrepreneurship and Development



Higher Education and Research



Race to the Finish



Golisano Children's Hospital



U.S. News & World Report



Imaging and Autism Center



Highland Hospital



John Foxe



AS&E Enrollment Data

Admission Year:	2010	2011	2012	2013	2014	2015
Applicants	12,711	13,678	14,788	16,156	16,420	16,980
Enrolled High School GPA	3.79	3.81	3.81	3.82	3.81	3.81
Enrolled Two-Score Equivalent SAT	1332	1344	1358	1368	1375	1382
Under-represented Minorities	13.0%	13.6%	14.5%	16.0%	15.0%	17.0%
International Students	12.3%	16.0%	15.8%	20.7%	23.0%	21.0%

Wegmans Hall



Frederick Douglass Building



Gloria Culver



Joan Rubin



Gerald Early



Ani and Mark Gabrellian



Institute for Performing Arts



John Covach



Narayana Kocherlakota



Beth Olivares



Warner School / East High



Eastman School of Music and Renée Fleming



Jeff and Joan Beal



Simon Business School in NYC



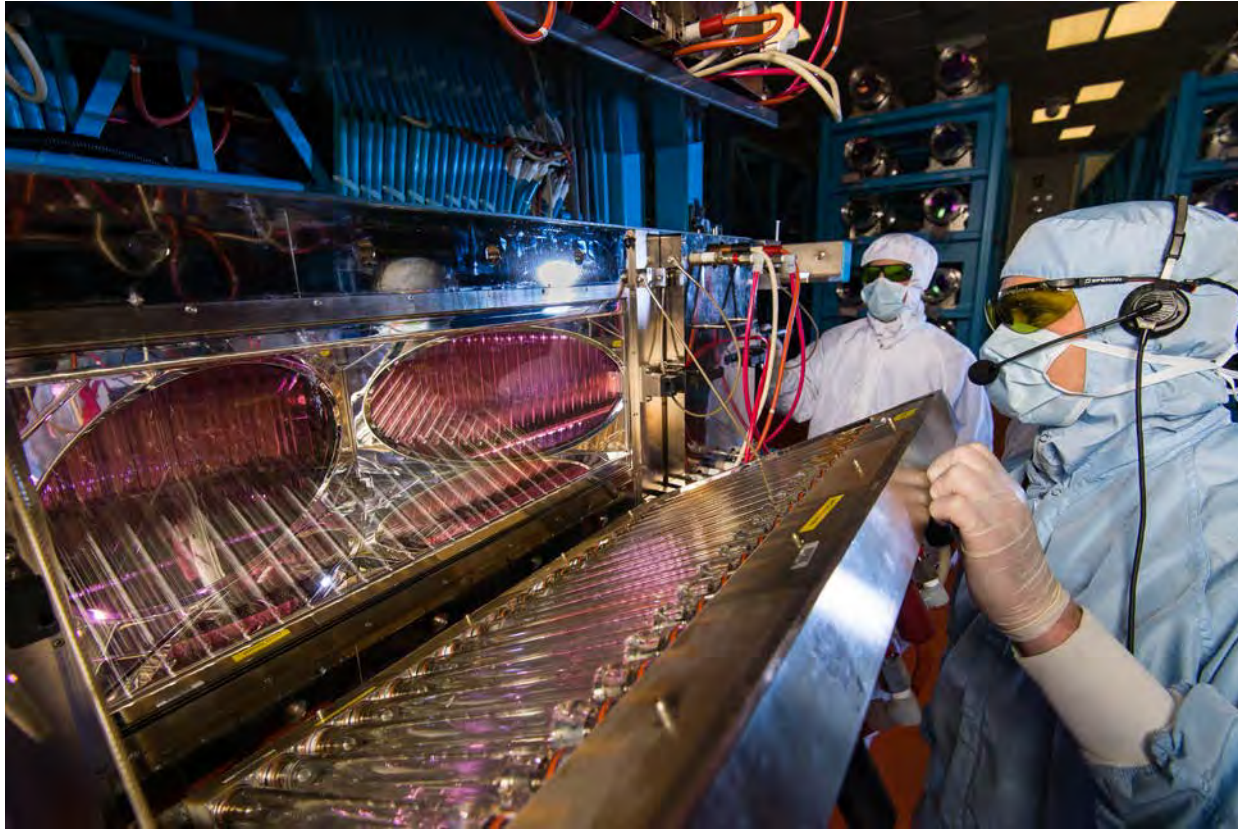
Simon Business School Tuition Adjustment



Loretta Ford



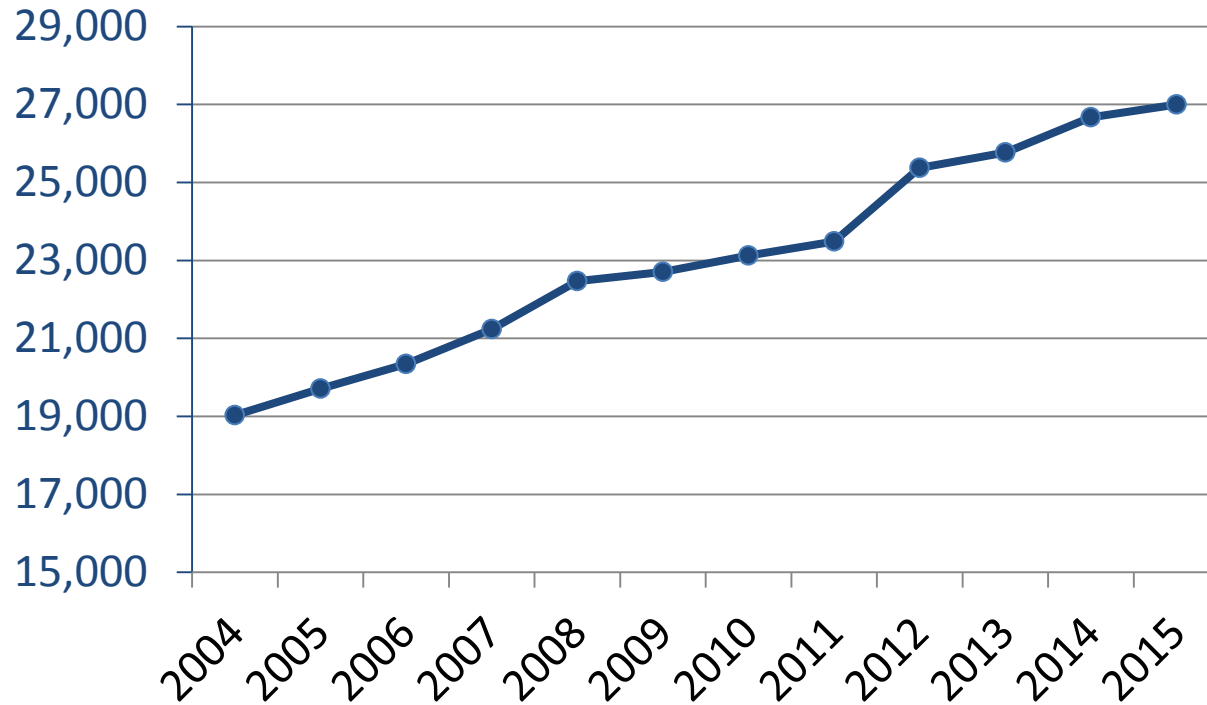
Laboratory for Laser Energetics



Memorial Art Gallery



Largest Private Employer in Region



Elizabeth Stauderman



Ron Paprocki



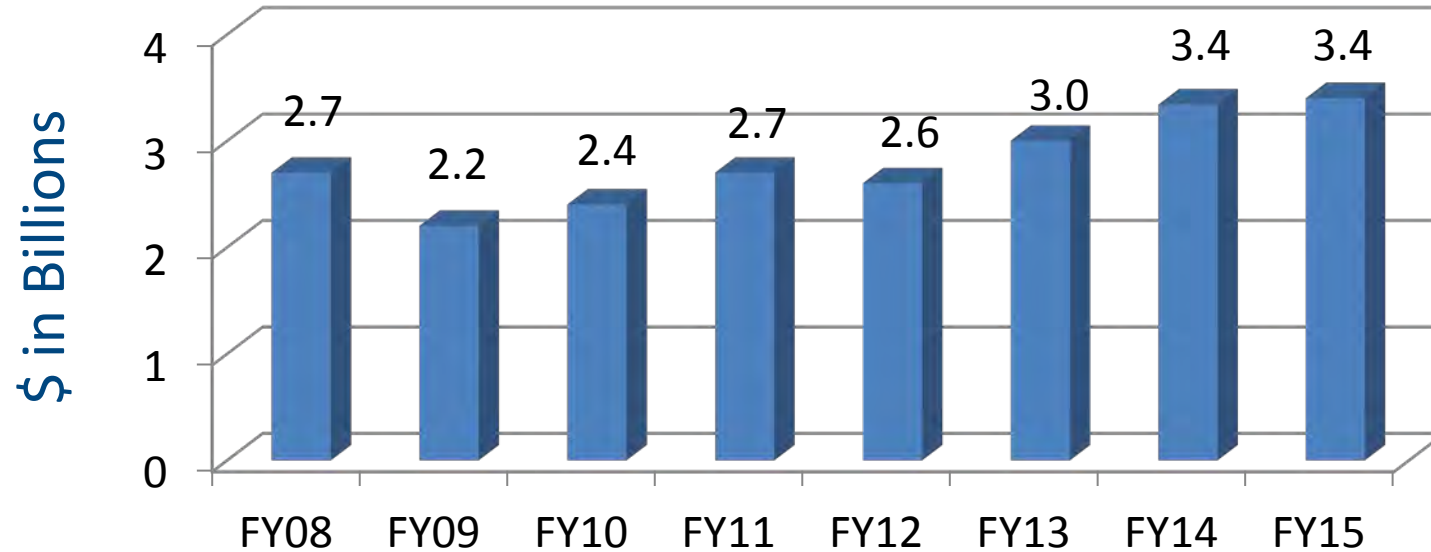
Diversity Initiatives

Year	2006	2009	2010	2011	2012	2013	2014
Faculty- URM	37	50	62	66	67	75	76
% of Total	2.6%	3.0%	3.8%	3.5%	3.5%	3.9%	3.9%
Faculty- Women	411	491	520	613	617	636	655
% of Total	28.6%	31.3%	31.7%	32.2%	32.6%	33.1%	33.9%
Staff- URM	175	271	312	315	313	334	333
% of Total	5.1%	6.6%	7.3%	7.2%	7.1%	7.2%	7.0%
Staff- Women	2,362	2,845	2,898	2,948	2,985	3,097	3177
% of Total	68.5%	69.0%	68.3%	67.3%	66.8%	66.8%	66.8%

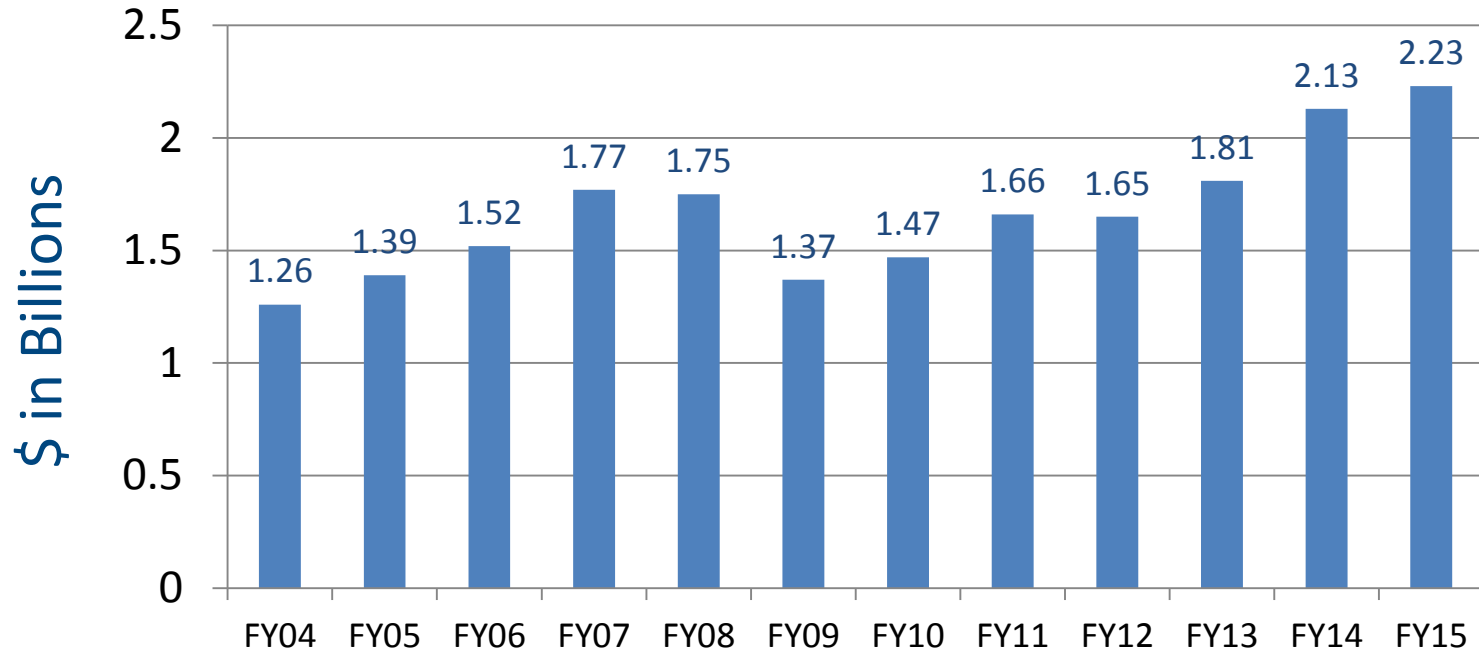
Chris Emdin



Total Net Assets



Long Term Investment Pool



Ten Lessons I Have Learned in Ten Years



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9. Practice humility.
10. Maintain a sense of humor.

