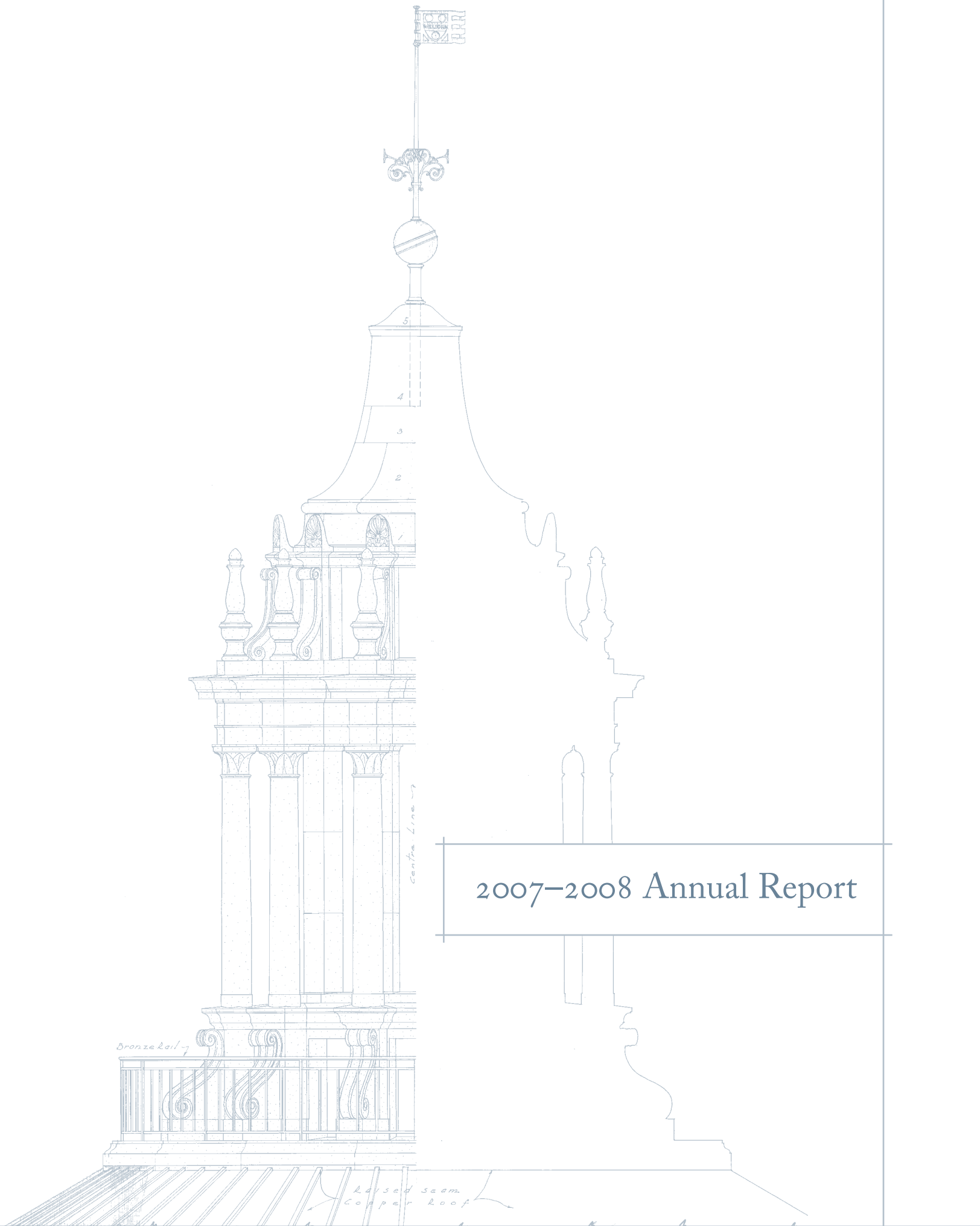


2007-2008 Annual Report



UNIVERSITY of ROCHESTER



2007-2008 Annual Report



UNIVERSITY of ROCHESTER



Message from the President



As I report the significant progress the University of Rochester made during the 2007–08 fiscal year, I also must acknowledge the economic crisis our nation faces today. I am deeply concerned about how these fi-

nancial challenges will affect students and their families, faculty, staff, and alumni. There are both reasons to worry and reasons to be hopeful. This nation has pulled through worse crises before, such as the stock market crash of 1929–33. I am confident we will pull through this one.

While now is the time to monitor economic developments carefully and adjust accordingly, it is not a time to retreat from our bold vision for this University. That vision is shaped by the leadership of our Board of Trustees. The Board experienced a pivotal transition when Bob Witmer '59 completed five great years as chair. On May 16, the Board elected Ed Hajim '58 to be the new chair. Ed brings remarkable energy, wisdom, and commitment.

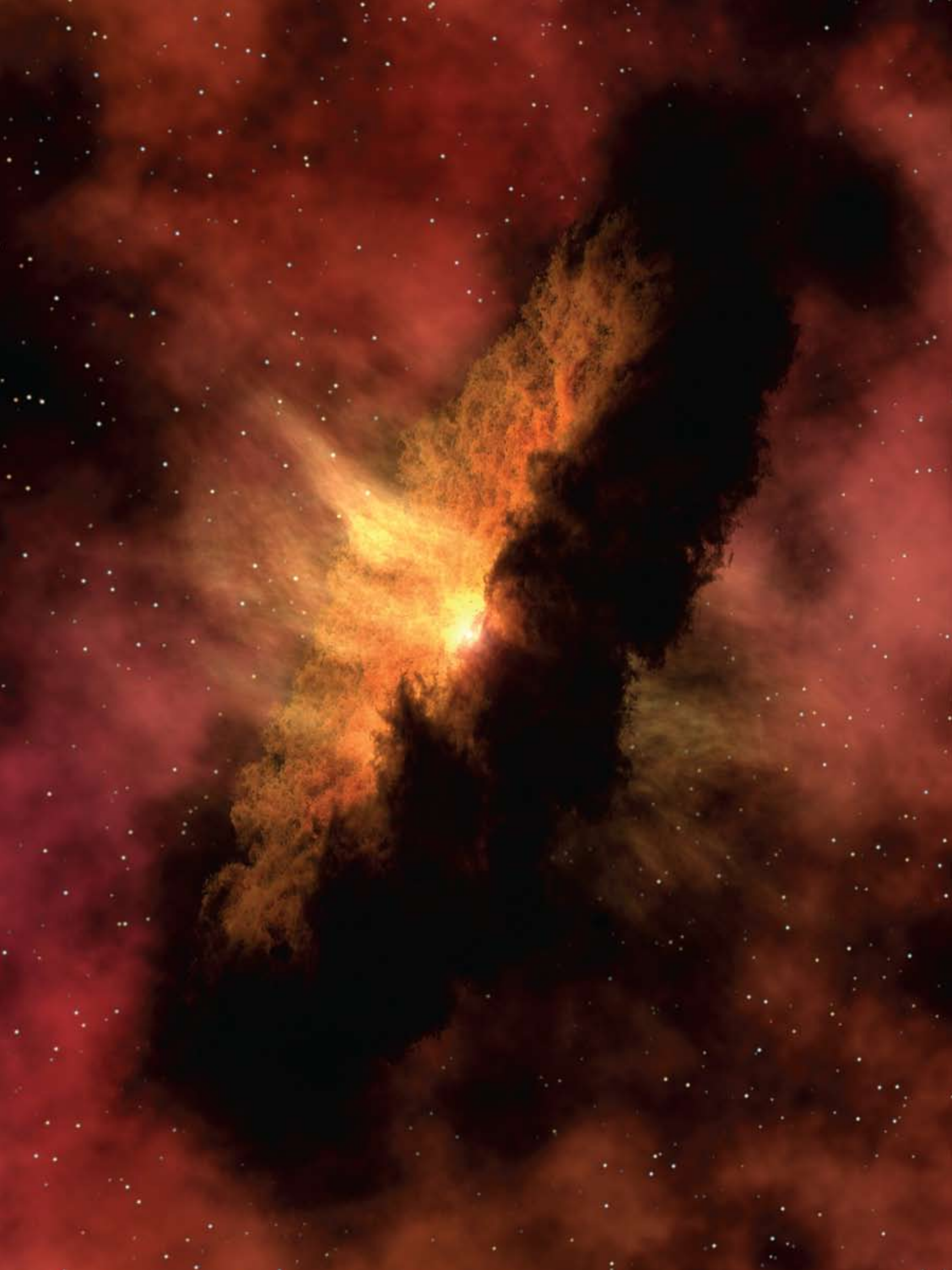
Our vision also is shaped by our outstanding leadership team. I am pleased to report that three additional senior leadership appointments were made in

2007–08, completing all positions in the President's Cabinet. Kathy Parker, a nationally recognized expert in sleep disorders from Emory University, became the new dean of the School of Nursing. Rob Clark, who oversaw remarkable achievements at Duke University, has assumed the role as dean of the School of Engineering and Applied Sciences. Susan Gibbons was named the Andrew H. and Janet Dayton Neilly Dean of River Campus Libraries and vice provost.

There have been many notable gifts during the 2007–08 fiscal year—too many to note here. Of particular significance was a \$10 million commitment in April from Eastman Kodak Company to support the renovation and expansion of Eastman Theatre. In May, the new James P. Wilmot Cancer Center was dedicated, following the successful completion of a \$42.5 million campaign. The building is the centerpiece of a five-year plan to make Wilmot a national leader in cancer care and research.

As we move forward with future plans for growth, we will monitor economic developments carefully. While the pace of implementation may be slowed, our ultimate goals remain unchanged. Working with the Board, my intent is to pursue a policy of “steady-as-we-go.” We have made substantial progress this year. I am optimistic that our momentum will accelerate in the years to come.

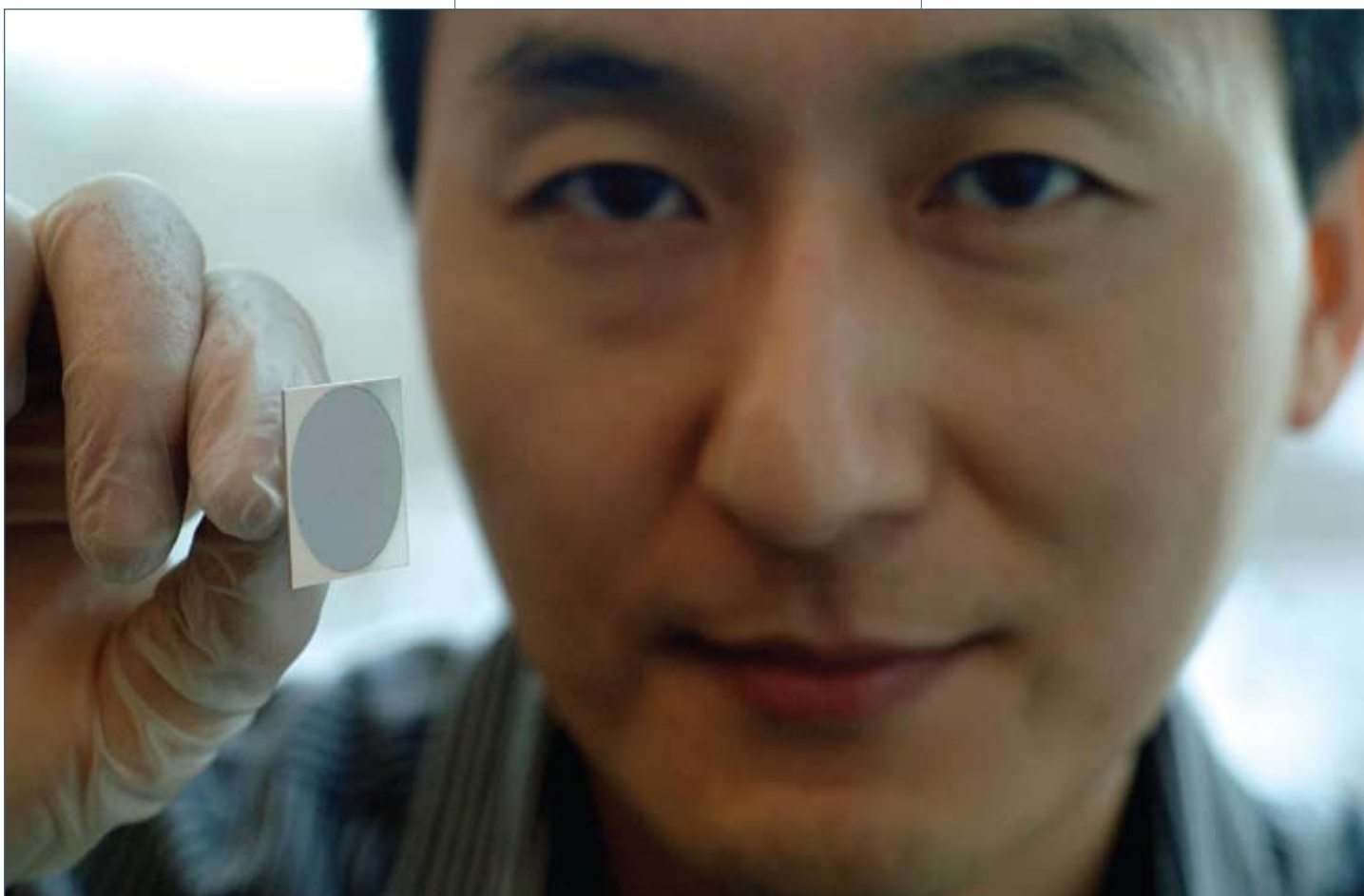
A handwritten signature in blue ink that reads "Joel Seligman". The signature is written in a cursive, flowing style with a large initial 'J'.



A Solar System Is Born

A team of University astronomers led by Dan Watson, professor of physics and astronomy, may be the first to detect what appears to be a short-lived stage in the early formation of a solar system. Using NASA's Spitzer Space Telescope, the team analyzed infrared light coming from an embryonic star that lies about 1,000 light years from Earth and discovered that the planet-forming disk surrounding the star was deluged with oceans of water. The discovery could offer new insights into how planetary systems form.

Research & Teaching



Laser ‘Alchemy’ ▲

Chunlei Guo, the researcher who used intense laser light to alter the properties of a variety of metals to render them pitch black, is pushing the process further. Using a tabletop laser, he and his colleagues announced in February they have discovered a process for making pure aluminum look gold or blue or gray. The process appears to work for every metal tested, including platinum, titanium, tungsten, silver, and gold. Guo believes it’s possible to alter the properties of any metal to turn it any color—even multicolored iridescence like a butterfly’s wings.

The Promise of Sustainable Fusion

The University officially introduced its new “petawatt”—or million billion watt—laser at the Laboratory for Laser Energetics in May. Special guests U.S. Sen. Charles Schumer, U.S. Reps. Thomas Reynolds and Randy Kuhl, and the Department of Energy’s Undersecretary for Nuclear Security Thomas D’Agostino took part in the dedication ceremony. Working in conjunction with the laboratory’s original Omega laser, the Omega Extended Performance (EP) will offer a 50-fold power increase and will open the door to a new concept called “fast ignition,” which may be able to dramatically increase the energy derived from fusion experiments and provide a possible new avenue toward clean fusion power.

Daisy Discovery

In the effort to find a treatment for leukemia, Rochester researchers are narrowing their sights on an unlikely target—a daisy-like plant known as feverfew. The Rochester team led by Craig Jordan, director of Translational Research for Hematologic Malignancies at the James P. Wilmot Cancer Center, has been leading the investigation of the therapy for nearly five years. The National Cancer Institute has accelerated the therapy's development through its rapid access drug program. Clinical trials are under way in England.



Digital Music on the Smallest Scale

University scientists have revealed a remarkable breakthrough in digital music reproduction. The team recorded a 20-second clarinet solo and encoded it in less than a single kilobyte—a file nearly one-thousandth the size of a regular MP3 file. Mark Bocko, professor of electrical and computer engineering, cocreated the technique in which a computer generates both the real-world physics of a clarinet and the physics of a clarinet player. Bocko says the future of music recording could lie in reproducing performers and not recording them.

Improving Math Education

In June, Jeffrey Choppin, assistant professor of mathematics education at the Warner School of Education, received a five-year CAREER grant from the National Science Foundation as part of an ongoing effort to improve the quality of mathematics curriculum and instruction in U.S. middle schools. The grant program supports the early career activities of teacher-scholars who are likely to become academic leaders of the 21st century.

Record NIH Funding for Medical Center

Funding from the National Institutes of Health (NIH) to the School of Medicine and Dentistry jumped 11 percent in the last year—from \$143.2 million to \$159.3 million. The sizable increase is especially notable because it comes in a year when the overall budget growth at NIH, the nation's largest funder of basic and clinical biomedical research, was essentially flat. "During a year when the number of new grants awarded to medical schools by NIH declined, new awards to our faculty actually increased," says David Guzick, dean of the medical school.

▼ Beyond Borders

The University's new literary translation press, Open Letter, hosted authors Salman Rushdie and Umberto Eco in a reading and conversation on May 1 as part of the PEN World Voices Festival. Founded in 2007, Open Letter is part of a broader initiative at the University to create an interdisciplinary program in literary translation, offering students in a new certificate program hands-on experience. In addition to publishing works by international authors, Open Letter oversees Three Percent (www.rochester.edu/threepcent), a new Web site featuring a literary blog, reviews of untranslated books, and more.





2007–08 Faculty Honors

Judith Pipher, professor of physics and astronomy, was inducted into the National Women's Hall of Fame in October for her efforts to mentor young women and men and for the exceptional advances she's made in the field of infrared astronomy.

Research involving two Rochester faculty members made *Discover* magazine's Top 100 Science Stories of 2007. **Jack Werren**, pro-

fessor of biology, along with Michael Clark, a postdoctoral researcher, and their colleagues at the J. Craig Venter Institute, were recognized for discovering a copy of the genome of a bacterial parasite residing inside the genome of its host species. The research poses dramatic implications for evolution and disease control. Also on *Discover*'s list is the FDA approval of the bird flu vaccine, key testing of which was led

by **John Treanor**, professor of medicine and of microbiology and immunology.

Tim Mosmann, director of the David H. Smith Center for Vaccine Biology and Immunology at the Medical Center, received the 2008 Paul Ehrlich and Ludwig Darmstaedter Prize for his contributions to the field of immunology. The Scientific Council of the Paul Ehrlich Foundation, a German

organization, gives the award each year to outstanding scientists in immunology and related fields.

For the fifth time since 1992, Professor of Musicology **Ralph Locke** has won an ASCAP Deems Taylor Award for excellence in music writing. The award is presented annually by the American Society of Composers, Authors, and Publishers.

◀ Mountains of Data

Carmala Garzione, working with colleagues from California and India, has pioneered a new approach for studying mountain growth. Focusing on the Andes, Garzione has shown that relatively stable growth over tens of millions of years alternates with periods during which mountains can literally double their height in as few as two to four million years. This surprising finding could lead to a revision of tectonic theory.

Nursing Grant Helps Moms, Babies

In June 2008, the School of Nursing was awarded \$6.5 million from the National Institute on Drug Abuse to learn more about the long-term benefits of nurse home visits for at-risk mothers and their children. The funding, which is the largest single research award in the school's history, will support ongoing work directed by Harriet Kitzman, professor and associate dean for research, who has spent more than 30 years identifying ways to improve the lives of women and children.

\$50M for Research Hub

This year, the New York legislature voted to provide \$50 million in support of the Medical Center's Clinical and Translational Science Building. The funding announcement followed the 2006 NIH award of \$40 million for the project. The new facility, one of the first of its kind in the nation, will create an integrated home for clinical

and translational science and will serve as the hub of a network of personnel and resources dedicated to moving new technologies quickly into the clinical realm.

Preparing Tomorrow's Pricing Professionals

The Simon School of Business launched its Pricing Center this year under the direction of Professor Greg Shaffer. The center addresses the growing demand for talented professionals who can apply the latest pricing techniques and strategies to improve bottom-line profits. It's one of Simon's five "Centers of Excellence," including the newly established Center for Leadership Development, the first of its kind in the nation to include a required management communication course based on the concept that communication skills are key to leadership success.

David Williams, William G. Allyn Professor of Medical Optics and director of the University's Center for Visual Science, won the 2007 Alfred W. Bressler Prize in Vision Science, awarded each year by the Jewish Guild for the Blind.

Irene Hegeman Richard, associate professor of neurology and psychiatry, has been named senior medical advisor to the

Michael J. Fox Foundation, an organization dedicated to improving the lives of people with Parkinson's disease by accelerating medical and research developments.

John Thomas, professor of mechanical and aerospace sciences and of astronomy, has been named a fellow of the American Association for the Advancement of Science. The

association cites work by Thomas that offers new insights about the physics of the sun and other stars.

The recipients of the **2007 Goergen Awards for Contributions to Undergraduate Education** in the College of Arts, Sciences, and Engineering are Andrew Berger, associate professor of optics and of biomedical engineering; Robert L. Holmes, profes-

sor of philosophy; Claudia Schaefer, professor of Spanish and chair of the Department of Modern Languages and Cultures; former College Dean of Students Jody Asbury; and the Take Five Scholars Program. Presented since 1997, the awards acknowledge excellence by faculty and staff in supporting undergraduates and their learning in and outside the classroom.

They are named for and sponsored by alumnus, trustee, and chairman emeritus Robert B. Goergen '60 and his wife, Pamela.

For a more comprehensive list of faculty honors, visit www.rochester.edu/pr/Review/V70N6/images/FY2008_awards.pdf.



Global Point of View

A new international relations major at the University offers students a global perspective and a grounding in the concepts and theories of how nations relate to each other. The new program was formally approved by the New York State Department of Education this spring. Beyond the core coursework in political science, the international relations major is highly interdisciplinary, an important draw for potential undergraduates, and an excellent foundation for study in many fields.

International Focus on Muscular Dystrophy

A \$7.1 million gift from New York developer and philanthropist Richard Fields in October has led to the first concerted international effort to accelerate clinical and genetic research on facioscapulohumeral muscular

dystrophy. The gift, the largest private donation for a specific disease program in the Medical Center's history, established the new Fields Center for FSHD & Neuromuscular Research, a collaboration between the School of Medicine and Dentistry's Department of Neurology and Leiden University Medical Center in the Netherlands.

A New Path to Medical School

The University is launching an intensive 12- to 14-month program for college graduates and other professionals who would like to attend medical school. The new Post-Baccalaureate Pre-Medical Program is primarily designed for people with outstanding academic records who did not complete the requisite courses for medical school as undergraduates.

Eight-Year Accreditation for Medical School

After a rigorous 15-month process, the Liaison Committee on Medical Education awarded the School of Medicine and Dentistry a full eight-year accreditation, the maximum length granted. The committee praised the school's curriculum, opportunities offered to medical students, and a culture of collegiality and collaboration. The group is the nationally recognized accrediting authority for medical education programs leading to the M.D. degree in U.S. and Canadian medical schools.

More Students Studying Abroad ▶

The number of undergraduates studying abroad reached an all-time high, with 218 students hitting the books in programs overseas during 2007–08. That figure represents a 9 percent jump over the previous year—slightly higher than a nationwide spike, according to the Institute of International Education annual report *Open Doors*. Barcelona, Spain; the United Kingdom; and Italy remain popular destinations for University students, although an increasing number are capitalizing on programs in Australia and New Zealand.

Benjamin Primack '09, a biology major, captured this image while hiking through the Franz Josef Glacier in New Zealand during the fall 2007 semester. The photo took top prize in the student experience category in a contest held by the Institute for the International Education of Students.





Ed Hajim '58 Named Board Chair

Longtime trustee and alumnus Edmund Hajim '58 was elected chair of the Board of Trustees in May, after serving as a member since 1988. He succeeds G. Robert Witmer Jr. '59, who served as chair from 2003 to 2008.

Hajim is chair and CEO of MLH Capital, an investment firm that he launched in 2002 after a remarkable career as a senior executive for some of the nation's top financial companies. A 2007 recipient of the Charles Force Hutchison and Marjorie Smith Hutchison Medal, the University's highest alumni honor, Hajim chaired the campaign to support the construction of the Robert B. Goergen Athletic Center, which includes the Edmund A. Hajim Alumni Gymnasium, named in recognition of his campaign gift. He chaired the Investment Committee for 15 years and the Campaign for Sports and Recreation from 1998 to 2001. Hajim has provided leadership support for the Simon School's Summer Business Institute for juniors, seniors, and recent graduates.

Also at the May meeting, the board welcomed four new trustees: New York City attorney Elizabeth Moore, Lenel Systems International founder Elena Prokupets, Constellation Brands chair Richard Sands, and Wilmorite president and chair Thomas Wilmot.

Leadership



New Deans for Engineering and Nursing Schools and River Campus Libraries ◀

Robert Clark, a former dean of Duke University's Pratt School of Engineering, has been named dean of the School of Engineering and Applied Sciences. He succeeds Kevin Parker, the William F. May Professor of Engineering, who has served as dean of the school since 1998.



Kathy Parker, an adult nurse practitioner, clinical nurse specialist in adult health, and a nationally recognized sleep disorders researcher, became the fourth dean of the School of Nursing this summer. Parker, who made her career at Emory University, succeeds Pat Chiverton '91W (EdD), the Pamela York Klainer Endowed Chair in Nursing Entrepreneurship.



Susan Gibbons was named vice provost and Andrew H. and Janet Dayton Neilly Dean of River Campus Libraries in March. She succeeds Ronald F. Dow, who stepped down after 11 years as dean. The *Chronicle of Higher Education* featured Gibbons as one of eight "up-and-coming" librarians in its October 2007 issue that examined the future of libraries. Gibbons has spearheaded a number of projects to examine the ways in which students use libraries and the role of emerging technologies.

Richard Fisher Heads Medical Faculty Group

Richard Fisher, the director of the James P. Wilmot Cancer Center, has been appointed senior associate dean for clinical affairs and director of the University's Medical Faculty Group, a network of 900 School of Medicine and Dentistry faculty-physicians that represents Rochester's largest medical practice. He succeeds Kenneth DeHaven, who has served as the group's director since 2004.

Outstanding Staff Recognized

The University established three awards this spring to recognize the contributions staff have made to the life and success of the University. The new awards—the Witmer Award for Distinguished Service, the Meliora Award, and the Staff Community Service Award—complement similar awards presented to faculty and students for their achievements.

The inaugural recipients were:

The Witmer Award for Distinguished Service: Named for G. Robert Witmer Jr. '59, chairman emeritus of the Board of Trustees, the award recognizes staff members for their exceptional accomplishments, leadership, and dedication over the course of their careers. The 2008 recipients were **Catherine Farrell**, an administrative assistant for the International

Theatre Program, and **Lisa Norwood '86, '95W (MS)**, director of the University's Women in Science and Engineering program and assistant dean for undergraduate studies in the School of Engineering and Applied Sciences.

The Meliora Award: Taking its name from the University's motto, the award recognizes staff members whose work over the previous year exemplifies the ideals of *Meliora*, or "ever better." The 2008 award was presented to three recipients: a **Medical Center** team of physicians, nurses, psychologists, social workers, activities therapists, and teachers who care for children ages five to 12 admitted with acute psychiatric illness; **Joanne Neu**, the banquet houseperson at the Memorial Art Gallery; and **Kathy Metz**, manager of the Interlibrary Loan office at Rush Rhees Library.

The Staff Community Service Award: Established by President Joel Seligman to recognize a non-management staff member whose career best exemplifies service to the University or the greater Rochester community, the honor was awarded posthumously to **Latasha Shaw**, a 15-year employee in dining services. Shaw was murdered last September when she was investigating her daughter's assault in a northwest Rochester neighborhood.

Named Professorships

Lawrence Rothenberg, a faculty member in the Department of Political Science, was named the University's first Corrigan-Minehan Professor of Political Science. The professorship is named for trustee Cathy E. Minehan '68 and her husband, E. Gerald Corrigan.

Michael Tanenhaus, a professor in the Department of Brain and Cognitive Sciences, was named to the University's first Beverly Petterson Bishop and Charles W. Bishop Professorship. The appointment is named for two alumni from the Class of 1946: the late Beverly Bishop, who earned her master's degree in psychology, and her husband, Charles Bishop, who earned his doctorate in biochemistry.

Nina Schor, the chair of the Department of Pediatrics, was installed as the first William H. Eilinger Professor. The professorship is named in honor of Eilinger '42, a longtime Kodak employee who died in 2007.



Set to Music

Joshua Hatcher '08 strikes a dramatic pose in *Hello Again*, John LaChiusa's award-winning musical presented by the International Theatre Program. The production, which opened on Valentine's Day, featured a series of interlinked scenes in which couples searched for love and connection. *Hello Again* marked the theater program's first musical production.

Student Life



Designed by Students for Students ◀

If you could create a study space, what would it look like? The response from Rochester students can be seen in the newly opened Gleason Library in Rush Rhees Library. Formally dedicated in November 2007, the space incorporates student-guided design features such as a wide-open group study area, media lounge, private work area, and meeting rooms. The library is named in honor of the Gleason Foundation, chaired by James Gleason '68S (MBA), a life trustee of the University, and his wife, Janis, a director of the foundation. The entire \$5 million project was funded with a grant from the foundation.



Yellowjacket Postseason Highlights

Four Rochester teams advanced to the Sweet 16 round of the NCAA Division III playoffs: softball, men's and women's basketball, and men's soccer.

The men's swimming and diving team successfully defended its Liberty League championship by winning the team title.

The squash team won its first-ever Liberty League championship and finished the season ranked No. 10 in the country.

The football team competed in the ECAC championships for the second year in a row—its third postseason berth in school history.

The baseball team won the regular-season Liberty League title and hosted the league playoffs.

The women's indoor track and field team won the New York State Collegiate Track Conference championship.

Academic All-Americans

Ashley VanVechten '08, women's soccer
 Andrew Rape '08, football
 Rachel Cahan '08, field hockey (named to the at-large team)
 Jessica Sorrentino '08, softball
 Anjuli Cherukuri '08, women's cross country/track and field

All-Americans

Nicholas Mikolenko '08, men's soccer (at left)
 Ashley VanVechten '08, women's soccer
 Julie Marriott '09, women's basketball
 Jon Onyiriuka '08, men's basketball
 James Bristow '10, squash
 Hameed Ahmed '11, squash
 Michael Burgstrom '08, men's indoor track and field
 Jessica Sorrentino '08, softball



Award Winners ◀

It was a banner year for student achievement. **Andrew Niles '08**, an honors mathematics major, was one of 13 students nationwide named a 2008 Churchill Scholar, and **Eugene Feygelson '07E**, who studied violin and musical arts at the Eastman School, was selected to receive the highly competitive Jack Kent Cooke Foundation Graduate Scholarship. Both plan to pursue advanced studies at the University of Cambridge—Niles in advanced mathematics and Feygelson in the emerging field of music and human evolution. **Rachel Kincaid '08**, who studied trumpet and composition at the Eastman School, become the first University student since 1988 to receive a Marshall Scholarship. Kincaid plans to begin a one-year master's degree program in trumpet performance this fall at the Royal Northern College of Music in Manchester, England, and to start work on a second master's degree in music composition the following year at the Royal Scottish Academy of Music and Drama in Glasgow, Scotland.

Fulbright Scholars

Six graduating seniors and a recent alumnus have received prestigious Fulbright Scholar awards to study and perform research abroad. The total marks a record number of Fulbright Scholars chosen from the College of Arts, Sciences, and Engineering. A more comprehensive list of student honors is available online at www.rochester.edu/pr/Review/V70N6/images/FY2008_awards.pdf.





Urban Renewal ◀

The Urban Exploring student club sponsored ArtAwake, an art and music project, in March as an effort to introduce the public to one of Rochester's urban renewal projects. The event was held at Station 55, a circa-1900 building near the city's Public Market, and drew more than 1,500 attendees. Club members say the event was designed to start a conversation about how other unused or abandoned buildings in Rochester can be better utilized.

National Champs

A University team won the 2008 College Bowl national championship. Five Rochester students defeated teams from 15 other universities to capture the silver cup at the National College Bowl Tournament in St. Paul, Minn., this spring. The game of questions and answers played by two teams of competing students rewards general knowledge and quick recall, and has entertained audiences for more than 50 years. The national championship is the first for a Rochester team.

Mascot Makeover

Rocky, the new University Yellowjacket, made his debut during a basketball doubleheader in February. The formidable wasp, whose new name was chosen by the University community, was introduced by President Joel Seligman. Rocky assumed the role formerly held by longtime mascot URBee, whom Seligman named "mascot emeritus."





New Cancer Center

The James P. Wilmot Cancer Center dedicated its new, 164,000-square-foot facility in May. The culmination of a two-year construction process, the building is the new home for a multidisciplinary team of 400 doctors, scientists, and clinical and research staff who see about 10,000 patients a year, a number that has grown dramatically over the past five years.

Clinical Care

PRISM: Envisioning the Future

The Medical Center is one step closer to building the Pediatric Replacement and Imaging Sciences Modernization tower, or PRISM, with approval from the New York State Department of Health to allow Strong Memorial Hospital to add more beds to its license. One of the Medical Center's largest patient-care expansions in its history, PRISM forms a cornerstone of the Medical Center's strategic plan. The 330,000-square-foot addition would house 56 beds for Golisano Children's Hospital at Strong, an additional 56 adult beds for Strong Memorial, and two floors for imaging sciences—including a dedicated area for pediatric patients, as well as an expanded pharmacy and other support space.

Advancing Stroke Treatment

A new minimally invasive procedure to remove blood clots in the brain is now available at Strong Memorial Hospital. Using a combination of tools, including a suction device approved by the U.S. Food and Drug Administration in January 2008, physicians potentially can decrease or even eradicate a stroke's debilitating side effects by tripling the amount of time patients have during that critical early window between onset and treatment. The advanced procedure became available with the recruitment of a new neuroendovascular team at the Medical Center and is part of a concerted effort to create a seamless stroke treatment system for Rochester and surrounding counties.

Caring for Children

The Golisano Children's Hospital at Strong added seven private rooms to its B&L Wholesale Pediatric Treatment Center and dedicated a new space for parents and patients to gather. The center provides outpatient care and treatment to children requiring a variety of procedures. The improvements, including an expanded play and activity area, were designed to offer more privacy and comfort to patients and their families.

Surgical Space

The Medical Center has received state approval to construct an off-site, ambulatory surgery center. The facility will accommodate 10 operating rooms, two procedure rooms, pre- and post-operative care space, a materials processing unit to sterilize and prepare surgical instruments, and a family and patient waiting space. Outpatient surgery is the fastest-growing clinical activity. Because of capacity constraints, Medical Center faculty physicians now perform more than 5,000 surgeries off site. The new center will alleviate demand on the Medical Center's current operating room facilities and will make it possible to improve all facilities to meet modern standards.

Wilmot Cancer Center— Tomorrow's Treatment Today ▶

A centerpiece of the James P. Wilmot Cancer Center's five-year, \$65 million plan to position itself as a leading cancer center, the new building is a key component of the Medical Center's overall strategic plan, which includes an emphasis on research. The plan calls for recruiting more than two dozen new scientists and clinicians and recommends expanding programs in lung, breast, prostate, and colon cancers as well as lymphomas and leukemias—traditional strengths of the Wilmot Cancer Center.

The dedication of the new building in May marked the successful completion of a \$42.5 million comprehensive campaign to fund the expansion of cancer care and research. The Wilmot family and the James P. Wilmot Foundation jump-started the campaign with leadership gifts totaling \$5 million and donated another \$3 million to help close the campaign. John Wallis (Jack) Rowe '70M (MD), former chairman and CEO of Aetna, donated one of the single largest individual gifts of \$5 million. Other large donations came from the Davenport-Hatch Foundation, Harold and Joan Feinbloom, and Henry and Dorothy Hansen. The largest corporate gift was \$6 million from Excellus BlueCross BlueShield. Xerox Corp. and Bausch & Lomb also made major gifts. The local congressional delegation secured \$6.75 million in federal funds.





Midtown at MAG

As the City of Rochester moved ahead this summer with plans to raze the landmark Midtown Plaza, the property's former owner donated a commemorative painting of the historic mall to the Memorial Art Gallery. Edith Lunt Small's "Midtown Plaza 1962–1987" is a virtual Who's Who of Rochester during the era. The painting is currently on display at the gallery.

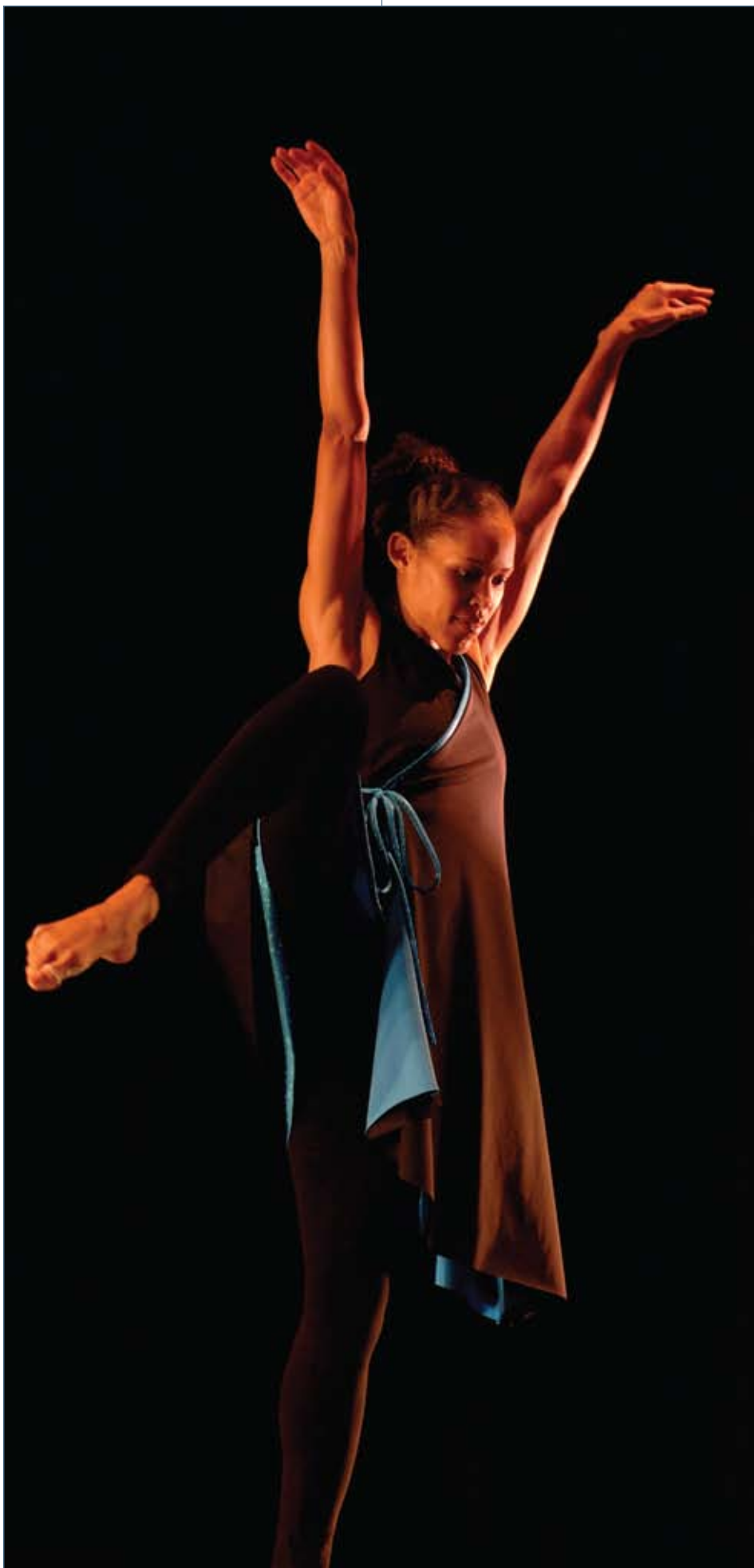
Community



Eastman's Dream Realized

The Eastman School of Music has begun work on a renovation and expansion project that will complete George Eastman's original vision of an integrated facility "for the enrichment of community life." Extending the existing Eastman Theatre, the new wing will include a 200-seat recital hall that will provide additional performance space for hundreds of concerts each year. Renovations to improve the experience for concert patrons also are under way, including expanding the lobby and improving acoustics inside the main performance hall. Antonio Perez, chairman and CEO of the Eastman Kodak Company, announced in April that Kodak is committing \$10 million toward the project to renovate Eastman Theatre. In recognition of the company's commitment, the main performance hall will be renamed Kodak Hall at Eastman Theatre.





Rochester Promise

A new program is helping some of the most talented students from the City of Rochester take advantage of higher education opportunities at the University. Rochester Promise, a new tuition-assistance program announced in December, offers graduates of the Rochester City School District (RCSD) who enroll at the University up to \$100,000 over four years to cover the cost of tuition. It was the second University initiative announced this year aimed at supporting the college aspirations of RCSD students. In October, the University launched two new Upward Bound programs funded by a \$2 million grant from the U.S. Department of Education that will expose as many as 100 district students to college life over four years.

In Motion ◀

Meliora Weekend 2007 marked the inaugural preview of a University-commissioned dance piece. “EDGE/JOY” was the result of a collaboration involving Tony Award-winning choreographer Garth Fagan and musicians from the Eastman School. Set to a score by Eastman faculty member and composer Ricardo Zohn-Muldoon and choreographed by Fagan, the piece also was performed by Garth Fagan Dance—and accompanied by Eastman musicians—during a series of performances in November at the Joyce Theater in New York City.

Revenues and Expenditures

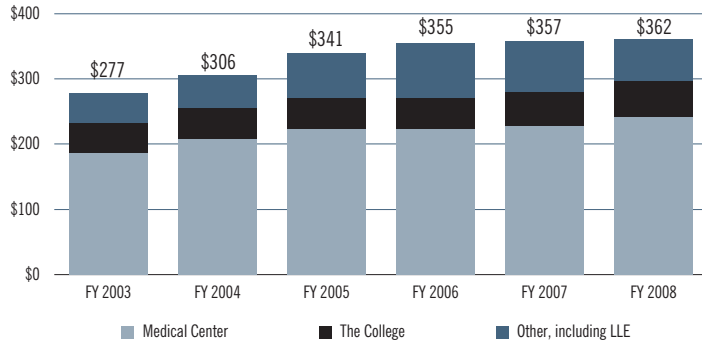
<i>Results (in Thousands)</i>	2008	2007
Operating Revenues		
Tuition and Fees	\$269,926	\$242,121
Less: Scholarships and Fellowships	(108,378)	(97,948)
Net Tuition and Fees Subtotal	161,548	144,173
Grants and Contracts*	366,278	362,156
Gifts and Pledges†	98,733	75,494
Hospital and Faculty Practice Patient Care Activities	1,520,558	1,445,795
Auxiliary Enterprises	69,155	65,030
Royalty Income	64,921	61,429
Other Sources	52,253	61,657
Endowment Investment Income & Gains Allocated to Operations	85,195	79,672
Total Operating Revenue	\$2,418,641	\$2,295,406
Operating Expenses		
Salaries and Wages	1,143,813	1,058,157
Fringe Benefits	302,858	280,837
Total Compensation	1,446,671	1,338,994
Supplies, Business & Professional	511,152	483,975
Utilities, Maintenance & Facilities Costs	144,993	135,378
Depreciation & Interest	162,974	148,698
Other	72,945	70,035
Total Operating Expenses	\$2,338,735	\$2,177,080
Changes in Net Assets from Operating Activities	79,906	118,326
Non-Operating Activities		
Investment Income, Gains/Losses, Net	(21,074)	319,537
Endowment Investment, Income & Gains Allocated to Operations	(85,195)	(79,672)
Other Changes Net	(7,977)	(37,920)
Change in Net Assets from Non-Operating Activities	(114,246)	201,945
Change in Net Assets	(\$34,340)	\$320,271

*“Grants and Contracts” are reported on an accrual basis using GAAP guidelines and include grants from both government and charitable foundation sources.

† “Gifts and Pledges” are reported on an accrual basis using GAAP guidelines and do not include charitable grants, nor certain additional pledges counted separately by Advancement per industry guidelines. This figure also does not equal the “Cash Gifts” report on the facing page, which is solely based on cash receipts.

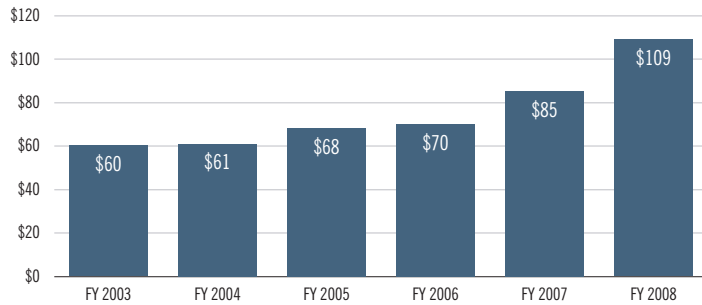
▶ Sponsored Program Expenditures

\$ IN MILLIONS



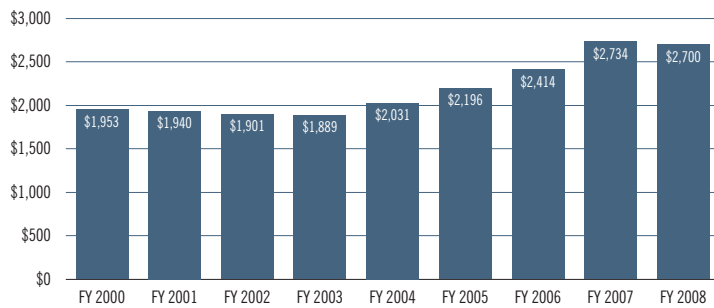
▶ Cash Gifts

\$ IN MILLIONS

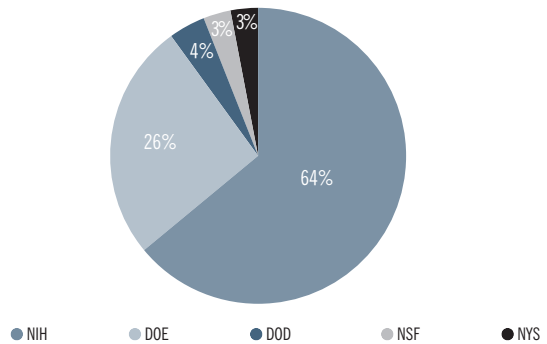


▶ Total Net Assets

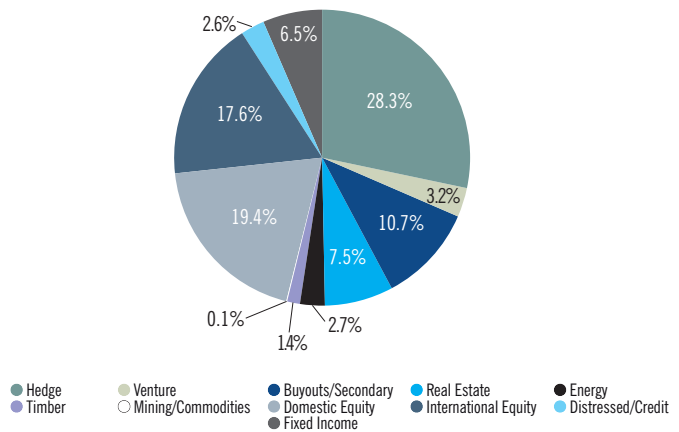
\$ IN MILLIONS



▶ Top Five Research Funding Sources



▶ Asset Allocation



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