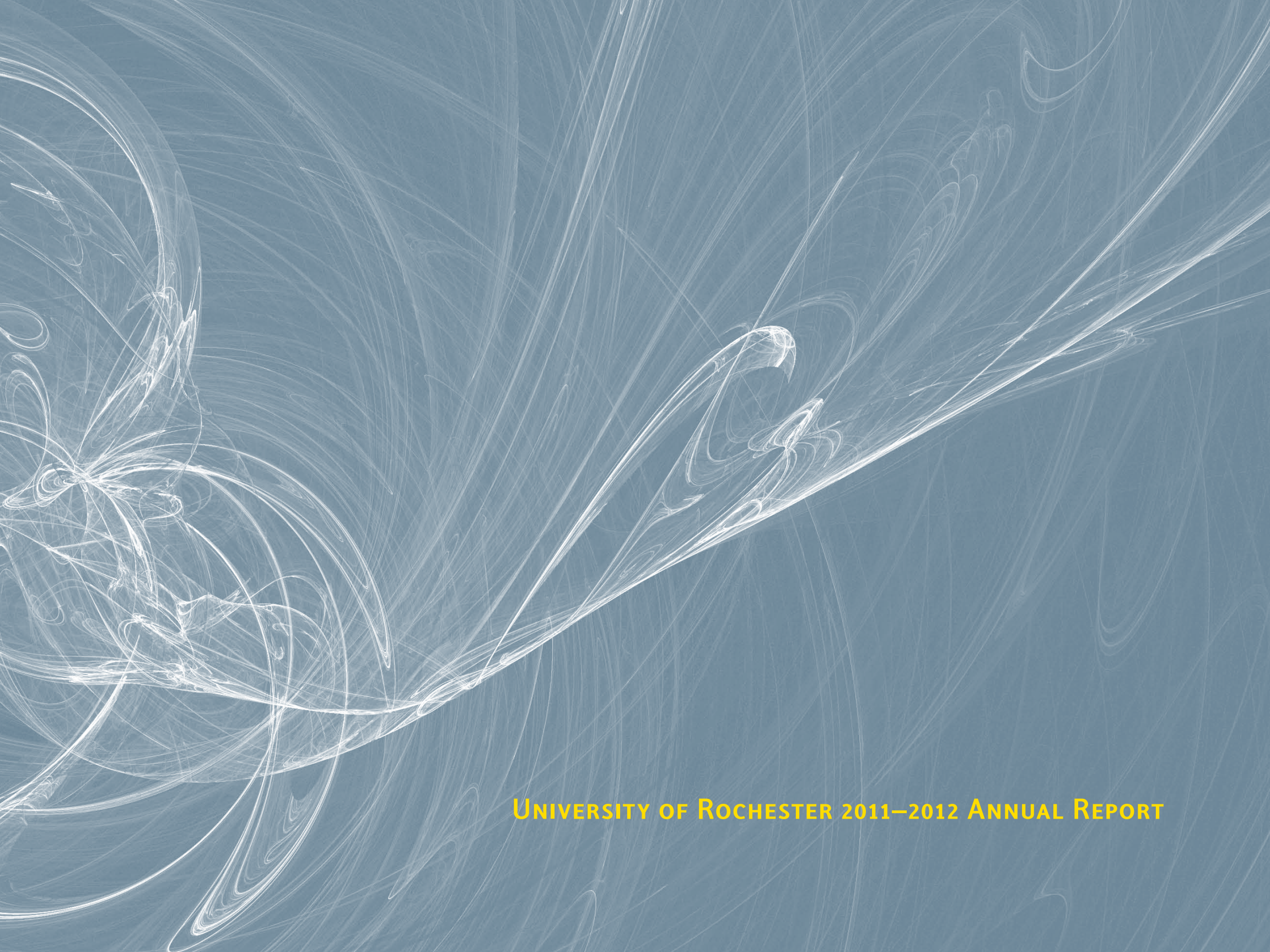




UNIVERSITY OF ROCHESTER 2011–2012 ANNUAL REPORT

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



UNIVERSITY OF ROCHESTER 2011–2012 ANNUAL REPORT



O'Brien Hall in Jackson Court



Message from the President

The year 2011–12 was one of significant accomplishment for the University of Rochester. More broadly, since 2008 when we last adopted our strategic plans, we have made substantial progress.

We have strengthened both our undergraduate quality and diversity and at the same time have increased the size of our student body, from 8,300 total students in 2004 to 10,300 this past year—effectively accomplishing our strategic goal for 2016.

We have seen growth in our faculty and instructional staff, from 2,009 in 2004 to 2,557 in 2011.

We have developed new programs throughout the University, including the Health Science Center for Computational Innovation—in partnership with IBM and New York State—and 14 new majors in Arts, Sciences & Engineering in areas such as international relations, public health, and—with the Barry Florescue Undergraduate Business Degree Program—business.

We have, in just the last year, begun or completed construction and expansion of multiple facilities: Raymond F. LeChase Hall, a new home for the growing Warner School; Ronald Rettner Hall for Media Arts and Innovation, a state-of-the-art facility for digital media studies and audio and music engineering; and O'Brien Hall, our newest residence hall, completing Jackson Court. We have opened a three-floor expansion of Wilmot Cancer Center, and we have broken ground for a new building for Golisano Children's Hospital, with a design that puts children and their families first. We have also reached a decisive step in the creation of College Town, a complex planned for the Mt. Hope Avenue area that will include a hotel and conference center, restaurants, apartments, and a bookstore.

We have made good progress toward the long-term goal of reducing our endowment payout rate, which has declined from 6.9

percent in 2000 to 5.9 percent in this year's budget.

We have achieved remarkable growth in Annual Fund giving and in total giving. The George Eastman Circle, our leadership annual giving society, has exceeded all our targets. Launched in 2006 with a goal of 250 members, the society now has more than 2,000. Since 2005, and thanks to your generosity, we have received commitments to create 54 new endowed professorships and deanships and \$148 million in commitments to scholarships, fellowships, and other support for students. Through October 2012, we have raised in cash or commitments \$858 million, or 72 percent of the June 30, 2016, goal of *The Meliora Challenge*, our \$1.2 billion comprehensive campaign.

This year we begin the process of developing new strategic plans for the next five years. Our ambition is to build on the momentum of the past few years

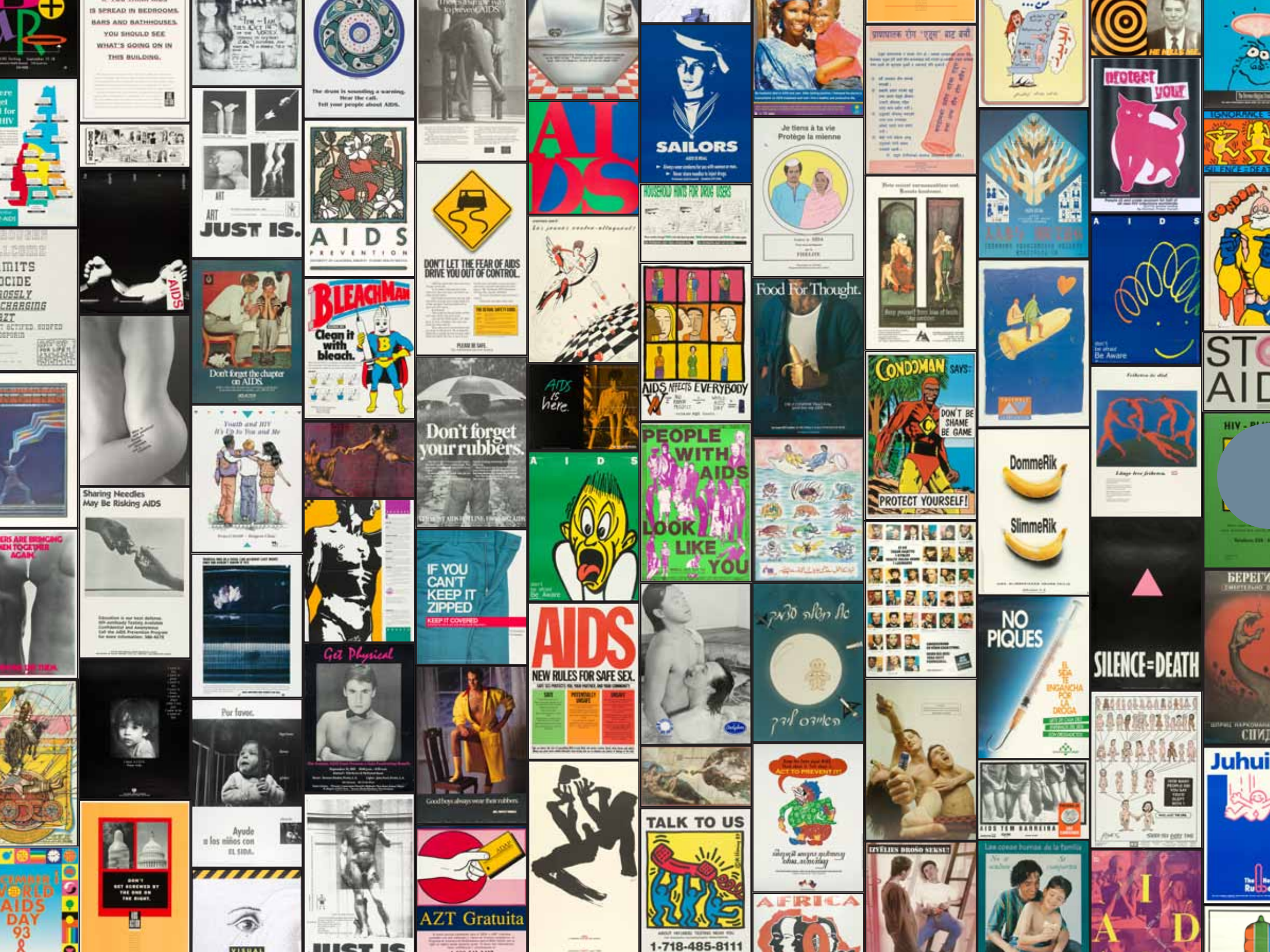
and develop University, Medical Center, and school strategic plans to make us ever better.

In early February, the Strategic Planning Committee, chaired by Trustee Rich Handler, will meet to begin reviewing new strategic plans, a task that the full Board of Trustees will then take up at its retreat in mid March. The committee will meet again in the spring, and we plan to present the final plans to the board in October 2013.

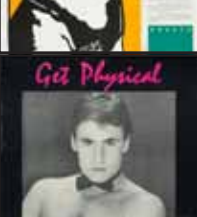
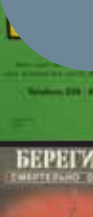
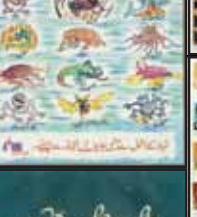
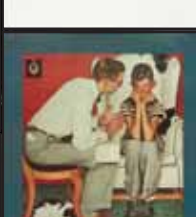
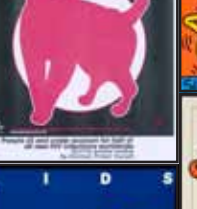
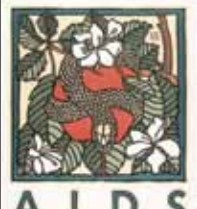
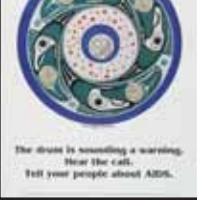
I look forward to sharing with you further reports on our progress.

Meliora!

A handwritten signature in black ink that reads "Joel Seligman". The signature is written in a cursive, flowing style.



IS SPREAD IN BEDROOMS, BARS AND BATHHOUSES. YOU SHOULD SEE WHAT'S GOING ON IN THIS BUILDING.



Learn

World's Largest Collection of AIDS Posters Goes Online

The largest collection of AIDS posters in the world provides a unique resource for understanding the visual history of AIDS. And that history is available online for the general public as well as researchers, historians, artists, and physicians, thanks to the AIDS Education Posters Project website (<http://aep.lib.rochester.edu>) at Rush Rhees Library.

Edward Atwater '50, professor emeritus of medicine who taught in the School of Medicine and Dentistry for 37 years, collected the posters and donated them to Rare Books and Special Collections. "I started collecting them to chronicle history in medicine but soon realized that it wasn't medical history as much as social history," says the one-time history major.

The collection of more than 6,200 posters in 60 languages from more than 100 countries is expected to continue to grow as new collection materials, research papers, and articles are added over time.

Grant to Improve Employment for People with Disabilities

The U.S. Department of Health and Human Services has awarded the University's Institute for Innovative Transition a \$2.35 million grant to replicate the success the institute has had in developing programs to improve employment opportunities for people with developmental and intellectual disabilities.

Nationwide, only 17 percent of people with developmental and intellectual disabilities are employed—and even fewer have obtained competitive employment that earns them at least minimum wage. This grant aims at dramatically increasing that percentage and will enhance collaboration among a range of state offices and the institute.

"Having overcome the lethality of many congenital and developmental conditions, pediatrics now has the happy privilege of learning how best to support individuals with disabilities throughout the lifespan. This project will help us define and implement best practices that transition young people with disabilities into adult life with an unprecedented degree of independence and dignity," said Nina Schor, William H. Eilinger Chair of Pediatrics at the



University of Rochester Medical Center and pediatrician-in-chief of Golisano Children's Hospital, when the grant was announced.

Computing Capability Helps Lure Lung Research Initiative to Rochester

The Medical Center has been awarded \$4.7 million from the federal government, with several options for additional funding, to establish a center to study the germs that cause lung disease.

The Respiratory Pathogens Research Center—created as part of an agreement with the National

Institute of Allergy and Infectious Diseases, part of the National Institutes of Health (NIH)—is intended to help protect people against bacteria and viruses that take aim at the respiratory system.

The center effectively puts University scientists "on call" in the realm of respiratory infections. In times of national need, center personnel are available at the request of federal officials to take on urgent projects to inform public health needs.

Key to the center is the Health Sciences Center for Computational Innovation, an emerging partnership between the Univer-



Rochester Finishes Strong Again in Putnam Math Competition

In March 2012, an undergraduate student math team placed 15th out of 460 teams, marking the fourth year in a row that Rochester has finished among the top 15 teams in the nation. Coached by Dan Geba, associate professor of mathematics (center), the team included Vincent Yu '14 (left), Douglas Miller '15 (right), and Xiaoqing Tang '12 (not pictured). The contest is administered by the Mathematical Association of America. A test of both originality and technical competence, the competition requires participants to try to solve 12 questions in two three-hour sittings.



sity and IBM that will establish Rochester as home to one of the most powerful computer systems dedicated to health research in the world.

“This is one of the largest projects ever undertaken by our scientists at the University of Rochester Medical Center, and we expect the payoff to be enormous, both for the region’s economy and for the health of people worldwide,” Bradford Berk ’81M (MD/PhD), CEO of the Medical Center, announced in response to the grant.

School of Nursing Receives Scholarships from Robert Wood Johnson Foundation

For the fifth consecutive year, the School of Nursing was selected as a grant recipient of the Robert Wood Johnson Foundation New Careers in Nursing (NCIN)

Scholarship Program. The school is one of only three in the country to receive all five rounds of funding for both its accelerated master’s and bachelor’s degree programs.

Established in 2008, the NCIN Scholarship Program aims to expand the number of baccalaureate-prepared nurses and enrich the diversity of the nursing workforce, attracting people from a broad range of cultures and backgrounds who have traditionally been underrepresented in the nursing field.

During the 2012–13 academic year, the school will receive \$120,000 to support students enrolled in its accelerated master’s and bachelor’s programs for non-nurses—programs designed for men and women with degrees in other fields who are interested in pursuing a second career in nursing.

The Goldilocks Effect: Babies Learn from Experiences That Are ‘Just Right’

The ability of infants as young as seven months old to make decisions that are “just right” is providing University researchers with a new understanding of how babies learn to make sense of a world full of complex sights, sounds, and movements.

Dubbed the “Goldilocks effect,” the findings could have broad implications for human learning at all ages and could lead to tools for earlier diagnosis of attention-related disabilities such as ADHD or autism, says Celeste Kidd, lead author on the paper and a doctoral candidate in brain and cognitive sciences.

With the aid of eye-tracking devices and statistical modeling, Kidd and her team reported that babies reliably lose interest in situations—in this case, videos designed for the research—when the situations become too predictable, and when they become too surprising.

The research is the first to provide both a theory and quantifiable measures of what keeps a baby’s attention.



A Boost for Math and Science Teacher Preparation

With a new \$749,994 grant from the National Science Foundation's Robert Noyce Scholarship Program, the Warner School will enhance current efforts to address the shortage of highly qualified math and science teachers. The funding will encourage more talented science, technology, engi-

neering, and math (STEM) undergraduate majors and professionals to become certified K–12 math and science teachers, ultimately expanding the number of quality teachers serving the Rochester City School District and other high-need districts across the state.

The program, which targets teacher preparation for high-need schools, was launched three years ago through a partnership of the

Warner School; Arts, Sciences & Engineering; and the Rochester City School District.

The funding will help provide full-tuition scholarships to talented STEM undergraduates and professionals who wish to pursue a career in teaching.

Over the next three years, a total of 27 new Noyce Scholars will be able to enroll tuition free into one of the Warner School's 15-month

graduate teacher preparation programs in mathematics or science.

New Name, Expanded Role, for Learning Assistance Office

In September 2011, the College's Office of Learning Assistance Services was renamed the Center for Excellence in Teaching and Learning, or CETL, in recognition of its expanded role.

CETL will continue to offer learning support such as study skills counseling and related services and to support new teaching initiatives in partnership with members of the faculty.

But as part of an effort to better serve faculty and graduate teaching assistants, CETL has created a new forum for the discussion of teaching methodology and pedagogy.



“Through the center’s expansion, we’re hoping to bring faculty members from the College together to share successful teaching methods and work to develop new ones,” says Richard Feldman, dean of the College.

Vicki Roth, the director of CETL, agreed that the shift in the mission is about faculty collaboration and dialogue.

“There is a lot of excellent teaching taking place in the College. We want to capitalize on that by providing a place where faculty can learn from each other, borrow ideas, or discuss new approaches.”

Cupid’s Arrow Turns Digital

While online dating and other manifestations of finding love in the digital era have been a boon to lonely hearts, psychological scientists at Rochester and elsewhere say there’s little to back up the industry’s claims of offering a “science-based” approach to matchmaking.

A new analysis of research on the burgeoning relationship industry prepared by Harry Reis, professor of psychology, and four other authors says such



Simon School Lauded by *Financial Times*

The *Financial Times*, which released its annual rankings in January, cited the Simon School as one of the top 25 business schools in the United States. Simon ranked 22nd, up from 26th last year. In the global rankings, Simon rose to 3rd in finance, to 4th in economics, and to 7th in accounting.

claims of sophisticated algorithm-based matching and other scientific underpinnings have not been substantiated by independent research.

Such claims “should be given little credence,” they conclude in the journal *Psychological Science in the Public Interest*. Reis cau-

tions that comparing dozens and sometimes hundreds of possible dates may encourage a “shopping” mentality in which people become judgmental and picky, focusing exclusively on narrow sets of criteria like attractiveness or interests.

Milestone Moments

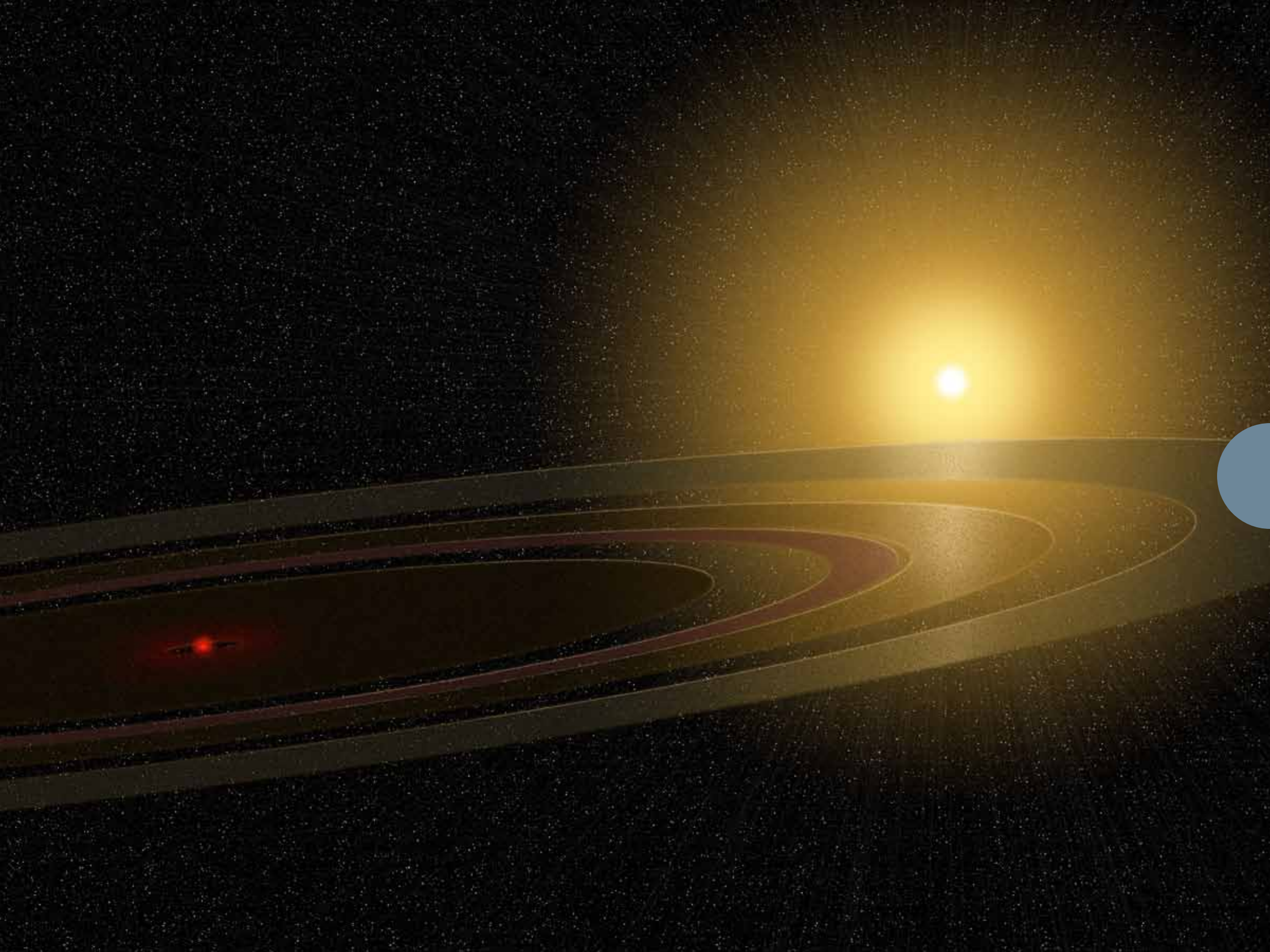
Several of Rochester’s leading programs celebrated milestone anniversaries during 2011–12.

25 Years: Frederick Douglass and Susan B. Anthony Institutes—The Susan B. Anthony Institute for Gender and Women’s Studies and the Frederick Douglass Institute for African and African-American Studies marked 25th anniversaries with exhibitions, lectures, and other activities noting the programs’ contributions to campus and student life.

90 Years: The Eastman School of Music—The Eastman School celebrated its 90th anniversary with a series of exhibits in the Sibley Music Library that featured live radio broadcasts, commercial recordings, and evolving orchestras and chamber ensembles.

50/100 Years: Plutzik Memorial Reading Series—Administered by the Department of English, the Plutzik Memorial Reading Series celebrated both the centennial of the birth of poet Hyam Plutzik and the 50th anniversary of the prestigious reading series named for the Pulitzer Prize finalist who taught at Rochester from 1945 until his death in 1962. Nearly 300 acclaimed literary figures, including many Pulitzer, National Book Award, and Nobel Prize winners, have been guests of the program over the past five decades.





Discover

Scientists Discover 'Saturn on Steroids'

While tracking patterns of light in a constellation roughly 420 light years from Earth, Eric Mamajek, assistant professor of physics and astronomy, and an international team report the first glimpse of a planetary ring system outside the solar system.

Using data from SuperWASP (Wide Angle Search for Planets) and All Sky Automated Survey (ASAS), the researchers noticed that the light pattern from one star in the Centaurus constellation, part of a massive star formation between 380 to 470 light years from the sun, showed dramatic changes over a 54-day period in early 2007.

Rochester graduate student Mark Pecaut '10 (MA) and Mamajek identified the pattern as consistent with a protoplanetary disk—similar to that of Saturn—passing in front of the star, dimming its light accordingly.

"After we ruled out the eclipse being due to a spherical star or a circumstellar disk passing in front of the star, I realized that the only plausible explanation was some sort of dust ring system orbiting a smaller companion—basically a 'Saturn on steroids,'" says Mamajek.



Big Designs at Small Sizes

A new center is providing University faculty, materials scientists, and researchers at area companies with advanced technology to conduct research using materials at the scale of atoms and molecular structures. The Integrated Nanosystems Center (URnano), dedicated to researching and fabricating materials on a microscopic level, brings together experts in physics, optics, chemistry, biomedicine, and bioengineering to expand the research and technology commercialization of fuel cells, biosensors, and other high-tech devices important

to industry, medicine, national security, and the economy. The center was formally dedicated in August 2011.

A New Target in Fighting Alzheimer's Disease

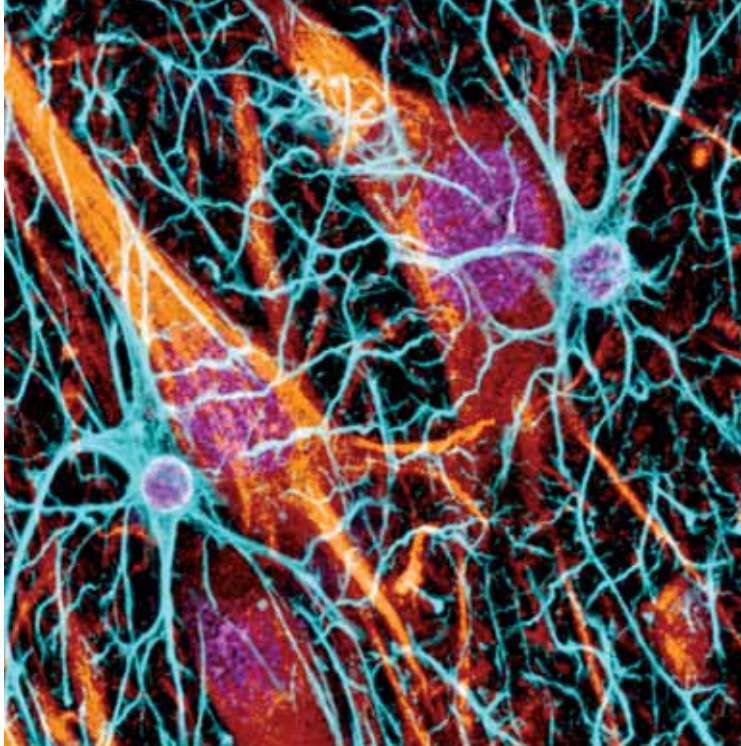
How does a well-known genetic risk factor connect to Alzheimer's disease? Rochester researchers may have found an important clue.

In a study published in the journal *Nature*, Rochester scientists report that a gene that has a documented connection to Alzheimer's disease triggers a signaling cascade that results in leaky blood vessels in the brain, allowing toxic substances to enter

brain tissue in large amounts.

Led by Robert Bell, a postdoctoral associate at Rochester who is first author of the paper, the researchers report that a gene called *APOE4* triggers a molecular maelstrom that weakens the blood-brain barrier. That network of tightly bound cells carefully regulates which substances are allowed to enter and exit brain tissue. People with two copies of the gene have roughly 8 to 10 times the risk of getting Alzheimer's disease than people who do not.

Bell notes the finding may help establish a new target to fight the disease.



Astrocytes: No Longer Just 'Brain Glue'

Behold the power of astrocytes. Once considered mainly the stuff that holds the brain together, the family of brain cells wields more power than many scientists have realized, according to research by Rochester neuroscientists.

Published in *Science Signaling*, the report indicates that astrocytes are crucial for creating the proper environment for brains to work, playing a key role in reducing or stopping the electrical signals in brain activity, determining when neurons fire and when they don't.

"It turns out [astrocytes] can influence the actions of neurons in ways that have not been realized," says Maiken Nedergaard, Frank P.

Smith Professor of Neurological Surgery and leader of the study.

Sending an Elusive 'Wireless' Message

Will nearly massless subatomic particles that travel at the speed of light someday carry heavy ideas across long distances? A group of scientists led by researchers from Rochester and North Carolina State University have for the first time sent a message using a beam of neutrinos through 240 meters of stone. The message: "Neutrino."

Many have theorized about the possible uses of neutrinos in communication because of a particularly valuable property: they can penetrate almost anything they encounter.

While Kevin McFarland, a professor of physics who was involved in the experiment, says the idea of using neutrinos to communicate isn't currently practical, the project was a first step toward demonstrating its possibility. The team performed its test at the Fermi National Accelerator Lab, outside Chicago.

The group has submitted its finding to the journal *Modern Physics Letters A*.

How Chronic Stress Short-Circuits Parenting

New research is helping to explain why parents of toddlers under long-term stress often find it challenging to tap into the patience, responsiveness, and energy required for effective child rearing.

In a study published in *Development and Psychopathology*, Melissa Sturge-Apple, assistant professor of psychology, found that ongoing strains like poverty or depression disrupt natural stress responses, making mothers more likely to engage in a host of problematic parenting behaviors, including neglect, hostility, and insensitivity.

"Stress gets under your skin," Sturge-Apple says. "It literally changes the way a mother's body responds to the normal demands of small children, and those changes make it much harder to parent positively."

The study is the first to measure physiological stress response in real time, says Fred Rogosch, research director at the University's Mt. Hope Family Center

and a fellow author on the paper. Researchers observed 153 mothers and their 17- to 19-month-old children, and participants' reactions were captured using a novel wireless electrocardiograph monitor developed for the study by University engineers Zeljko Ignjatovic and Wendi Heinzelman. "Stress is not just in our heads, it's in our bodies," says Sturge-Apple.

Of Blood, Bone, and Leukemia

Newly discovered links between cells that result in leukemia and cells that help form bones are offering a fresh perspective on how the blood cancer progresses.

The findings also raise the possibility that therapies for bone disorders could help in the treatment of leukemia, according to a study led by graduate student Benjamin Frisch '05, '12M (PhD) in the James P. Wilmot Cancer Center laboratory of author Laura Calvi, associate professor of medicine.

Published in the journal *Blood*, the study found that leukemia disrupts normal blood production in counterintuitive ways and suggests that leukemia cells, which are known to disrupt normal blood production, also disrupt the function of bone cells.



Capability of Curry Component to Treat Disease Earns U.S. Patent

The University and two other entities have received a U.S. patent for the use of compounds related to curcumin, the main ingredient of curry, in the fight against cancer, acne, baldness, and other medical conditions.

The patent—also awarded to the University of North Carolina at Chapel Hill and to AndroScience Corp. of San Diego—is for research led by Chawnshang Chang, George Hoyt Whipple Professor, director of the George Whipple Laboratory for Cancer Research at the Medical Center, and a cofounder of AndroScience, in which the University owns a stake.

Chang, a faculty member in the departments of urology and pathology and the James P. Wilmot Cancer Center, is one of many researchers worldwide investigating the potential biomedical benefits of curcumin. Two dozen patents, dating back to 2004, have been issued to the University for Chang's work.



Is Marriage Good for the Heart?

Coronary bypass patients are often counseled to cut out tobacco, lose weight, and get their blood pressure under control. What about paying attention to their marriages?

According to Rochester research, happily wedded people who undergo coronary bypass surgery are more than three times as likely

to be alive 15 years later as their unmarried counterparts, according to a study published online in *Health Psychology*, a publication of the American Psychological Association.

The effect of marital satisfaction is "every bit as important to survival after bypass surgery as more traditional

risk factors like tobacco use, obesity, and high blood pressure," says Harry Reis, professor of psychology. He coauthored the study with Kathleen King, professor emerita at the School of Nursing.

The marriage advantage plays out differently for men and women. For men, marriage in general is linked to higher

survival rates, and the more satisfying the marriage, the higher the rate of survival. For women, the quality of the relationship is more important. Unhappy marriages provide virtually no survival bonus for women, while satisfying unions increase a woman's survival rate almost fourfold.





GOLISANO
CHILDREN'S HOSPITAL



Heal

Campaign for Golisano Children's Hospital Gets Under Way

Children from throughout the Finger Lakes region will be the beneficiaries of the largest capital project in the University's history as the campaign for a new Golisano Children's Hospital gets under way. The \$100 million initiative will support construction of a state-of-the-art facility and help attract and retain top pediatric biomedical scientists and educators. It is an important component of the Medical Center's \$650 million campaign and the overall \$1.2 billion goal of *The Meliora Challenge: The Campaign for the University of Rochester*.

The planned eight-floor, 245,000-square-foot building will feature 52 private patient rooms, a greatly expanded Neonatal Intensive Care Unit, and spaces designed to meet the needs of children and their families. The new hospital will be located on Crittenden Boulevard adjacent to Strong Memorial Hospital.

In July 2011, hospital namesake B. Thomas Golisano announced a \$20 million gift for the new building, adding to his original \$14 million gift to name the hospital in 2002. Golisano's earlier support helped the Medical Center recruit outstanding faculty and expand programs in cardiac care, general surgery, neuromedicine, and other areas.

As part of its fundraising campaign, the hospital will focus on enhancing care, research, and education for the benefit of current and future patients in seven priority areas: cancer, neonatology, autism, eating disorders, cardiovascular disease, surgery, and supportive care.



Expanded Cancer Center Offers Continuum of Care

The James P. Wilmot Cancer Center is raising the bar on the quality of patient care as it opens the doors on a newly completed expansion project that adds more than 100,000 square feet to the state-of-the-art center.

The three-story expansion, opened early last summer, allows for the relocation of two inpatient units from Strong Memorial Hospital to Wilmot—the Samuel E. Durand Blood

and Marrow Transplant unit (the second largest program of its kind in New York), and the adult Hematology/Oncology unit, which will expand from 23 to 30 beds. With the addition of the units, the center in essence becomes a comprehensive cancer hospital, offering a full continuum of inpatient and outpatient cancer care.

The new inpatient floors offer upgraded patient and family amenities, and the units feature all private rooms that are nearly

double the size of those on the existing units at Strong.

Addressing the Unwelcome Side of Cancer Treatment

As the number of cancer survivors in the United States has tripled since 1971, the gains in survival have come at the price of second malignancies and cardiovascular disease. That's according to a long-awaited report by a national scientific committee chaired by Lois Travis, professor in the Department of Radiation



Oncology and director of the Rubin Center for Cancer Survivorship at the James P. Wilmot Cancer Center.

The peer-reviewed, 425-page report focused on the consequences of radiation therapy, which is a cornerstone of cancer treatment and used in approximately 50 percent of all cancer cases. Among the key findings, the committee made several recommendations, including establishing a research infrastructure to guide disciplines

involved in the care of survivors as well as studies analyzing newer radiation treatments, the relationship between radiation doses and the risk of second malignancies and heart disease, and others.

“Although many complex factors influence the risk of second malignancies and other health issues after cancer treatment—including lifestyle choices such as diet, exercise, and alcohol and tobacco use, as well as genetics, age, and immune system function—it is vital that we

develop the best possible long-term risk estimates and prediction models, and that we establish research priorities and identify concrete ways to prevent serious additional health problems among cancer survivors,” Travis says.

Convened by the National Council on Radiation Protection and Measurements, the committee published its report last spring in the *Journal of the National Cancer Institute*. Louis Constine, professor and vice-chair of the

Department of Radiation Oncology and clinical director of the Wilmot Cancer Center’s Survivorship division, was also a member of the scientific committee.

Medical Center Offers New Option for Heartburn

Sufferers of chronic heartburn have a new treatment option at the Medical Center.

The University is one of just 13 sites in the United States chosen to offer a new implantable magnetic “ring” that promises relief to the estimated 25 million American adults who suffer daily heartburn. The device, the LINX Reflux Management System, won FDA approval in late March.

Chronic heartburn—technically known as gastroesophageal reflux disease, or GERD—happens when the stomach’s acidic juices flow back into the esophagus, causing an uncomfortable burning sensation just below the breast bone. Though a muscular ring, or sphincter, usually tightens to clamp off such backslash, the natural “plumbing” is faulty in some people: the seal is weak, or the sphincter relaxes when it shouldn’t.

The new device, a nickel-sized loop of magnetic beads, can be in-

serted laparoscopically in less than an hour. The beads separate slightly to allow food and drink to pass down through the esophagus, then compress back together, reinforcing weak esophageal muscles and limiting acidic backwash from the stomach. As one of 15 specialized clinical trial sites across the United States and Europe, the Medical Center has been implanting the device in study patients since 2009.

Leadership in Translation Research

The Medical Center continues to bring medical and clinical breakthroughs to the lives of patients.

Thanks to a \$21 million renewal grant early this summer from the National Institutes of Health, the Clinical and Translational Science Institute will further its work to provide a comprehensive and integrated set of services, expertise, and resources to carry out all phases of translational research from the point where a new idea is first evaluated in people all the way to its adoption on a community-wide scale.

The institute, located in the Saunders Research Building, also funds pilot research, oversees new graduate programs in translational medicine, and serves as the nucleus for a coalition of 16 biomedical research centers in upstate New York.



The grant is a renewal of a \$40 million award made to the Medical Center in 2006 to create and expand research, education, and support programs intended to cut the time needed to turn scientific insights into new ways to treat disease. At that time, the Medical Center was one of the first 12 institutions in the nation to receive a clinical and translational grant from the NIH. The program has since expanded and now consists of a network of 60 health research centers in 30 states.

Taking HEART to Community's Health

The Medical Center, Monroe County, and community partners are working to improve the health of county residents as one of only 15 sites nationwide to receive a Community Transformation Grant from the Centers for Disease Control and Prevention.

Created by the Affordable Care Act, the grant program supports communities and states in tackling the root causes of poor health, tobacco use, physical inactivity, poor nutrition, and management of chronic disease so that Americans can lead healthier, more productive lives.

The Rochester project will be used to develop HEART (Health

Engagement and Action for Rochester's Transformation), a comprehensive initiative to improve the health of Monroe County residents by creating a community environment that supports healthy behaviors, thus preventing chronic disease and reducing health care costs.

Announced last fall, the Rochester initiative is chaired by Monroe County Department of Public Health director Andrew Doniger and is supported by an expert team chaired by the Albert D. Kaiser Chair of Public Health Sciences Thomas Pearson, an international expert in heart disease prevention and director of the National Center for Deaf Health Research.

Introducing 'MyChart' for Your Health

Imagine being able to look up parts of your medical records—reviewing your health summary, current medications, allergies, immunizations, test results, and upcoming and past appointments—online or from your

smartphone. Or being able to schedule or change appointments, refill prescriptions, or suggest changes to your medications or allergy lists—all without having to call the Medical Center or visit your doctor's office.

Such "self-service" features are part of "MyChart," which debuted this spring at the Medical Center. The new, secure patient portal is designed to encourage patients to take more active roles in their own care, ultimately cutting costs and increasing satisfaction.

The project is the latest addition to "eRecord," the Medical Center's electronic medical record system launched in 2011 to ensure that all critical information about patients is accessible in a single chart, instantly at the fingertips of an entire care team. Last May, all 162 Medical Center-affiliated outpatient clinics officially plugged into eRecord, a significant step for the system, which has been the Medical Center's top clinical priority and the centerpiece of a strategic plan to improve care quality and safety across its network.



The outpatient milestone also marked the debut of MyChart. Oncology patients at the James P. Wilmot Cancer Center have been piloting the MyChart system for more than a year, and more than 2,500 patients are online with the system.

Patients can learn more about MyChart by visiting www.urmc.rochester.edu/patients-families/mychart.

A New Way to Study Liver Cancer

Cancer researchers around the world have a new way to study the primary cancer of the liver, thanks to work led by researchers at the James P. Wilmot Cancer Center.

Aram Hezel, assistant professor of hematology and oncology at the Medical Center, and colleagues

from Massachusetts General Hospital and Harvard Medical School have developed the first genetically engineered mouse model of biliary tract cancer, formally known as intrahepatic cholangiocarcinoma (IHCC), a disease that's diagnosed in about 6,000 people a year.

The work, published last spring in *Cancer Research*, provides a

significant foundation for further understanding of the earliest, precancerous stages of IHCC and for evaluating effective treatments. The group has found that chloroquine, a drug commonly used to treat malaria, has been effective in treating IHCC in the mouse model.

U.S. News Ranks Medical Center Programs

Several programs at the Medical Center have been named among the nation's best by *U.S. News & World Report*.

The annual rankings cited the Golisano Children's Hospital in four pediatric specialties—gastroenterology, neonatology, orthopaedics, and neurology/

neurosurgery—among the top 50 in the country.

And in the 2012 rankings of the *Best Hospitals in America*, two adult programs—neurology/neurosurgery and urology—were ranked among the top 50 for the second year in a row.

In addition, nine other adult specialties were recognized as “high performing,” an indication that their scores were nearly as high as the top 50. They included cancer, cardiology and heart surgery, diabetes and endocrinology, gastroenterology, geriatrics, gynecology, nephrology, orthopaedics, and pulmonology.

The Medical Center and Strong Memorial Hospital earned the No. 1 overall spot in the Rochester metropolitan area.

Only 150 of the nation’s 5,000 hospitals ranked in at least one specialty in the magazine’s 23rd annual *Best Hospitals* guide.

Medical Center Expands Affiliation Efforts

In efforts to better meet the health care needs of the Rochester and Finger Lakes regions, leaders from the Medical Center and other regional providers have taken steps toward working more closely together to provide a more streamlined network of services and care.

In June, the Medical Center and Thompson Health in Canandaigua announced an agreement to make Thompson an affiliate of the Medical Center. The relationship is the latest of more than a dozen clinical collaborations taking root between the systems in recent years—in specialties that include cardiology, oncology, neurosurgery, and others—and puts Thompson in a position to further enrich and expand existing programming, technology, and staff.

The new affiliation also builds on growing efforts to establish a broader system of connections among providers. In Rochester, Highland Hospital has a long affiliation with the Medical Center. Recently, Jones Memorial (Wellsville) and Wyoming County Community Health System (Warsaw) have expressed interest in working with the Medical Center as “collaborating institutions,” similar to agreements established with Brockport’s Lakeside Hospital and with Dansville’s Noyes Memorial Hospital. Those collaborations allow community hospitals to pursue business relationships around key clinical programs, such as heart care, orthopaedics, and neurology.

Also last summer, the Medical Center and Pluta Cancer Center

in Buffalo announced that they have signed a memorandum of understanding as a first step in a process that could lead to a merger. A final decision is expected by the end of 2012.

Wilmot Cancer Center Recognized

One of the nation’s foremost publications on news and analysis relating to hospitals and health systems is giving the James P. Wilmot Cancer Center high marks.

Becker’s Hospital Review named the center as one of the top 70 oncology programs in the United States, putting Rochester among some of the country’s most notable cancer centers, including the Cleveland Clinic, Dana-Farber, Duke University, Johns Hopkins, the Mayo Clinic, and the MD Anderson Cancer Center at the University of Texas.

The list is based on clinical accolades, quality care, and contributions to the field of oncology. The data are drawn from reputable health care rating resources, including *U.S. News & World Report*, HealthGrades, Thomson Reuters, the National Cancer Institute, the American College of Surgeons, and the American Nurses Credentialing Center.





Create

Springing to Life

From intricate twirling wheels for calculating planetary movement to colorful paper sculptures that blossom from the page, a collection of pop-up books, interactive mechanisms, and other feats of paper engineering at Rush Rhees Library offers a 500-year history of bookmaking, paper, and art. Curator Leah Hamilton, collections manager in the Department of Rare Books and Special Collections, organized an exhibition of 50 examples from the collection, showcasing the centuries-old movable book as it has developed through the ages and offering a hands-on experience with reproductions that visitors could spin, pull, and lift. For more photos and a video, visit www.rochester.edu/news/photos/popup-books.

New Undergraduate Major in Digital Media Studies

The College introduced a new major in spring 2012: Digital Media Studies.

“The digital revolution has significantly changed how people communicate, interact, and innovate, so it makes sense it would also impact the way that today’s students learn,” says Thomas DiPiero, dean for humanities and interdisciplinary studies.

The major will enable students to focus on the analysis and production of digital media, or new media, from two perspectives simultaneously: science and technology, and art and humanities. The major includes a capstone project in which students will work in small groups during their final year to combine the approaches, ideas, and skills that they’ve learned throughout the major to create a digital media object. Starting in the fall of 2013, students will do the bulk of their work on these projects in the Ronald Rettner Hall for Media Arts and Innovation. Named for the University trustee who provided the leadership gift for the multimillion dollar facility, the building is under construction on the Wilson Commons quadrangle.





Eastman Opera Theatre Performs Sondheim's *Assassins*

In November 2011, the Eastman Opera Theatre brought Stephen Sondheim's provocative work *Assassins* to Kilbourn Hall.

"Part of Eastman Opera Theatre's mission is exploring works 'on the edge' that will challenge the singers in ways they don't get from other lyric theater genres," said Steven Daigle, dramatic director of Eastman Opera Theatre and chair of the voice and opera department.

In depicting the thoughts of nine individuals who killed or tried to kill U.S. Presidents, the musical contrasts the assassins' claims of righting wrongs with their own shortcomings and motivations of fame, love, and revenge.

Eastman Student a Winner of Metropolitan Opera Competition

In spring 2012, Eastman master's degree student Matthew Grills '12E (MM) became one of five winners of the prestigious Lotte Lenya Competition of the Metropolitan Opera.



Matthew Grills

A tenor, Grills performed "Ah! Mes Amis!" from Donizetti's *La Fille du Regiment* (an aria which, with nine high Cs, has been called "the Mount Everest for tenors") and "Tradito! Schernito" from Mozart's *Così fan Tutte*. The Grand Finals Concert took place on the stage of the Met, and singers were accompanied by the Metropolitan Opera Orchestra.

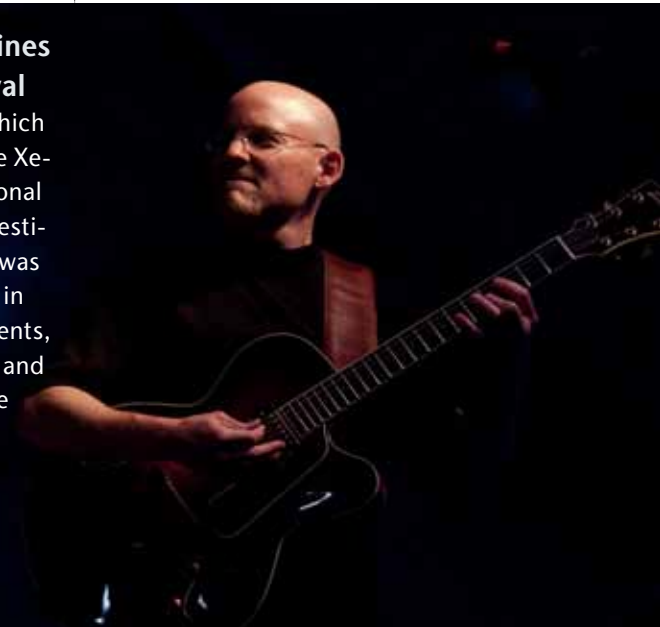
Rowers Set Record

In February 2012, Ross Pederson '13 of Fairport, N.Y., and

Joe Prosack '14 of Scarborough, Maine, both members of the University's rowing team, set an indoor rowing world record for the lightweight tandem 100K division. Indoor tandem or team rowing records are attempted on one machine that clocks time, distance, and speed. Rowers switch on and off throughout the tandem effort. Prosack provided speed, and Pederson, endurance. The pair—both of whom are double majors in economics and mathematics—rowed for 6 hours, 12 minutes.

Eastman School Shines Again at Jazz Festival

The Eastman School, which has been involved in the Xerox Rochester International Jazz Festival since the festival's founding in 2002, was again a major presence in June, with faculty, students, and alumni performing and teaching throughout the nine-day event.



New Residence Hall, Complex of Buildings Named for University Presidents

The names of two recent Rochester presidents have become part of the River Campus landscape. A new 150-student building, which opened in fall 2012, has been named in honor of Dennis O'Brien, who served as Rochester's eighth president from 1984 to 1994. And the residence hall complex, including the new hall, Anderson and Wilder residence halls, as well as Sage Art Center, has been named in recognition of Thomas

Jackson, who served as Rochester's ninth president from 1994 to 2005.

"It is fitting that our newest residence hall and the residence hall complex will honor Dennis O'Brien and Thomas Jackson," said President Joel Seligman. "Their commitment to and investment in undergraduate education continues to make Rochester a leader in recognizing that student living and learning are integral to a successful college experience." A naming ceremony for the new building and courtyard was held in May 2012.



International Theatre Program Presents 'Adding Machine: A Musical'

In April, students in Rochester's International Theatre Program presented "Adding Machine: A Musical," a fresh take on the 1923 play by Elmer Rice about an accountant, Mr. Zero, whose job is taken over by a machine. Nigel Maister, artistic director of the program and of this production, held at the University's Todd Theater, noted the performance took "a fresh look at what happens when a person is pushed to the limit and is forced to re-examine life and priorities."



YellowJackets A Cappella Group Takes National Stage

In fall 2011, the YellowJackets, the University's oldest all-male a cappella group, competed against 15 of the country's best groups on NBC's *The Sing-Off*. The 15-student group survived six rounds before finally facing elimination on October 31.





MELIORA



Ever Better

A Historic Campaign

Members of the University community have accepted a historic challenge—one that promises to advance the University in its mission to Learn, Discover, Heal, Create—and make the world ever better.

During Meliora Weekend 2011, guests celebrated the public launch of *The Meliora Challenge: The Campaign for the University of Rochester*. The most ambitious fundraising effort in the University's history, the \$1.2 billion initiative is the first to encompass every area of the institution.

"These aspirations truly aim high," said President Joel Seligman. "We accept *The Meliora Challenge* . . . As scholars, teachers, clinicians, and performers we have the talent to move the world."

The Campaign includes five overarching objectives: \$225 million for student support, primarily through endowed schol-

arships and fellowships; \$350 million for faculty support, including 80 new fully endowed professorships; \$375 million for priority projects and programmatic support within the schools and units; \$130 million in unrestricted support through the Annual Fund and George Eastman Circle; and \$120 million for campus renovations and new facilities.

Leading up to last fall's public launch, Seligman said that more than \$759 million had been committed to the Campaign, about 63 percent of the goal. He thanked those who have committed their support, recognizing in particular Ed Hajim '58, board chairman, and the leadership of the Board of Trustees, the President's Cabinet, and Campaign leaders, including Campaign Co-Chairs Cathy Minehan '68 and Rich Handler '83, George Eastman Circle members, individual donors, faculty, staff, students, and volunteers.





New Symposia Focus on Connections between Arts and Sciences

Students intrigued by the intersection of the arts and sciences have a new program in which to explore their multidisciplinary interests. A yearly symposium dedicated to the intersection of multiple disciplines, along with related curriculum, debuted last spring, thanks to a gift from Bernard (Bernie) Ferrari '70, '74M (MD) and his wife, Linda Gaddis Ferrari.

Designed to explore collaborations between the arts and sciences, the Ferrari Humanities Symposia are intended to broaden and enrich the liberal arts education of undergraduates, enhance the experience of graduate students, and strengthen the connection between University faculty and scholars around the world.

The inaugural session included a specially designed course for



students enrolled in the Ferrari program and a visit and public talk by the Henry Putnam University Professor of History at Princeton University Anthony Grafton.

“Through the symposia we hope to create another opportunity for students at the University to study, appreciate, and reflect

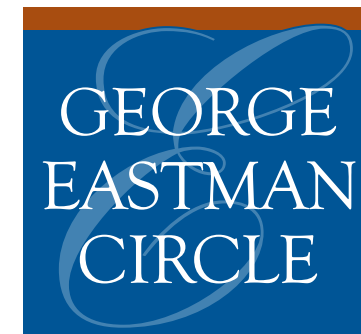
on an extraordinary piece of history,” says Bernie Ferrari, who is a University trustee and dean of the business school at Johns Hopkins University. “We are creating new collaborations for students in different academic disciplines.”

An Ever Growing Circle of Support

One of the fastest growing annual giving societies among U.S. colleges and universities, the George Eastman Circle started 2012 by reaching an important milestone. More than 2,000 members have pledged their commitment to the leadership annual giving society, making unrestricted five-year pledges at six giving levels ranging from \$1,500 to more than \$50,000 annually.

The initiative was launched in 2006 with a goal of 250 members, but ended its charter phase with 1,087 members. At the end of 2011, there were 2,021 members, representing 44 states and 11 countries.

In addition to their overall support, members of the Eastman Circle have contributed more than \$83 million to the Annual Fund, representing 64 percent of *The Meliora Challenge's* goal for the fund.



UNIVERSITY OF
ROCHESTER

A Signature Honor

The University honored the achievements of several faculty members during 2011–12 with appointments to new professorships established through the generosity of University alumni and friends.

Installed as the inaugural professors were:

Craig Jordan, the Philip and Marilyn Wehrheim Professor. The installation ceremony recognized Philip Wehrheim and Marilyn Wehrheim '61, '82 (MS) and supporters of the James P. Wilmot Cancer Center. Jordan directs hematological translational research for the Wilmot Cancer Center, where he is a nationally recognized leader in cancer stem cell research. Longtime supporters of Rochester-area charities and foundations, the Wehrheims established the professorship to support talented researchers in the community.

Karl Kiebertz '85M (MD/MPH), the Robert J. Joynt Professor in the Department of Neurology. Internationally recognized for his leadership in neurological teaching, practice, and research, Kiebertz is a professor of neurology, neurobiology, and anatomy. The professorship was created in honor of Joynt with support from more than 150 donors, including a capstone gift from the family of David Butler, whose late wife, Janet, was diagnosed with Parkinson's disease when she was 46 years old. From 1997 until 2004, Janet participated in research trials as a part of her treatment at the Medical Center.

Webster Pilcher '83M (MD/PhD), '89M (Res), the Ernest and Thelma Del Monte Distinguished Professor in Neuromedicine. Chair of the department since 2002, Pilcher is a clinician, scientist, and educator who has led the neuromedicine pro-

gram to national recognition. The late Ernie Del Monte, a University life trustee, and his late wife, Thelma, and the Del Monte family, established the professorship to show their appreciation for the Medical Center's health care services and its broad mission of education and research. The Del Montes also provided significant support to establish the Ernest J. Del Monte Neuromedicine Institute in 2009.

John (Jack) Werren, the Nathaniel and Helen Wisch Professor in Biology. An expert in evolutionary genetics, Werren and his research team are leaders in understanding the transfer of genetic traits, including those contributing to diseases. University Trustee Nathaniel (Nat) Wisch '55 and his wife, Helen, endowed the professorship—the first to be established exclusively for the biology department—to support scholars who are advancing the field of biology and serving as an inspiration to their students. As longstanding supporters of the University, the Wisches had previously established the Dr. Nathaniel and Helen Wisch Endowed Scholarship, benefiting students majoring in biology.

Patricia Sime, the C. Jane Davis and C. Robert Davis Distinguished Professor in Pulmonary Medicine. Honored for her work as an educator, researcher, and physician in the field of pulmonary medicine, Sime is chief of the Pulmonary and Critical Care Division and director of the Mary Parkes Center for Asthma, Allergy, and Pulmonary Care at the Medical Center. The late C. Robert (Bob) Davis and his late sister, physician C. Jane Davis, supported the professorship, inspired by a doctor who had a tremendous impact on their lives. That physician was Paul Levy, the Charles

A. Dewey Professor of Medicine at the School of Medicine and Dentistry.

New Professorships

An honor designed to recognize the national stature of a professor's work, endowed, named positions are part of a longstanding tradition to celebrate the work of Rochester's faculty. Thanks to the support of alumni and friends, several new professorships were established in 2011–12.

- C. Jane Davis and C. Robert Davis Distinguished Professorship in Pulmonary Medicine
- Ani and Mark Gabrellian Professorship
- Richard and Margaret Burton Distinguished Professorship in Orthopaedics
- Nathaniel and Helen Wisch Professorship in Biology
- Dr. Elizabeth R. McAnarney Professorship in Pediatrics Funded by Roger and Carolyn Friedlander
- John J. Kuiper Distinguished Professorship
- Ernest and Thelma Del Monte Distinguished Professorship in Neuromedicine
- Charles E. and Dale L. Phelps Professorship in Public Health and Policy

New Commitments for Professorships

- Paul L. Yudkofsky Professorship in Pediatrics
- Louis and Dorothy Lange Professorship in Chemistry
- Frederick A. Horner, MD, Endowed Professorship in Pediatric Neurology
- Anonymous Professorship in Biomedical Engineering

Leadership Gifts



Joseph and Janice Willett

Longtime University supporters **Joseph '75S (MBA)** and **Janice Willett '78S (MBA)**, a University trustee, pledged \$3.5 million, and **Ron Fielding '73 (MA), '76S (MBA)** has pledged \$5 million to *The Meliora Challenge*.

Equaling their previous gifts to the initiative, the Willetts' gift will support student scholarships at the Simon School; the work of Russell Peck, the John Hall Deane Professor of Rhetoric and English Literature, and his wife, Ruth; and enhance the University's International Theatre Program.

Adding to an earlier gift of \$2 million, Fielding pledged new support to scholarships at the Simon School.

Ronald Rettner Hall for Media Arts and Innovation



Trustee **Mark Ain '67S (MBA)** and his wife, **Carolyn**, announced a \$3 million gift commitment to support entrepreneurship education and scholarships at the Simon School.



Mark and Carolyn Ain

A three-story, 18,900-square-foot facility will be home to students studying digital media and engineering when the new building opens in 2013. Named in recognition of a leadership gift from University Trustee **Ronald Rettner**, the building will feature interactive media production tools, a fabrication lab, sound and video recording studios, high-end computers, and 3-D printers. Approved by the Board of Trustees in the spring, construction began in the summer.

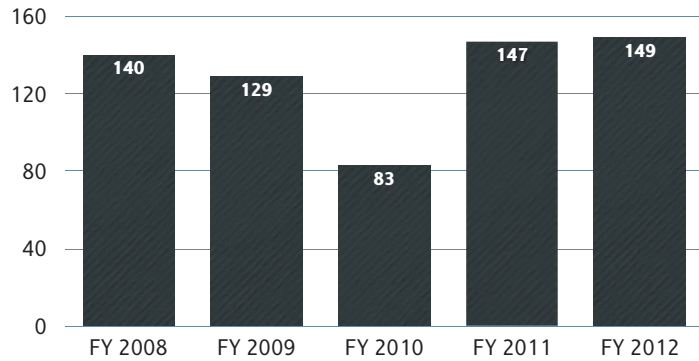


National Initiative

The Meliora Challenge: The Campaign for the University of Rochester is going nationwide.

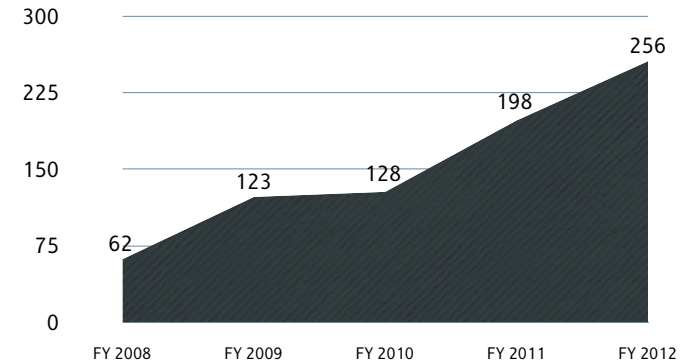
At a ceremony in San Francisco in June, the University launched the first in a series of regional campaigns in support of the \$1.2 billion comprehensive fundraising effort. Led by co-chairs Carol Karp '74, P'11 and Joe Abrams '74S (MBA), P'02, the kickoff event was designed as an opportunity for alumni and friends to reconnect and become reacquainted with the University. It's an experience Rochester will be recreating in cities across the country.

ADVANCEMENT KEY METRICS



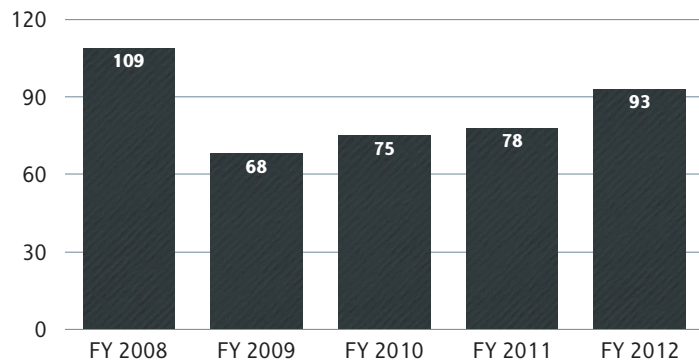
Total Commitments

For Fiscal Year ending June 30, 2012, the University booked Total Commitments of \$149.4M, which was 107% of the Fiscal 2012 Projection of \$140.0M. Fiscal Year 2012 was the largest single commitments year in the history of the University. Compared to the prior year performance, this represented an increase of 2% over the second highest Fiscal Year 2011.



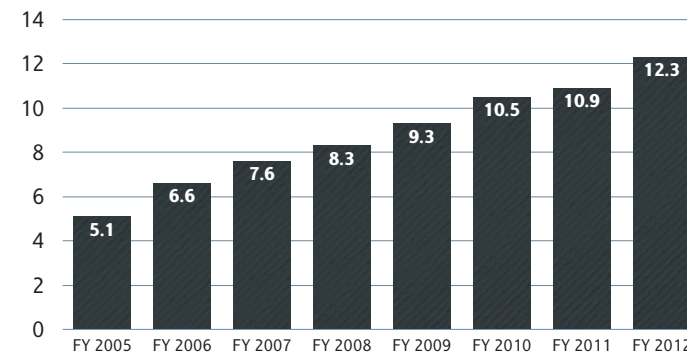
Book of Pledges

The University added nearly \$58M to the Book of Pledges in Fiscal Year 2012 despite a heavy draw of nearly \$32M in pledge payments. Total pledge balance at the end of Fiscal Year 2012 was \$256M. The current Book of Pledges is composed of approximately \$149M or 58% of pledges that are due to mature in fewer than 10 years and \$107M or 42% due to mature in greater than 10 years.



Total Cash

Total Cash booked through June 30, 2012, was \$93M, which was 103% of the Fiscal Year 2012 projection of \$90M. This represents a 19% growth over the Fiscal Year 2011 Total Cash number of \$78M. New Cash, as defined by Outright Gifts + Current Year Payments (payments on newly received multiyear pledges), contributed \$61M, a 6% growth to the overall Total Cash number. Prior Year Payments, as defined as payments on pledges received in prior years, contributed the remaining \$32M, a growth of 56% from Fiscal Year 2011.



Annual Fund Cash

The Annual Fund showed consistent strong growth surpassing \$12.3M in cash received for Fiscal Year 2012. This performance marked the 7th consecutive year of growth, and the 5th year of double digit growth. The George Eastman Circle continues to be a significant driver of this growth. Strong performance of the Reunion program provided a surge of momentum to surpass the Fiscal Year projection of \$11.8M. The Annual Fund is now on track to triple by Fiscal Year 2016 from its pre-Campaign base Fiscal Year 2005.

FINANCIAL STATEMENTS

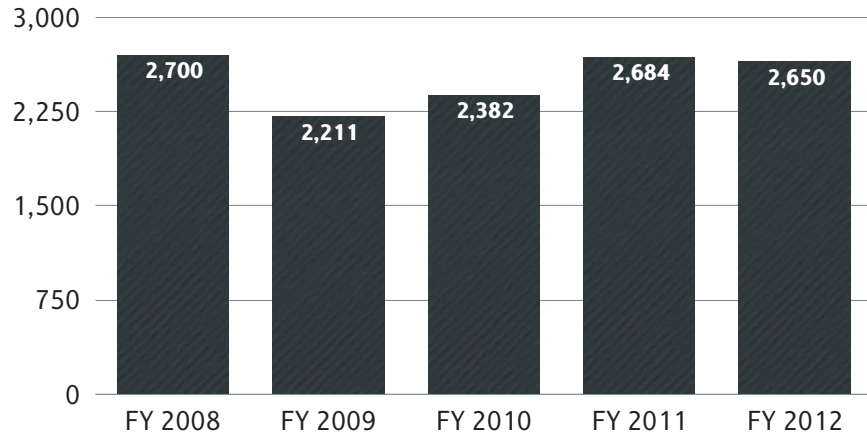
Operating Revenues (in thousands)	2012	2011
Tuition and Fees	\$360,695	\$343,537
Less: Scholarships and Fellowships	-151,430	-142,321
Net Tuition and Fees Subtotal	209,265	201,216
Grants and Contracts	396,145	438,022
Gifts and Pledges	111,805	61,854
Hospital and Faculty Practice Patient Care Activities	1,860,382	1,783,587
Auxiliary Enterprises	88,728	79,653
Royalty Income	34,431	42,318
Other Sources	50,180	59,037
Endowment Investment Income & Gains Allocated to Operations	88,390	87,717
Total Operating Revenue	\$2,839,326	\$2,753,404

Operating Expenses (in thousands)	2012	2011
Salaries and Wages	1,369,458	1,306,985
Fringe Benefits	400,322	367,618
Total Compensation	1,769,780	1,674,603
Supplies, Business & Professional	541,582	540,285
Utilities, Maintenance & Facilities Costs	166,463	166,832
Depreciation & Interest	194,223	187,785
Other	59,881	81,732
Total Operating Expenses	\$2,731,929	\$2,651,237
Change in Net Assets from Operating Activities	107,397	102,167

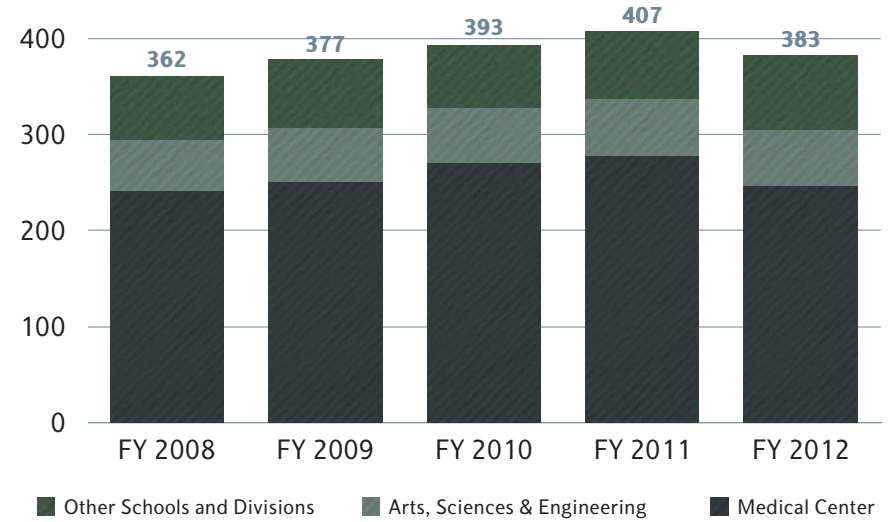
Non-operating Activities (in thousands)	2012	2011
Investment Income, Gains/Losses, Net	4,098	280,287
Endowment Investment, Income & Gains Allocated to Operations	-88,390	-87,717
Other Changes Net	-57,298	7,356
Change in Net Assets from Non-Operating Activities	-141,590	199,926
Change in Net Assets	-\$34,193	\$302,093

Financial Statements are prepared on the accrual basis of accounting and in conformity with generally accepted accounting principles (GAAP) in the United States of America. Gifts and pledges include unconditional transfers of assets and promises to pay that are reported at net present value. Grants and contracts include governmental grants as well as grants from private and charitable foundation sources. Amounts reported under GAAP differ from totals reported in the charts on page 29, which are based on advancement industry key metric definitions.

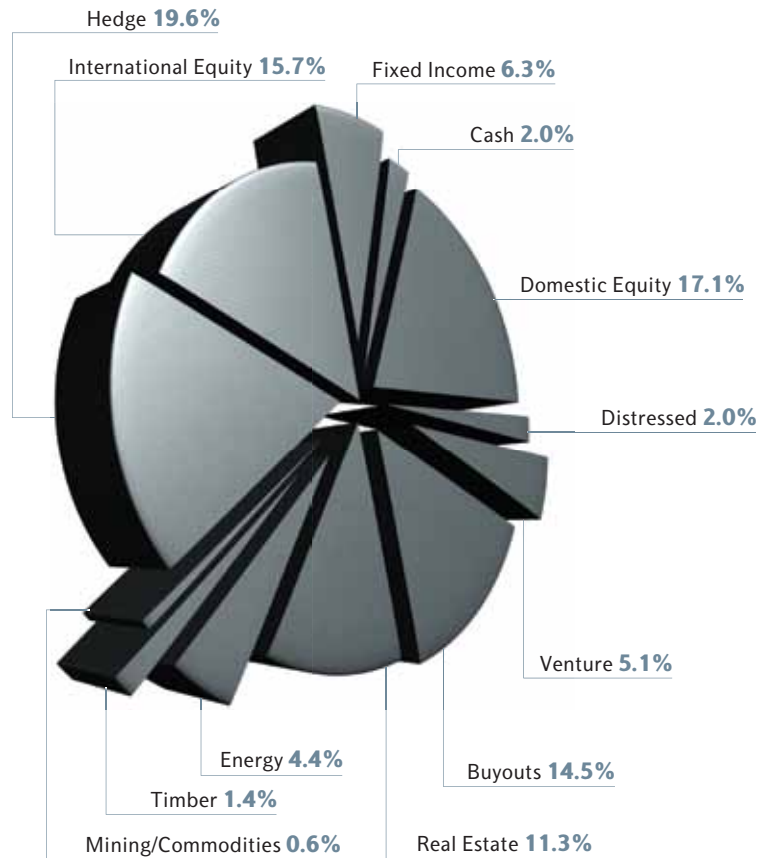
Total Net Assets (in \$millions)



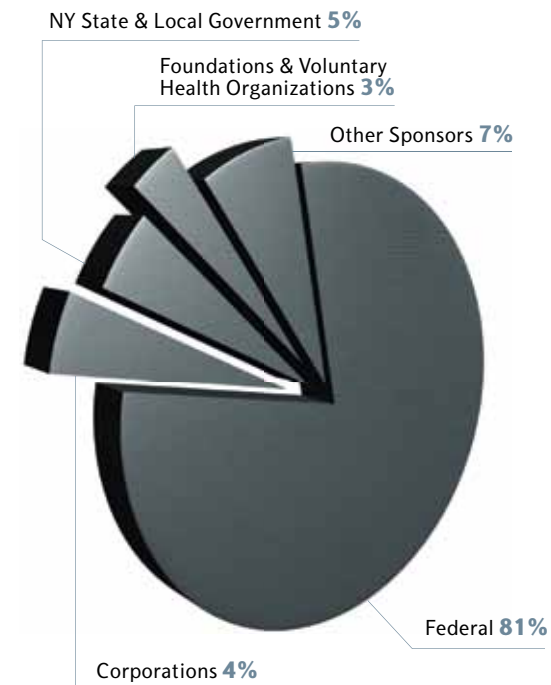
Sponsored Program Expenditure (in \$millions)



Endowment Asset Allocation



Sponsored Program Expenditure



APPOINTED

University Board Elects Four New Trustees

Real estate developer **Ani Nazerian Gabrellian** '84, financial services executive **Evans Lam** '83, '84S (MBA), real estate and investment company president **Ronald Rettner**, and optics entrepreneur and scientist **James Wyant** '67 (MS), '69 (PhD) have joined the Board of Trustees.

Gabrellian is a principal in Gabrellian Associates, a commercial real estate and management company based in Paramus, N.J. She and her husband, Mark '79, endowed a multidisciplinary professorship in Arts, Sciences & Engineering to better understand political and economic issues, and they permanently endowed an innovation grant for outstanding incoming undergraduates.

Lam is senior vice president of investments and senior portfolio manager of The Lam Group, UBS Financial Services, Inc. in Pasadena, Calif. He and his wife, Susanna, established a professorship in their name at the Simon School to help recruit global business scholars.

A member of numerous civic and charitable boards, Rettner is president of Rettner Management

Corporation and is managing partner of Baron Associates, a real estate investment, finance, and management company with national holdings. A new building to house programs in digital media studies, music, and engineering is named for Rettner, who provided the lead gift for the project.

An optical scientist with long associations to Rochester, Wyant is a former dean of the University of Arizona's College of Optics. An expert in the fields of interference, diffraction, and optical testing, he is the cofounder and chairman of 4D Technology Corporation. Wyant endowed the M. Parker Givens Professorship in Optics, which he named in honor of one of his former professors at Rochester.

Peter Lennie and Rob Clark Fill New Roles

Peter Lennie, who has led Arts, Sciences & Engineering since 2006, has been named University provost as part of a new administrative structure that combines two major academic posts and creates a new leadership position focused on University research. Approved by the Board

of Trustees, the restructuring combines aspects of Lennie's role as the Robert L. and Mary L. Sproull Dean of the Faculty of Arts, Sciences & Engineering with the academic roles of the provost. The move also creates the position of senior vice president for research, which is being filled on an interim basis by **Rob Clark**, dean of the Hajim School, while a national search is carried out.

Bradford Berk Serves Second Term as Medical Center CEO

Bradford Berk '81M (MD/PhD) has been reappointed to a five-year term as University senior vice president of health sciences and CEO of the Medical Center. Under Berk's leadership, the Medical Center has substantially increased its quality and patient safety initiatives. Inspired by his own experiences following a serious spinal cord injury in 2009, Berk has also driven the Medical Center to adopt a rigorous approach to patient- and family-centered care, an effort that is boosting patient satisfaction scores across the health system.

During Berk's tenure, federal research funding to Medical Center scientists reached an all-time

high, with stimulus funds compounding the rise. The Medical Center also opened a number of new facilities, including the Saunders Research Building and a freestanding URM Ambulatory Surgery Center.

Raffaella Borasi Reappointed as Warner School of Education Dean

Raffaella Borasi, the dean of the Warner School of Education at the University during a decade of significant growth in student enrollment and in research funding, has been appointed to a third five-year term.

A mathematics educator and the Frederica Warner Professor, Borasi is known as an innovator in designing programs that prepare teachers to be effective leaders in the classroom. She is widely published in the field of mathematics.

At more than 600 full- and part-time graduate students and 60 faculty and staff members, the Warner School has doubled its student enrollment, more than doubled support from state and federal grants, and tripled its budget and the number of fully funded doctoral students.

Xi-Cheng Zhang Named Director of Institute of Optics

Internationally acclaimed scientist **Xi-Cheng Zhang**, the M. Parker Givens Professor in Optics, has been named director of the Institute of Optics. Formerly director of the Center for Terahertz Research at Rensselaer Polytechnic Institute, Zhang is widely recognized for his work in terahertz technology. He has been awarded 26 U.S. patents and authored or coauthored 19 books and more than 350 scientific papers.

Mary Ann Mavrinac Named Dean of River Campus Libraries

Noted library leader **Mary Ann Mavrinac** has been named vice provost and Andrew H. and Janet Dayton Neilly Dean of River Campus Libraries. The former chief librarian at the University of Toronto's Mississauga campus, part of the University of Toronto Libraries, Mavrinac lectures widely on the future of libraries in the digital era and has published on such topics as e-books and the market for textbooks.

Senior University Administration 2012

Joel Seligman
President

Peter Lennie
*Provost and Robert L. and Mary L. Sproull
Dean of the Faculty of Arts, Sciences &
Engineering*

Bradford C. Berk
*University Senior Vice President for Health
Sciences and CEO of University of Roches-
ter Medical Center*

Nicholas Bigelow
*Co-chair, Faculty Senate; Lee A. DuBridge
Professor of Physics and Professor of Optics*

Raffaella Borasi
*Dean and Frederica Warner Professor,
Margaret Warner Graduate School of
Education and Human Development*

Jonathan Burdick
*Dean of Admissions and Financial Aid,
Office of College Enrollment*

Paul J. Burgett
*Vice President, Senior Advisor to the
President, and University Dean*

William R. Calnon, DDS
*Acting Director, Eastman Institute for Oral
Health and Acting Chair, Department of
Dentistry*

Robert L. Clark
*Interim Senior Vice President for Research
and Dean, Edmund A. Hajim School of
Engineering and Applied Sciences*

Thomas DiPiero
*Dean for Humanities and Interdisciplinary
Studies, School of Arts and Sciences*

Richard Feldman
Dean of the College

Steven I. Goldstein
*President and CEO, Strong Memorial and
Highland Hospitals; Vice President, Univer-
sity of Rochester Medical Center*

Michael Goonan
*Vice President and Chief Financial Officer,
University of Rochester Medical Center*

Wendi Heinzelman
*Dean of Graduate Studies, Arts, Sciences &
Engineering*

Grant Holcomb
*The Mary W. and Donald R. Clark Director,
Memorial Art Gallery*

Margaret H. Kearney
*Vice Provost and University Dean of
Graduate Studies*

David E. Lewis
*Vice President for Information Technology
and Chief Information Officer*

Vivian Lewis
*Deputy to the President and Vice Provost
for Faculty Development and Diversity*

Douglas Lowry
*Joan and Martin Messinger Dean of the
Eastman School of Music*

Mary Ann Mavrinc
*Vice Provost and Andrew H. and Janet Dayton
Neilly Dean of River Campus Libraries*

Raymond J. Mayewski
*Vice President, University of Rochester
Medical Center; and Chief Medical Officer
Strong Memorial Hospital and Highland
Hospital; Acting Director, University of
Rochester Medical Faculty Group; Senior
Associate Dean for Clinical Affairs*

Robert L. McCrory
*Vice President and Director, Laboratory for
Laser Energetics*

Joyce McDonough
*Co-chair, Faculty Senate; Associate Profes-
sor of Linguistics and of Brain and Cogni-
tive Sciences*

Duncan T. Moore
*Vice Provost for Entrepreneurship; Rudolf
and Hilda Kingslake Professor of Optical
Engineering*

Bill Murphy
Vice President for Communications

Charles J. Murphy
*Associate Vice President for Human
Resources*

Lamar Riley Murphy
General Secretary and Chief of Staff

Joanna B. Olmsted
Dean, School of Arts and Sciences

Ronald J. Paprocki
*Senior Vice President for Administration
and Finance, Chief Financial Officer and
Treasurer*

Douglas W. Phillips
*Senior Vice President for Institutional
Resources*

Kathy Rideout
Dean, School of Nursing

Peter G. Robinson
*Vice President and Chief Operating Officer,
University of Rochester Medical Center;
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