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

Remarks to the University Community by Joel Seligman

September 21, 2015
AIM Photonics
The $500 Million URI Fund

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

URI Goals

Pillars
- Optics, Photonics, and Imaging
- Agriculture and Food Production
- Next Generation Manufacturing and Technology

Enablers
- Pathways to Prosperity: Workforce Development
- Entrepreneurship and Development
- Higher Education and Research

The Foundation: Quality of Life
Optics, Photonics, and Imaging

Finger Lakes has deep history in sector

Today, commercial and academic strength

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

Investments will keep us on the cutting edge

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

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

... leading the industry's transformation

- Global and local research partnerships
- Leader in NYS Agriculture
- Leader in NYS Food Production
Next Generation Manufacturing and Technology

Cutting Edge Technologies
- Batteries
- Biomaterials
- 3D Printing
- Nanoscale Manufacturing
- Software Development

Innovation Hubs
- Eastman Business Park
- Downtown Rochester
- Stamp
Eastman Business Park

Planned fermentation facility
Eastman Business Park

Year | Value
--- | ---
2011 | 2931
2012 | 3504
2013 | 4439
2014 | 4475
2015 | 4818
Downtown Innovation Zone

Sibley Building

Center for Urban Entrepreneurship

Chase Tower
STAMP
Three Enablers

URI Goals

Pillars

- Optics, Photonics, and Imaging
- Agriculture and Food Production
- Next Generation Manufacturing and Technology

Enablers

- Pathways to Prosperity: Workforce Development
- Entrepreneurship and Development
- Higher Education and Research

The Foundation: Quality of Life
City of Rochester
Pathways to Prosperity
Entrepreneurship and Development
Higher Education and Research
Race to the Finish

(as of 9/4/15)
Golisano Children’s Hospital
Imaging and Autism Center
Highland Hospital
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>12,711</td>
<td>13,678</td>
<td>14,788</td>
<td>16,156</td>
<td>16,420</td>
<td>16,980</td>
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<tr>
<td>Enrolled High School GPA</td>
<td>3.79</td>
<td>3.81</td>
<td>3.81</td>
<td>3.82</td>
<td>3.81</td>
<td>3.81</td>
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<tr>
<td>Enrolled Two-Score Equivalent SAT</td>
<td>1332</td>
<td>1344</td>
<td>1358</td>
<td>1368</td>
<td>1375</td>
<td>1382</td>
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<tr>
<td>Underrepresented Minorities</td>
<td>13.0%</td>
<td>13.6%</td>
<td>14.5%</td>
<td>16.0%</td>
<td>15.0%</td>
<td>17.0%</td>
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<tr>
<td>International Students</td>
<td>12.3%</td>
<td>16.0%</td>
<td>15.8%</td>
<td>20.7%</td>
<td>23.0%</td>
<td>21.0%</td>
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</tbody>
</table>
Frederick Douglass Building
Ani and Mark Gabrellian
Institute for Performing Arts
Narayana Kocherlakota
Beth Olivares
Warner School/East High
Eastman School of Music and Renée Fleming
Jeff and Joan Beal
Simon Business School in NYC
Simon Business School Tuition Adjustment
Memorial Art Gallery
Largest Private Employer in Region

- 2004: 15,000
- 2005: 17,000
- 2006: 19,000
- 2007: 21,000
- 2008: 23,000
- 2009: 25,000
- 2010: 27,000
- 2011: 29,000

2004 - 2015
Ron Paprocki
## Diversity Initiatives

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<tr>
<th>Year</th>
<th>2006</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Faculty- URM</td>
<td>37</td>
<td>50</td>
<td>62</td>
<td>66</td>
<td>67</td>
<td>75</td>
<td>76</td>
</tr>
<tr>
<td>% of Total</td>
<td>2.6%</td>
<td>3.0%</td>
<td>3.8%</td>
<td>3.5%</td>
<td>3.5%</td>
<td>3.9%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Faculty- Women</td>
<td>411</td>
<td>491</td>
<td>520</td>
<td>613</td>
<td>617</td>
<td>636</td>
<td>655</td>
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<tr>
<td>% of Total</td>
<td>28.6%</td>
<td>31.3%</td>
<td>31.7%</td>
<td>32.2%</td>
<td>32.6%</td>
<td>33.1%</td>
<td>33.9%</td>
</tr>
<tr>
<td>Staff- URM</td>
<td>175</td>
<td>271</td>
<td>312</td>
<td>315</td>
<td>313</td>
<td>334</td>
<td>333</td>
</tr>
<tr>
<td>% of Total</td>
<td>5.1%</td>
<td>6.6%</td>
<td>7.3%</td>
<td>7.2%</td>
<td>7.1%</td>
<td>7.2%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Staff- Women</td>
<td>2,362</td>
<td>2,845</td>
<td>2,898</td>
<td>2,948</td>
<td>2,985</td>
<td>3,097</td>
<td>3,177</td>
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<tr>
<td>% of Total</td>
<td>68.5%</td>
<td>69.0%</td>
<td>68.3%</td>
<td>67.3%</td>
<td>66.8%</td>
<td>66.8%</td>
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Total Net Assets

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Net Assets</th>
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<tbody>
<tr>
<td>FY08</td>
<td>$2.7 billion</td>
</tr>
<tr>
<td>FY09</td>
<td>$2.2 billion</td>
</tr>
<tr>
<td>FY10</td>
<td>$2.4 billion</td>
</tr>
<tr>
<td>FY11</td>
<td>$2.7 billion</td>
</tr>
<tr>
<td>FY12</td>
<td>$2.6 billion</td>
</tr>
<tr>
<td>FY13</td>
<td>$3.0 billion</td>
</tr>
<tr>
<td>FY14</td>
<td>$3.4 billion</td>
</tr>
<tr>
<td>FY15</td>
<td>$3.4 billion</td>
</tr>
</tbody>
</table>
Long Term Investment Pool

FY04  FY05  FY06  FY07  FY08  FY09  FY10  FY11  FY12  FY13  FY14  FY15
1.26  1.39  1.52  1.77  1.75  1.37  1.47  1.66  1.65  1.81  2.13  2.23

$ in Billions
Ten Lessons I Have Learned in Ten Years
1. You are only as strong as your team.
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2. Integrity is the paramount virtue.
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2. Integrity is the paramount virtue.
3. Respect the past.
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2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
6. Be a manager.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
6. Be a manager.
7. Believe.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
6. Be a manager.
7. Believe.
8. Embrace diversity.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
6. Be a manager.
7. Believe.
8. Embrace diversity.
1. You are only as strong as your team.
2. Integrity is the paramount virtue.
3. Respect the past.
4. Strategic planning.
5. Know your role.
6. Be a manager.
7. Believe.
8. Embrace diversity.
10. Maintain a sense of humor.