The Meliora Challenge

$1,063,653,469
$1 Billion Club
Scholarship and Fellowship Endowments

Carlos “Yuki” Gonzalez Roman
Celebrating Humanities: Maister

Nigel Maister, Russell and Ruth Peck Artistic Director
Celebrating Humanities: Rubin

Joan S. Rubin, Dexter Perkins
Professor in History
Celebrating Humanities: Gross

Kenneth Gross, Alan F. Hilfiker
Distinguished Professor of English
Simon Endowed Professorships

Ron Kaniel
Joanna Wu
Robert Novy-Marx
Lambert and Schleifer Director of Rare Books
College Town
College Town
College Town
College Town
Paprocki Plaza
Golisano Children’s Hospital
Golisano Children’s Hospital
Brooks Crossing
Brian F. Prince Athletic Complex
Ronald Rettner
Ronald Rettner River Campus Renovations
I-390 Interchange Receives Funding
Imaging Building
## College Admissions

<table>
<thead>
<tr>
<th>Admission Year</th>
<th>2005</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>11,293</td>
<td>12,711</td>
<td>13,678</td>
<td>14,788</td>
<td>16,156</td>
<td>16,325</td>
</tr>
<tr>
<td>Enrolled High School GPA</td>
<td>3.56</td>
<td>3.79</td>
<td>3.81</td>
<td>3.81</td>
<td>3.82</td>
<td>3.81</td>
</tr>
<tr>
<td>Enrolled Two-Score Equivalent SAT</td>
<td>1300</td>
<td>1332</td>
<td>1344</td>
<td>1358</td>
<td>1368</td>
<td>1380</td>
</tr>
<tr>
<td>Under-represented Minorities</td>
<td>12.2%</td>
<td>13.0%</td>
<td>13.6%</td>
<td>14.5%</td>
<td>16.0%</td>
<td>16.0%</td>
</tr>
<tr>
<td>International Students</td>
<td>3.3%</td>
<td>12.3%</td>
<td>16.0%</td>
<td>15.8%</td>
<td>20.7%</td>
<td>22.0%</td>
</tr>
</tbody>
</table>
Financial Times Global MBA Ranking
January 2014

- 29th among U.S. Business Schools
- 3rd in world for Economics
- 4th in world for Finance
Secretary Robert Gates
Sir James Gallway
Renée Fleming
Vertebrate of the Year
Forget Couples Therapy – Just Watch a Romance Movie
Rochester Scientists Named AAAS Fellows

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

Karl Kieburtz, the Robert J. Joynt Professor in Neurology and Director of CTSI and CHET
Athena Award – Lynne Maquat
Eastman Grammy Award Winners

Maria Schneider  Bob Ludwig
Steve Goldstein
Mary Ann Mavrinac
Laser Lab and Professorships
15 Students Receive Fulbright Scholarships

Jyothi Purushotham

Cameron La Point

Rebekah Carpio
Humanity in Action Fellows

Lendsey Achudi ‘14

Jonathan Johnson ‘14
Eastman Alum Wins Naumburg Competition

Julia Bullock ‘09
Chris Matthews
Doris Kearns Goodwin
Mark Zupan
Grant Holcomb
Memorial Art Gallery
Vanden Brul Pavilion
Sculpture Garden
The Art of Observation
MAG Collaborations
## Faculty and Staff Diversity

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2006</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty – URM</td>
<td>37</td>
<td>50</td>
<td>62</td>
<td>66</td>
<td>67</td>
<td>75</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>
</tr>
<tr>
<td>Faculty – Women</td>
<td>411</td>
<td>491</td>
<td>520</td>
<td>613</td>
<td>617</td>
<td>636</td>
</tr>
<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>
</tr>
<tr>
<td>Staff – URM</td>
<td>175</td>
<td>271</td>
<td>312</td>
<td>315</td>
<td>313</td>
<td>334</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>
</tr>
<tr>
<td>Staff – Women</td>
<td>2362</td>
<td>2,845</td>
<td>2,898</td>
<td>2,948</td>
<td>2,985</td>
<td>3097</td>
</tr>
<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>
</tr>
</tbody>
</table>
LaRon Nelson
"With cardiac resynchronization therapy we have the ability to slow the progression of heart failure, reduce death, and increase the life span of patients," says Arthur J. Moss. (Credit: "stethoscope" via Shutterstock)

**Paired Therapy Saves Lives After Mild Heart Failure**

UNIVERSITY OF ROCHESTER ➲ Original Study

Posted by Emily Brayton-Rochester on March 31, 2014
Architecture class builds ‘unlikely’ jackets

March 26th, 2014 | by iZC

Students had five weeks to build a Mac jacket out of any two materials. They chose pencil erasers, copper wire, kitchen matches, and other unexpected objects.
Implementing Our 2013-2018 Strategic Plans
Leading Research University

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

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

• Accountable Health Partners
• Sustainable Financial Models – Medical Faculty Group
• Regional and Insurance Strategies
• Maintain or Increase *US News* Top 50 Hospital Rankings
• Complete Golisano Children’s Hospital by 2015
Service to the Community

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

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

- Endowment draw limited to no more than 5.9% (target of 5.5%)
- Competitive compensation for faculty and staff
- Study existing space
Leading Research University
Regional Share of Worldwide R&D Expenditures

Source: National Science Board 2014
Average Annual Growth in Domestic R&D Expenditures

2001-2011

Source: National Science Board 2014
Closing the Innovation Deficit
Deterioration of Sponsored Research

NIH Appropriation in Current and Constant Dollars

[Graph showing NIH appropriation in current and constant dollars from 1995 to 2013.]
Sponsored Research at the University

University of Rochester (Awards in $ Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sponsored Research</th>
<th>ARRA Stimulus</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 05</td>
<td>$352</td>
<td></td>
</tr>
<tr>
<td>FY 06</td>
<td>$361</td>
<td></td>
</tr>
<tr>
<td>FY 07</td>
<td>$360</td>
<td></td>
</tr>
<tr>
<td>FY 08</td>
<td>$389</td>
<td></td>
</tr>
<tr>
<td>FY 09</td>
<td>$351</td>
<td>$3.5</td>
</tr>
<tr>
<td>FY 10</td>
<td>$421</td>
<td>$43</td>
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<tr>
<td>FY 11</td>
<td>$398</td>
<td>$17</td>
</tr>
<tr>
<td>FY 12</td>
<td>$348</td>
<td></td>
</tr>
<tr>
<td>FY 13</td>
<td>$321</td>
<td></td>
</tr>
</tbody>
</table>
Sponsored Research Makes a Difference
Breakthrough in Alzheimer’s Research
Parkinson’s Study

Kevin Biglan
3-D Modeling of Aneurysms

Ankur Chandra
University’s $100M Commitment to Data Science
Center of Excellence
Rob Clark
Research Strategic Plan

Scott Catlin
Stable Finances

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

Fiscal Years

2005: 5.0%
2007: 8.1%
2009: 6.9%
2011: 5.9%
2013: 4.0%
2014: 4.3%
2015: 4.0%
2016: 4.5%
2017: 3.9%
2018: 3.5%

Proposed
Aggregate Endowment Spending

Fiscal Years

As percentage of:
- 5-Year Average
- Market Value
Total Net Assets

Fiscal Years

$ in Billions


$3.1

$2.1
Capital Budget and Debt Planning

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