

# In Review

## MASTER MOMENT

### The Galway Gaze

PHONING IT IN: Internationally regarded flute player James Galway takes a photo of Jennifer Zhou '14E during a master class this spring at the Eastman School of Music. Galway visited Eastman as the special guest for a production of *From the Top with Host Christopher O'Riley*, a showcase for young musicians that airs on NPR. Recorded at Kodak Hall, the production was broadcast in April. PHOTOGRAPH BY ADAM FENSTER











**WELLNESS**

## How Green Is Your Atrium?

MARKET PLACE: Flaum Atrium at the School of Medicine and Dentistry became a farmers' market several times this winter, part of an effort by the University's wellness programs to help faculty, staff, and students incorporate healthy habits into their lives. PHOTOGRAPH BY ADAM FENSTER







**CURTAIN CALL**

## **A Merry Moment**

**HERALDING HANSON:** Several events marked the 80th anniversary of Howard Hanson's opera *Merry Mount*, which had its debut at the Metropolitan Opera in 1934 (shown here). The only opera composed by the longtime director of the Eastman School of Music, *Merry Mount* was performed at Kodak Hall this spring by the Rochester Philharmonic Orchestra, which then took the performance to Carnegie Hall in early May. **PHOTOGRAPH COURTESY OF THE ARCHIVES OF THE METROPOLITAN OPERA**



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## CAMPAIGN

## Wegman Foundation Gives \$17 Million

A historic gift benefits the University's new data science effort and the new Golisano Children's Hospital.

By Sara Miller

ONE OF THE UNIVERSITY'S NEWEST BUILDINGS will bear the name of one of Rochester's most notable families.

The new building—a 50,000-square-foot facility that will serve as the home for a new Institute for Data Science—will be named in recognition of the generosity of the Wegman family whose national chain of grocery stores began in Rochester nearly a century ago.

At an April press conference, University Trustee Danny Wegman, CEO of Wegmans Food Markets, announced a \$10 million lead gift from the Wegman Family Charitable Foundation to support the new institute, including the new building.

He also announced a \$7 million gift for

▲ **ALL IN THE FAMILY:** Trustee Danny Wegman (foreground) announced a \$17 million gift from the Wegman Family Charitable Foundation at a press conference with President Joel Seligman.

the campaign to build a new Golisano Children's Hospital, a project that's currently under way at the Medical Center and expected to be completed in 2015.

"Danny Wegman is the man of the hour," President Joel Seligman said at the press conference, noting that with the new gifts the Wegman Family Charitable Foundation had given a total of \$20 million to the University. "Danny has stepped up at a time when he could really make a difference in the life of our University."

The two projects—the Institute for Data Science and the Golisano Children's Hospital—are two of the flagship initiatives of *The Meliora Challenge*, the University's \$1.2 billion comprehensive campaign.

The \$17 million gift represents the fourth largest contribution to the Campaign, and the second largest gift to the children's hospital.

"It is our honor to support the University's campaign," said Wegman, the foundation's president and chairman of its board. "The Institute for Data Science is helping

the University and its collaborators become leaders in leveraging information in ways that will transform 21st-century discovery and innovation.

"In a similar way, the new children's hospital will move health care for our region's children and their families into a whole new environment designed around children's needs. What could be more important or gratifying than ensuring the health of our children?"

Last fall, Seligman announced that the University was committing \$100 million—including \$50 million that it has invested in recent years—to expand work in data science, an emerging field focused on how the world understands, organizes, and applies vast quantities of information and data.

As a centerpiece of the University's current five-year strategic plan, the data science initiative includes the creation of a new institute, construction of a new building located near Hopeman Hall, and support for new faculty members with expertise in the field.

The institute will also serve as the home for the recently designated New York State Center of Excellence for Data Science, which, with support from New York Gov. Andrew Cuomo and the Rochester-area state delegation, received \$872,333 in the 2014–15 state budget.

The new eight-floor children's hospital features 52 private patient rooms, a greatly expanded Neonatal Intensive Care Unit, and spaces designed specifically to meet the needs of children and their families.

Enhancements include healing gardens, family lounges, and a hospitality suite where parents can shower, prepare and eat home-cooked meals, or even run a load of laundry.

As of this spring, a total of \$45 million of the \$60 million needed for the building had been raised. Wegman, honorary chair of the Medical Center campaign, said he hoped the new gift would inspire others to contribute to close the \$15 million gap.

Tracing its roots to the opening of its first store in Rochester in 1916, Wegmans Food Markets currently operates 83 stores in six states and employs more than 44,000 people. Wegmans is frequently listed by national publications as one of the best companies to work for in the country.

Through the Wegman Family Charitable Foundation, the Wegman family has long been a supporter of civic, cultural, and educational projects in Rochester and other communities. Created by Robert Wegman in 1991 and funded by assets from his estate, the foundation focuses on health care, education, workforce development, and United Way.

In addition to his role as a trustee, Wegman works with Seligman as cochair of the Finger Lakes Regional Economic Development Council, part of a task force appointed by Cuomo that recommends state support for economic development projects in a nine-county region.

Wegman also has been a leading supporter of the Hillside Work-Scholarship Connection, a community program that provides education and training to middle and high school students. The University also works closely with the partnership.

In announcing the \$17 million gift, Wegman noted that universities like Rochester are key to shaping the success of the communities they call home. "The most powerful economic driver in the world is a great educational institution" <sup>®</sup>

*Sara Miller is University spokesperson.*



**NEW LANDMARKS:** A proposed home for an Institute for Data Science (above) and the new Golisano Children's Hospital are key projects in the University's strategic plan.

## CAMPUS

### Strategic Initiatives

A \$17 million gift from the Wegman Family Charitable Foundation is giving a boost to two major projects under way at the University. Both are key aspects of the University's strategic plan for 2013-18.

#### Data Science Initiative

The University has begun a \$100 million initiative to greatly expand work in the burgeoning field of data science. Featuring plans for a new 50,000-square-foot building named in honor of the Wegman family, the initiative includes plans for an Institute for Data Science as well as additional faculty members with expertise in the field. Three research domains have been identified as initial areas of focus: predictive health analytics, cognitive systems and artificial intelligence, and analyzing large-scale data as part of an effort known as "analytics on demand." Plans call for the new building to be located near Hopeman Hall to create a science and engineering quadrangle flanked by Hutchison and Goergen Halls, Carlson Library, and the Computer Studies Building.

#### Golisano Children's Hospital

The largest single capital project in the University's history, the new \$145 million building, located on Crittenden Boulevard, is attached to the Medical Center and Strong Memorial Hospital. The tower features about 245,000 square feet of space dedicated to children and their families. Construction began in fall 2012, and the building is scheduled to open in 2015. The new hospital is named for B. Thomas Golisano, the founder and chairman of Paychex Inc. He gave \$14 million to create the original hospital in 2003, and his \$20 million lead gift kicked off the campaign for the new building.



## Feeling Frustrated? Don't Hate the Game

The disturbing imagery and violent storylines of video games are often accused of fostering feelings of aggression in players. But a new Rochester-led study shows hostile behavior is linked to gamers' experiences of failure and frustration—not to a game's violent content.

The study, published online in the March edition of the *Journal of Personality and Social Psychology*, is the first to look at players' psychological experiences with video games instead of focusing solely on the games' content. Researchers found that failure to master a game and its controls led to frustration and aggression, regardless of whether the game was violent or not.

"Any player who has thrown down a remote control after losing an electronic game can relate to the intense feelings of anger failure can cause," says lead author Andrew Przybylski, a researcher at the Oxford Internet Institute at Oxford University, who says such frustration is commonly known among gamers as "rage quitting."

That experience is not unique to gaming, says coauthor **Richard Ryan**, professor of psychology at Rochester. For example, in sports, players may



**GAME PLAY:** Video games induce hostility through frustration, not violent content, a new study says.

lose a game as a result of a bad call. "When people feel they have no control over the outcome of a game, that leads to aggression," he says. "We saw that in our experiments. If you press someone's competencies, they'll become more aggressive, and our effects held up whether the games were violent or not."

For the study, researchers manipulated the interface, controls, and degree of difficulty in custom-designed video games across six lab experiments. Nearly 600 college-aged participants were tasked with playing the games—many of which included violent and nonviolent variations—and then were tested

for aggressive thoughts, feelings, or behaviors.

Across the experiments, researchers found it was not the narrative or imagery, but the lack of mastery of the game's controls, and the degree of difficulty players had completing the game, that led to frustration.

—Melissa Greco Lopes

## Prototype Blood Test May Be a 'Game Changer' for Alzheimer's

A study involving Rochester researchers has yielded the first accurate blood test that can predict who is at risk for developing Alzheimer's disease. Published in the journal *Nature Medicine*, the study may point to new treatments to head off the disease before neurological damage becomes irreversible.

By focusing on 10 specific lipids found in blood plasma, the team predicted with greater than 90 percent accuracy which individu-

als in the study group would go on to develop Alzheimer's or a precursor condition known as amnesic mild cognitive impairment. While the accuracy of the test needs to be verified in a larger population, the cost of the simple blood test required to detect the lipids is a fraction of that for other techniques and, unlike alternatives, it identifies risk before cognitive symptoms appear.

**Mark Mapstone**, a neuro-

psychologist at the School of Medicine and Dentistry and lead author of the study, says the ability to identify individuals at risk of developing Alzheimer's before the clinical signs of impairment appear "has long been a Holy Grail of the neuromedicine community."

"Biomarkers that can allow us to intervene early in the course of the disease could be a game changer," he says.

While there are several

screening methods to detect Alzheimer's disease, they require costly procedures that are undertaken only after symptoms appear. If commercialized, a blood test to detect specified blood lipids would likely cost less than \$200 and, once the findings have been confirmed in larger studies, would make the test more accessible as a screening tool for clinical trials and potentially help guide treatment.

—Mark Michaud



## Judging the ABA's Ratings

The sometimes controversial ratings of judicial nominees by the American Bar Association may be tilted against minorities and women. A Rochester-led analysis of 1,770 district court nominations from 1960 to 2012 found the ABA systematically awards lower ratings to minorities and women than to white or male candidates. Political ideology and party affiliation had no bearing on the influential seal of approval, the research indicated.

The study found that African Americans were 42 percentage points less likely to receive a high rating from the ABA than were whites trained at similarly ranked law schools, with similar legal experience, and nominated by the same president. Women were 19 percentage points less likely to be highly rated than men with comparable educational and professional qualifications.

"The record numbers of minority and women nominees currently having judicial candidacies derailed by this vetting process makes this a particularly pressing issue," study author **Maya Sen**, assistant professor of political science, wrote in a paper published in the *Journal of Law and Courts*.

Sen examined how often a judge's rulings were overturned, an indicator many scholars agree is a good measure of judicial performance. Using a variety of statistical controls and comparisons, she found no meaningful difference between judges who were rated highly or poorly by the ABA.

One improvement Sen suggests would be to make the ABA's confidential vetting process more transparent—a recommendation echoed by critics across the political spectrum.

—Susan Hagen

## An 'App'-titude for Singing

Voice students who want to perfect how they sing their vowels could get help from a free application created by a group of Rochester students. Developed as part of a computer science class, the app, called Vowel Shapes, automatically analyzes vowel sounds produced by a singer and generates a visual representation of the sound in real time. Students can see how slight changes in the shape of their mouths and the

position of their tongues lead to changes in their singing.

Team Moose, as the student group named themselves, developed the program in response to challenges described by **Katherine Ciesinski**, a mezzo-soprano and professor at the Eastman School who was looking for ways to support students as they learn to sing vowels. The program compares sounds as they are sung to a prerecorded

set of vowels. As the sung sound matches the sought-after sound, an oval on a screen changes to green, giving singers feedback on their performance.

Led by **Ehsan Hoque**, assistant professor of computer science, the team was formed by **Veronika Alex '14**, **Josh Bronstein '14**, **Nathan Buckley '15**, **Tait Madsen '15**, and master's student **Cynthia Ryan '12**.

—Leonor Sierra



**VOLCANIC PLUME:** A satellite image captures steam and ash rising from the Sierra Negra volcano.

## What Lies Beneath the Volcanoes of the Galápagos Islands?

With more than 50 eruptions in the last 200 years, the Galápagos Islands are home to some of the most active volcanoes in the world. Yet until recently, scientists knew far more about the history of finches, tortoises, and iguanas than of the volcanoes on which these unusual fauna had evolved.

Rochester researchers are providing a better picture of the subterranean plumbing system that feeds the Galápagos volcanoes, as well as a major difference with another Pacific Island

chain—the Hawaiian Islands. The findings were published in the *Journal of Geophysical Research: Solid Earth*.

A team led by **Cynthia Ebinger**, professor of earth and environmental sciences, measured the velocity and direction of sound waves generated by earthquakes as they traveled under Sierra Negra. The data allowed the researchers to construct the first 3-D image of the plumbing system beneath the volcano, using a technique

similar to a CAT scan.

The Galápagos Islands formed from a hotspot of magma located in an oceanic plate—called Nazca—about 600 miles west of Ecuador, in a process very similar to how the Hawaiian Islands were created. Magma rising from the hotspot eventually hardened into an island. Then, as the Nazca plate inched its way westward, new islands formed in the same manner, resulting in the present-day Galápagos Archipelago.

—Peter Iglinski





**HEADWAY:** Yellowjacket football players took part in a Medical Center study indicating that the effects of head blows sustained over the course of a season can last more than six months.

## Study: Off-Season Doesn't Allow Brains to Recover from Football Hits

Six months off may not be long enough for the brains of football players to completely heal after a single season, putting them at even greater risk of head injury the next season. That's according to a study led by **Jeffrey Bazarian**, associate professor of emergency medicine, and published in *PLOS ONE*.

In a study of the brains of 10 Yellowjacket football players before the start of the 2011 season, at the conclusion of the season, and after six months of no-contact rest, Bazarian's team found that imaging scans showed changes consistent with mild brain injury in about half of the players six months after the season ended, despite the fact that no one had a concussion. Brain changes in the football players were compared to a control group of five college students who didn't play contact sports. The new data also suggest that inflammation

may be a key factor in whether players recovered within six months. Levels of inflammatory markers present in a player's blood sample correlated with a lack of complete brain recovery.

"At this point we don't know the implications, but there is a valid concern that six months of no-contact rest may not be enough for some players," Bazarian says. "And the reality of high school, college, and professional athletics is that most players don't actually rest during the off-season. They continue to train and push themselves and prepare for the next season."

Bazarian says the goal of the study is to help make football safer. One idea that has been proposed by organizations such as the Sports Legacy Institute is to implement a system similar to the pitch count used in baseball. In football, that would mean identifying a threshold number

of head hits of a certain force, and removing players from a game once they reach that threshold.

The Rochester players who participated in the study wore accelerometers mounted inside their helmets, which were provided by Riddell, a leading manufacturer of football equipment. Researchers were able to track every hit, from seemingly light blows in practice to the most dangerous type of hit. They found that the players sustained between 431 and 1,850 head blows in the single football season, none of which resulted in a concussion.

Investigators observed brain changes with advanced technology similar to an MRI scan. They also measured changes with standard balance and cognitive tests and blood tests.

—Leslie Orr

## Device Saves Lives in Heart Failure Patients

A new study shows for the first time that cardiac resynchronization therapy with a defibrillator saves the lives of mild heart failure patients over the long term.

Published in the *New England Journal of Medicine*, the study found that after seven years, for patients who received the therapy, called CRT-D therapy, the likelihood of death was 18 percent among patients with mild heart failure and a common condition that results in disorganized electrical activity throughout the heart. Among patients with the same condition who received a defibrillator only, the likelihood of death was close to 30 percent.

The finding translates into a 40 percent reduction in the risk of long-term death among patients with the heart condition known as left bundle branch block.

The study is a follow-up to the MADIT-CRT trial, which showed that early intervention in mild heart failure patients with left bundle branch block led to a significant reduction in heart failure.

**Arthur Moss**, professor of cardiology, has led the MADIT (Multicenter Automatic Defibrillator Implantation Trial) series of studies since 1990.

—Emily Boynton



**HEART HELP:** A new study says a defibrillator combined with cardiac resynchronization therapy is more effective than a defibrillator alone.



## ACHIEVEMENT

# Science Citation

Owen Colegrove '14 graduates with a diploma and a published paper in the journal *Science*.

Interview by Julia Sklar '14

WHEN SENIOR OWEN COLEGROVE TRANSFERRED to Rochester for his junior year, he had little research experience under his belt. Two years later, he is one of few undergraduates with published work in a major scientific journal, *Science*. In the summer of 2013, he conducted solar physics research through a Research Experience for Undergraduates (REU) alongside David Hathaway, a NASA astrophysicist.

## What aspect of solar physics were you studying?

I did a lot of programming and analyzed data from NASA's Helioseismic and Magnetic Imager to study the existence of giant convection cells. Basically, we were looking at the sun's magnetic fields.

## Did you know this experience would end in a published paper?

Given my level of experience going into my REU, I had no idea. My advisor hinted that it was a possibility, if all went well, but I guess I didn't really realize that it truly would happen. At first, it was an "I'll believe it when I see it" thing, but then we wrote the draft and I started thinking, "Maybe this could really happen."

We had the big breakthrough that resulted in our being able to publish a paper about a week before I left. On my second to last day, we sat down and talked about what to put into the paper, double-checked everything, and then corresponded over email from there. Maybe three or four weeks after I left, we had a draft submitted to *Science*, so it was a pretty fast turnaround toward the end there.

## How did you land this opportunity?

I was a transfer student so I had only been at Rochester for one semester, and on my community college transcript I had no research experience and limited programming skills. Basically I didn't have anything that made me that desirable for an REU, and I was pretty lucky to get into one. When I applied, I didn't know specifically what I would be working on, just that it would be in the niche field of solar physics, which I actually didn't know much about.

## What was the most challenging part of conducting this research?

Well, the first thing we tried, which my advisor thought was going to work, just completely didn't work. This had really been the focus of the first five or six weeks of my REU, and that was a really discouraging feeling because half of my experience, time-wise, had already been used up. My advisor had already been working on this research for 30 years. I guess the biggest challenge was just keeping up my motivation when I felt like nothing was going to work.

actually pretty disjointed from my classes. That's not a bad thing, though; it just means that I've now gotten both the classroom and hands-on experiences in physics.

## How has this research affected your post-grad plans?

It was actually really interesting because I had never even heard of solar physics before, and now I'm looking at a couple grad schools that specialize in the field, and I might end up studying solar physics full time now.



## How did you maintain motivation?

I just trusted my advisor, and held the mindset that even if we couldn't get the study to work, it would still be a great learning experience. My goals weren't to solve this problem that my advisor had been working on for 30 years and to get published.

## How does this experience compare to your coursework?

I hadn't really taken any programming or astronomy classes, even though we offer them, so the research experience was

▲ **WORLD VIEW:** "Even if we couldn't get the study to work, it would still be a great learning experience," says Colegrove, a senior whose research earned him a spot as a coauthor of a paper in *Science*.

## Do you have any advice for underclassmen interested in research?

Stay open to any opportunity that comes your way. The REU I got into wasn't necessarily my first choice, and I was a little hesitant to accept, but I couldn't imagine having had a more productive summer somewhere else. Also, don't be afraid to try something new in terms of research. I had never even done anything in astronomy, so solar physics was an even more niche topic, and yet I came away with a new interest. The worst-case scenario is just that it doesn't work out, but you're still likely to get something out of the experience anyway. 📍

*Julia Sklar '14 plans to study science journalism in graduate school at Boston University in the fall.*



**MOREY MARVEL:** An architect's conceptual rendering shows plans for some of the spaces in a multifloor renovation of Morey Hall.

## Rettner Gift to Refurbish Eastman Quad Buildings

Some of the historic buildings on the Eastman Quadrangle will be revamped to restore some of their luster as learning spaces and to bring them up to date for 21st-century uses, thanks to a program funded by University Trustee Ronald Rettner. The Ronald Rettner Campus Improvement Fund will support the work, which begins this summer with a multifloor renovation of Morey Hall.

Rettner, president of Rettner Management and managing partner of Baron Associates in Yonkers, N.Y., has worked with University architects and designers to create a warm, open design that includes a new multifunctional space for events and meetings. Cosmetic updates are designed to add comfort and vibrancy.

“When I became a University trustee in 2012, the first thing I

did was walk through all of the buildings on the Eastman Quad. I walked every floor, every room, every inch,” says Rettner. “They are beautiful buildings with classic character and tremendous potential, but are functionally obsolete. My vision is to facilitate the transformation of the buildings, making them state of the art. We can change the ambience of these spaces, making them attractive, highly functional, bright

and stimulating, and do it for a small fraction of the cost of a new building.”

Most recently, Rettner provided the lead gift for Ronald Rettner Hall for Media Arts and Innovation, which opened last fall and which connects to Morey. The new fund supports the facilities portion of *The Meliora Challenge*, the University's \$1.2 billion comprehensive campaign.

—Sara Miller

## NIH Award Extends Flu Research

A nationally recognized center to study influenza has received a \$3 million grant from the National Institute of Allergy and Infectious Diseases of the National Institutes of Health. Awarded to the New York Influenza Center of

Excellence, located at the Medical Center, the funding will help the center's teams explore how human immune systems respond to flu vaccines and seasonal and pandemic flu viruses.

Established in 2007,

Rochester's initiative is a member of the NIH Centers of Excellence in Influenza Research and Surveillance. The center is led by John Treanor, professor of medicine and chief of the Infectious Diseases Division at

Strong Memorial Hospital, and David Topham, professor of microbiology and immunology and vice provost and executive director of the Health Science Center for Computational Innovation.

—Emily Boynton



## Diversity Leader Urges 'New Civil Rights Movement'

One of the nation's leaders in addressing diversity in academia urged a campus audience to continue to fight for inclusion.

"Race still matters in America. Our system is unjust to this day. We have not fixed the problems *Brown [v. Board of Education]* identified," said Lee Bollinger, the president of Columbia University, who played a leading role in the two Supreme Court cases that upheld and clarified the importance of diversity as a justification for affirmative action in higher education. The civil rights movement "is not over," he said. "Indeed, it needs a whole fresh start."

The March conference, *Crossroads: An Opportunity for Progress*, brought together more than 400 administrators, trustees, faculty, staff, alumni, and community members to explore race, power, and definitions of diversity

in the University community.

Vivian Lewis, vice provost for faculty development and diversity and deputy to the president, organized the conference, which included 18 workshops in three conference tracks: race in our community, power and empowerment, and redefining diversity.

Led by Jean Carroll, president and CEO of the YWCA, and leaders of the Facing Race, Embracing Equity initiative, community workshops explored racial, ethnic, and cultural histories, and how racial disparities influence members of the Rochester community.

Two workshops engaged participants in creating new definitions of diversity, while Rush Rhees Library hosted opportunities for personal conversations with individuals from diverse groups. —Melissa Greco Lopes



**TREE KEEPERS:** Dan Schied and his grounds crews help maintain more than 1,400 trees of 116 different species on the River Campus.

## As Lovely as a Tree . . .

For the fourth year in a row, the Arbor Day Foundation has named Rochester to its Tree Campus USA program, a national effort to honor colleges and universities with a commitment to effective urban forest management and to engage staff and students in conservation goals.

The program recognized the work of the University's horticulture and grounds department to meet the program's five standards, which include maintaining a tree advisory committee, a campus tree-care plan, dedicated

annual expenditures toward trees, an Arbor Day observance, and student service-learning projects.

Dan Schied, manager of horticulture and grounds, says there are more than 1,400 trees of 116 different species within the mowed areas of the River Campus. To view a River Campus Tree Tour video, as well as additional resources on the University's arboretum, visit [www.facilities.rochester.edu/arboretum](http://www.facilities.rochester.edu/arboretum).

—Sara Miller

## Political Science Fellowship Endowed

Doctoral students in political science have a new fellowship program to support their research and scholarship, thanks to a gift from Douglas '80 (PhD) and Constance Beck.

Douglas Beck, the senior vice president of ICF International—a publicly traded global consulting firm—credits his successful ca-

reer in government and business to his Rochester education, which included receiving a fellowship for his own research in political science as a graduate student during the 1970s.

The gift supports *The Meliora Challenge*, the University's \$1.2 billion fundraising initiative.

—Susan Hagen



**SPEAKER:** Columbia University President Lee Bollinger (left) was the guest for a conference organized by Vice Provost Vivian Lewis.

## ACADEMIC LEADERSHIP

# Celebrating the Spirit of Simon

Simon Business School Dean Mark Zupan prepares to begin a new role at Rochester.

Interview by Scott Hauser

MARK ZUPAN HAS LONG BEEN A MEMBER OF the Rochester family. His mother, Maria Zupan '64 (PhD), was one of the first women to receive a doctorate in chemistry from the University.

Forty years after his mother was awarded her degree, Zupan is getting ready to take on a new role as a member of the University community.

At the end of June, he will step down as dean of the Simon Business School and, after a yearlong sabbatical, will return to the Simon faculty as the John M. Olin Distinguished Professor of Economics and Public Policy and director of Simon's Bradley Policy Research Center.

"It's a great chance to reinvent," Zupan says of shifting career gears after leading the Simon School for the past decade. "We teach it for businesses, but it's something we should apply in person—to try new challenges."

An economist who specializes in industrial organization, regulation, and political economy, Zupan began his tenure as dean in January 2004, arriving to lead Simon after a seven-year tenure as dean of the Eller College of Management at the University of Arizona.

## How would you describe the Simon School and what you've learned about it as dean?

I'm very proud and grateful to all the staff, faculty, students, and alumni. I like to describe business schools and universities in general as being as close to a Fountain of Youth as you can get. We have so many bright, dedicated, and caring people. The thing that probably stands out the most is that the alumni have this wonderful combination of world-class talent and groundedness. Talent goes to people's heads, but that's not the case here. And it's very emblematic of the U of R more broadly. It's a powerful combination if channeled the right way.

## Are those the aspects that are driving "Toughen up," Simon's new branding initiative?

The Toughen up campaign is a key element of positioning Simon. It's very authentic.



**BUSINESS CHALLENGES:** "We teach it for businesses, but it's something we should apply in person—to try new challenges," says Zupan. A noted business education leader with wide-ranging interests, Zupan was invited in 2011 to fly with the Blue Angels, the U.S. Navy's elite flight demonstration squadron, before a Rochester air show (opposite).



And we've been pleased with how it's been received by students, recruiters, alumni, faculty, and staff. It reflects our can-do spirit, our willingness to try new things. The defining moment for me was meeting with an alumna from 2004 who's now the youngest senior manager at ANZ Bank in New York City. When we asked for her feedback, she said, "You've nailed it. I've been through hell and back, four different firms over the years of the downturn on Wall Street. The Simon education prepared me incredibly well, but it also took great fortitude and resilience."

#### Does it resonate inside Simon as well?

It's had the most enthusiastic faculty reception, unanimous approval, of anything I've been involved with in my 10 years at Simon. Importantly, it's a call to action for faculty, staff, and alumni—that all of us need to raise our game.

#### What does the future hold for Simon?

We have five key goals. One is that because the full-time MBA still gets so much of the ranking spotlight we have to raise our game in terms of scholarship support, branding, curriculum, and program management.

Second is to develop an impactful set of undergraduate business degree offerings in partnership with Arts, Sciences & Engineering. These offerings were launched two years ago as the Barry Florescue Undergraduate Business Program in recognition of the pivotal support that University Trustee Barry Florescue '66 has provided.

Third is growing and attracting the next generation of faculty. Thanks to the generosity of alumni and friends, we've raised 10 new professorships since the inception of *The Meliora Challenge*.

Fourth is finding other programmatic ways to support the educational enterprise. With applications to full-time MBA programs declining since 2007, we have to find other programs that play to our strengths and build distinction. That's where partnerships with the Medical Center and the Hajim School of Engineering & Applied Sciences come in. And that's where specialized master's degrees in finance, marketing, medical management, accounting, and pricing come in.

And the fifth leg of this five-legged stool is fundraising. We have nearly 470 George Eastman Circle members. And as of this spring, we are at nearly \$67 million committed toward our \$85 million target for *The Meliora Challenge*.

#### What have been the challenges over the past 10 years?

In a marketplace where many business schools have been losing money, Simon has had an endowment draw of no more than 5.5 percent for four consecutive years.

#### What have been some of the biggest changes academically or programmatically for Simon?

We've become more diversified as an educational institution—in terms of academic programs—and thereby, have achieved record enrollments. We are positioning Simon for growth by playing to our strengths in analytic, economics-based education and the University's growing emphasis on data science, one-year MS programs in finance,

as part of an annual competition we have for the best idea to improve Simon.

Their insight was that Simon has had academic programs in Switzerland, Holland, and Australia, but that New York City was much closer and strategically appealing. And so it set in motion a major conference there—our fifth annual conference takes place this May.

We're also offering two programs for working professionals in New York City whereby students come to our Times Square site every other weekend to pursue a one-year MS in either finance or management.

#### What are you most proud of about your tenure?

I'm a big believer in a Lao-Tzu quote that




accounting, medical management, technical entrepreneurship—and new in April, a partnership with UBS to provide a wealth management master's program in Switzerland.

#### For the past five years, you've worked to establish a presence in New York City. What prompted that?

Two MBA students—one from Taiwan and the other from South Africa—suggested it

the mark of effective leadership is when people say, "We did it ourselves."

I think that's what we have here at Simon. It's more than just a can-do spirit but a thirst for inventing the future.

I'm immensely proud of our alumni, faculty, and students, and their willingness to make a difference embodying that Simon spirit every day in their careers and their lives. 

**Talent goes to people's heads, but that's not the case here. And it's very emblematic of the U of R more broadly. It's a powerful combination if channeled the right way.**



#### STONE MILESTONE

## Historic No-Hitters

Two freshman pitchers, two sports, and two no-hitters make for a historic day in Yellowjacket athletics.

By Dennis O'Donnell

ONE STUDENT IS MAJORING IN BIOLOGY, THE other in business. They don't have any classes together. But freshmen Eleni Wechsler and David Strandberg are linked in Rochester athletic history for their roles in a historic accomplishment.

On a mid-April afternoon, both pitched no-hitters—Wechsler in softball and Strandberg in baseball—as Rochester swept doubleheaders from Skidmore College and Bard College.

Wechsler, from Warwick, N.Y., is the

▲ **FRESHMAN PHENOMS:** David Strandberg '17 and Eleni Wechsler '17 each pitched a no-hitter on the same day in April during separate doubleheaders, one in baseball and one in softball.

third woman to throw a no-hitter in softball for Rochester. Kathy Gagne '02 threw the inaugural one in 2002 against D'Youville College. Brittany Grage '16 pitched a no-hitter against RIT in 2013.

Pitching in the second game of a doubleheader against Skidmore, Wechsler blanked the Thoroughbreds with a 12-0 win that ended in five innings by the mercy rule. She walked three and struck out four. Rochester won the opener 11-3.

At the plate, Wechsler hit an RBI double in a four-run third inning that pushed Rochester up 7-0 in the first game. In game two, she singled home a run in a seven-run second inning that put the Yellowjackets ahead 8-0.

Strandberg, from Weehawken, N.J., joins a legacy of no-hitters in baseball, including one thrown by Bill Stander

against St. Bonaventure University. Stander won the Louis Alexander Award as a senior and was inducted into the University's Athletic Hall of Fame in 2007.

With Strandberg on the mound, the Yellowjackets defeated Bard 11-2 in the opener of a two-game stand. Rochester took the nightcap 18-0.

Pitching seven innings of hitless ball, Strandberg allowed two runs in the fifth off three walks and a wild pitch. He ended the day with six walks and four strikeouts, earning his first collegiate victory.

The performances came with suitable awards. Strandberg was named the Liberty League Rookie of the Week. Wechsler was named the Pitcher of the Week by the University Athletic Association, the Liberty League, and the Eastern College Athletic Conference's Upstate New York region. **R**

*Dennis O'Donnell is director of athletic communication for the Department of Athletics and Recreation.*



## HIGHLIGHTS

## Spring Seasons Start Strong

By Dennis O'Donnell

A TOTAL OF 10 YELLOWJACKETS WERE named to All-America teams as the sports world moved from indoor to outdoor seasons early this spring.

Squash players Neil Cordell '16, Mario Yanez Tapia '17, and Ryosei Kobayashi '17 were named first team All-Americans by the College Squash Association. The association selects 10 athletes for its first team honors. Last year, Cordell was named second team All-American.

In the pool, diver Danielle Neu '17 earned honorable mention All-America accolades. Swimmers who also earned the honor were Lauren Bailey '16 (four events), Vicky Luan '16 (two events), Khamai Simpson '17 (one event), Emily Simon '17 (one event), Karen Meess '14 (one event), and Alex Veech '17 (one event). Rochester finished in 20th place at the NCAA Division III national championships with 31 points.

Here's a rundown of the spring teams heading into late April:

**Baseball:** The Yellowjackets stood at 15-12 overall, 10-6 in the Liberty League. Seven pitchers combined on a four-hitter as Rochester blanked 25th-ranked Ithaca College. Dan Warren '16 was 3-0 as a starter and Evan Janifer '16 was 2-0 with five saves in relief. Warren was named to the UAA all-tournament team.

**Golf:** The Yellowjackets were second at the UAA championships. In late April, Rochester was set to cohost the 2014 Oak Hill Intercollegiate with the University of Notre Dame (featuring seven Division I teams and Rochester). The Yellowjackets were also set to host the Liberty League match play championships in nearby Mendon with the winner earning an automatic bid to the NCAA championships.

**Lacrosse:** Rochester opened the season with five wins in the first seven matches. The Yellowjackets were 5-5 by mid-April. Freshmen were key contributors. Jamie Wallisch '17 was the leading scorer, followed closely by Lauren Basil '15, and Mara Karpp '17.

**Softball:** The Yellowjackets ran off eight straight wins after returning from Florida to stand at 13-7 overall, 6-0 in the Liberty League. Tayler Fravel '14 was hitting .515 with Nina Korn '14 at .362 (19 runs scored, 16 RBIs). The RBI leader was Brittany



**SPRING SEASON:** Julian Danko '15 (above) led the Yellowjackets with singles victories while Emily VanDenburgh '16 was ranked seventh nationally in the long jump late in the spring.



Dad Vail championship in early May in Philadelphia.

**Tennis:** The men's team rolled to seven straight wins and stood at 13-4 with the UAA championships looming in Florida in late April. The individual leaders in singles wins were Julian Danko '16 (with 17) and Boris Borovcanin '14 (with 15). As a doubles pairing, they won 8 of 10 matches. Rochester's women were 4-4 against regional foes (5-8 overall). Molly Goodman '16 (12) and Christine Ho '16 (11) combined for 23 singles victories.

Grage '15 with 20. Fravel was named to the UAA all-tournament team. Clarkson added softball this year, so the Liberty League playoff champion will earn an automatic bid to the NCAAs.

**Rowing:** In early season polls, Rochester hovered between No. 11 and No. 12 in the Division III rankings. The Yellowjackets won their opening race against St. Lawrence and RIT, then finished second to Ithaca a week later.

Later in the month, they raced against four of the top eight teams in the poll at WPI. The Yellowjackets will defend their

**Track and field:** Picking up where they left off last season, the Yellowjackets were regularly placing women's and men's competitors into the ECAC championships and among the Division III performance leaders. On the women's team, Emily VanDenburgh '16 was ranked seventh in the long jump and Lindsay Carbone '16 broke the outdoor pole vault record after breaking it indoors. For the men, Adam Pachek '14 was ranked 10th nationally in the 10,000-meter run by mid-April, and Jeremy Hasset '16 was ranked 16th in the 800-meter run after the UR Alumni Invitational. **R**