



2014-2015 UNIVERSITY OF ROCHESTER



ANNUAL REPORT





MELIORA

**HISTORIC HOSPITAL:** Golisano Children's Hospital namesake Tom Golisano (right) was joined by (left to right) Sue Bezek, director of pediatric nursing; Nina Schor, pediatrician-in-chief; Medical Center CEO Mark Taubman; Board of Trustees Chair Ed Hajim '58; and University President and CEO Joel Seligman, along with patients and their families, to dedicate the new hospital, the largest capital project in University history.



# The Next Level

The 2014–15 year was a pivotal one for our University. We celebrated a milestone achievement in reaching the \$1.2 billion goal of our first comprehensive capital campaign since 1924. Thanks to the extraordinary support of more than 51,000 members of our University community—trustees, faculty, students, alumni, parents, friends, and staff—we were able not only to ensure the success of *The Meliora Challenge: The Campaign for the University of Rochester*, but we also leveraged our momentum in order to set our goals even higher.

We have set an ambitious agenda. During the most recent academic year, we convened several leadership and advisory groups to chart our course for the next five years. The result was *The Next Level*, a strategic planning document that lays the foundation for how we will advance our standing among the leading research universities in this country.

Our plans outline four key initiatives that we believe will be most effective in accelerating our progress during the 2016–20 period. Those areas are data science, neuroscience and neuromedicine, humanities and the performing arts, and the revitalization of our community.

We have already taken consequential steps in each area, but we are just embarking on this great endeavor.

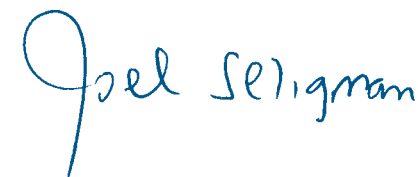
Our early success is a testament to the extraordinary progress that we have made during the past 10 years. Thanks to the unified commitment of our board, volunteer leaders,

alumni, friends, faculty, students, and staff, we are a significantly stronger University than we were a decade ago.

The support of our University community has been made manifest across the campuses: we have nearly doubled the number of endowed faculty professorships; we have created 344 endowed scholarships and fellowships; we have new facilities to enhance our missions in learning, performance, teaching, research, and patient care. Among the most recently completed projects are the Ronald Rettner Hall for Media Arts and Innovation and Raymond F. LeChase Hall—home to the Warner School of Education. Most notable among all of our Campaign’s capital projects is the largest in University history: the 245,000-square-foot Golisano Children’s Hospital, which opened in July 2015.

We have much to be proud of, and we are grateful to all members of our community for their support and for their generosity. The excitement for the future is palpable. In the spirit of our motto, *Meliora*, I am confident that we will not tire in our efforts to become an ever better University. Our work has but begun!

—President Joel Seligman







## THE NEXT LEVEL

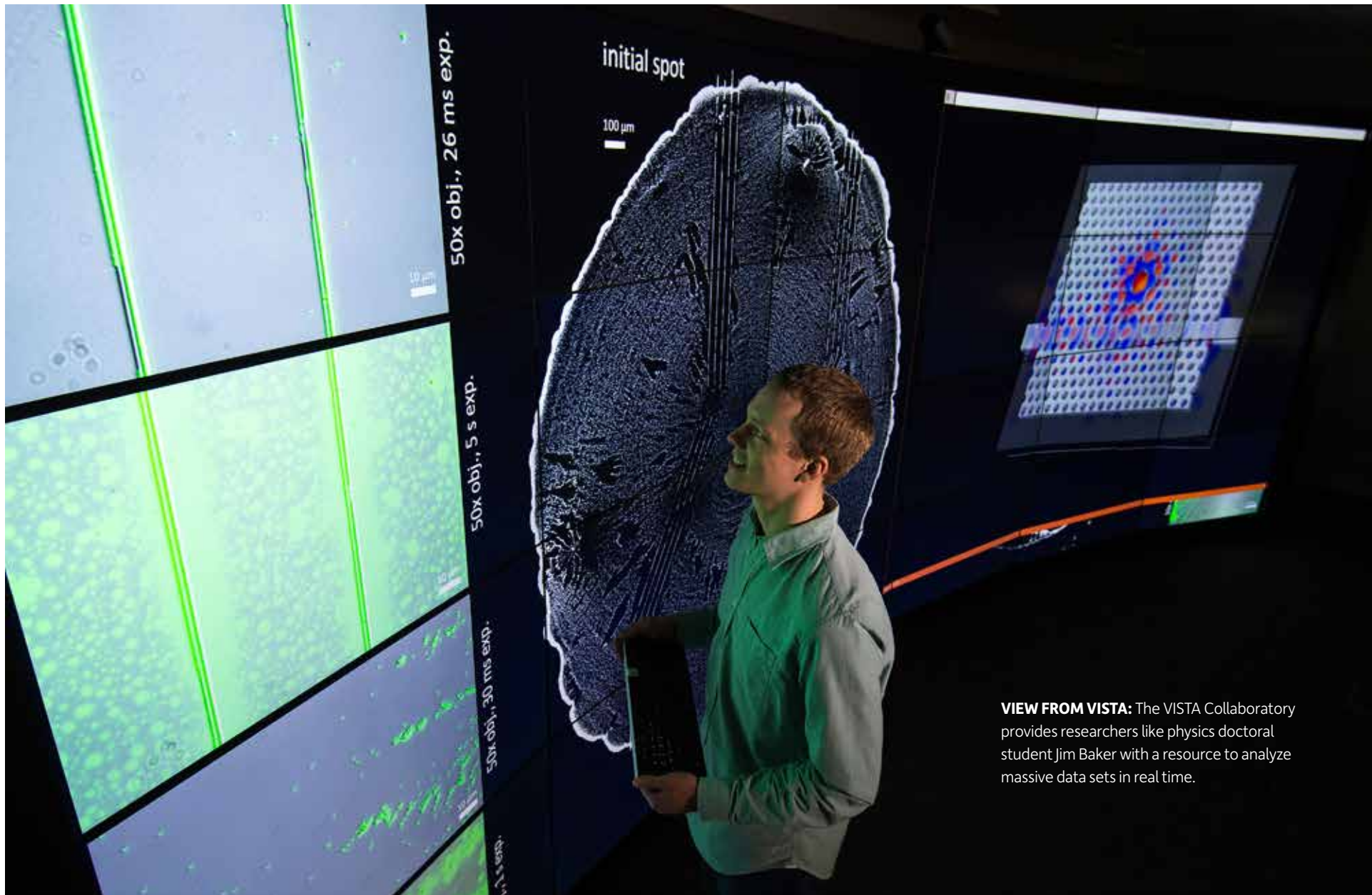
### Strategic Vision

Where should the University focus its academic and educational prowess over the next five years in order to make a real difference in the world? How can Rochester achieve its goals while keeping within its character as a collegiate, conscientious, and caring institution?

Those were questions posed by a strategic planning initiative outlined by President and CEO Joel Seligman, the Board of Trustees, University academic and financial leaders, and prominent stakeholders in the University community. Guided by a planning process that began nearly a decade ago, the initiative outlined four broad areas of focus: data science, neuroscience and neuromedicine, the humanities and the performing arts, and the revitalization of our community.

Formally adopted early in 2015, the ideas spelled out in the initiative began to come to life during the 2014–15 academic year.

# Destiny with Data



**VIEW FROM VISTA:** The VISTA Collaboratory provides researchers like physics doctoral student Jim Baker with a resource to analyze massive data sets in real time.





CONCEPTUAL RENDERING SUBJECT TO CHANGE. COURTESY OF KVA KENNEDY & VOLICH ARCHITECTURE, LTD.

**DATA BASE:** When completed in late 2016, Wegmans Hall will be home to the Goergen Institute for Data Science, the academic hub for Rochester's programs in data science. Work began in spring 2015 on the building named in recognition of a \$10 million commitment from the Wegman Family Charitable Foundation. The building is a key component of a \$100 million initiative to make Rochester a leader in data science.

## Instituting Success

University Trustee **Robert Goergen** '60, chair emeritus of the Board of Trustees, and his wife, **Pamela**, announced last March that they have committed \$11 million to support Rochester's data science initiative. In recognition of their support, the effort's main academic hub, the Institute for Data Science, has been named the Goergen Institute for Data Science.

University Trustee **Tim Wentworth** and his wife, **Robin**, who are parents of University students, announced in February that they were committing \$3 million to endow the directorship of the Goergen Institute, a position that is held by Henry Kautz, the founding director of the institute.

## Expert Advice

A 10-member committee of leaders in high technology, computer science, academia, medicine, communications, and other fields will serve as a key advisory group for the Goergen Institute for Data Science. Appointed last spring, the External Advisory Committee includes University Trustees **Nomi Miron Bergman** '85, president of Bright House Networks, the sixth-largest cable company in the United States, and **John Kelly**, senior vice president of corporate operations at Xerox, as well as representatives from Microsoft, Google, the J. Craig Venter Institute, Cornell, and MIT.

# From Neuroscience to Neurorestoration



Bringing together research and technologies in robotics, neural prosthetics, and stem cell biology—along with advances in functional brain imaging and the cognitive sciences—Rochester is poised to help make major contributions to the 21st century fields of neuroscience and neuromedicine.

## A Better Understanding of the Brain



Research led by **Maiken Nedergaard**, the Frank P. Smith Professor of Neurosurgery, received one of the top awards from the American Association for the Advancement of Science in 2014.

Nedergaard, codirector of the Center for Translational Neuromedicine, was recognized with the association's Newcomb Cleveland Prize for a study that has transformed scientists' understanding of the brain and neurodegenerative diseases like Alzheimer's.

The recognized study built on an earlier discovery by Nedergaard's team that the brain has its own waste removal system that clears toxins responsible for Alzheimer's disease and other neurological disorders.

## Fighting Muscular Dystrophy



Thanks to the work of neurologists **Richard Moxley**, the Helen Aresty Fine and Irving Fine Professor in Neurology, and **Charles Thornton**, the Saunders Family Distinguished Professor in Neuromuscular Research, more than 40,000 people who live with a degenerative form of muscular dystrophy may soon have the first viable treatment aimed at halting the disease.

The two were recognized in fall 2014 by the Myotonic Dystrophy Foundation with an Outstanding Research Achievement Award for their ongoing research into the disease.

## Del Monte Director



Nationally regarded neurobiologist **John Foxe** has been named the research director of the Del Monte Neuromedicine Institute. Most recently, the director of research for the Children's Evaluation and Rehabilitation Center at the Albert Einstein College of Medicine, Foxe was also named the Kilian J. and Caroline F. Schmitt Chair in Neuroscience.



**NEW NEURORESTORATION INSTITUTE:** Former Medical Center CEO and Distinguished University Professor **Bradford Berk** '81M (MD/PhD) is leading a new institute dedicated to neurorestoration—the emerging science that promises to lead to treatments of spinal cord injuries and a host of nervous system disorders.

The institute, introduced in fall 2014, is designed to conduct fundamental and clinical research, educate new scientists and physicians, and provide patient care and clinical trials to restore nerve function to people who, like Berk, have lost neurological function through disease or injury.

# Humanities, Performing Arts Take Center Stage

Long a signature strength of the University, programs in the humanities and the performing arts are taking center stage. In spring 2015, the University established both a Humanities Center and an Institute for Performing Arts.

Both initiatives were priorities for **Gloria Culver** '94 (PhD), a noted professor of biology who was named dean of the School of Arts & Sciences in 2015. The center is designed to foster interdisciplinary work, and the institute aims to provide a broader range of opportunities for students to participate in music, dance and theater. "We have an outstanding faculty and amazing environment for research, scholarship, and teaching," Culver says. "I look forward to working with faculty, students, and staff to take the school to the next level."

**STAGE LIFE:** International Theatre Program students performed *Milk Wood*, a stage adaptation of a drama written by poet Dylan Thomas that recounts the inner lives of the inhabitants of a small Welsh village.





## Newest ‘Ying’

**Robin Scott**, an award-winning musician described as one of America’s rising classical music stars, is the newest member of the Ying Quartet. Joining the Grammy-winning ensemble as first violinist, Scott takes a seat with Ying siblings and founding members David, cello; Janet, violin; and Phillip, viola. Scott also holds an appointment on the faculty of the Eastman School of Music, where the ensemble is the string-quartet-in-residence.

## Heading the Humanities

University Trustee **Ani Gabrellian** ’84 and her husband, **Mark Gabrellian** ’79, have committed support to establish a directorship for the University’s newly created Humanities Center. The Gabrellians also have pledged additional funds to support an annual lecture series through the center in honor of Ani’s parents, Hagop and Artemis Nazerian, and their belief in the benefits of a humanistic education.

## On the Fringe

Rochester student groups from Arts, Sciences & Engineering and the Eastman School of Music took to the “fringe” for a series of performances over a 10-day stretch during fall 2014. The University was a sponsor of the First Niagara Rochester Fringe Festival, an annual showcase of theater, music, dance, comedy, and other events. The festival was established in 2009 by **Erica Fee** ’99, who previously worked with the Edinburgh Fringe Festival in Scotland.



**SAXOPHONE CENTER:** The Eastman Saxophone Project, a conductorless ensemble whose members garner top prizes in chamber music and saxophone competitions, made its debut at the Kennedy Center during a performance on the Millennium Stage in April 2015. Composed of students from the Eastman School of Music under the direction of **Chien-Kwan Lin**, associate professor of saxophone, the ensemble was selected to appear in the Conservatory Project, a series that showcases outstanding young musicians from around the country.



# Our Town

Make the world ever better. The aspirations articulated in the final phrase of the University’s mission statement became concrete when the doors to College Town opened. The 500,000-square-foot project to create an urban village center for students, residents, and community members opened in 2015.

With a mix of retail and residential properties, the development—built by a commercial developer on land owned by the University—has earned praise not only for improving commercial activity, but also for helping increase community vitality in the area near Elmwood and Mt. Hope Avenues.



## School Spirit

The University is serving as the superintendent of the largest public school in Rochester.

In 2014, the New York State Education Department approved a proposal for the University to serve as the Educational Partnership Organization for East High School, a historic school that the state had designated as “persistently struggling.” With the guidance of faculty and staff from the Warner School of Education, the new East was designed with input from students, families, teachers, school leaders, and the community.



## New Network

The School of Medicine and Dentistry will serve as the hub of a new network that will develop and carry out public health research and interventions in the U.S. territories in the Pacific and Caribbean. The Centers for Disease Control and Prevention named Rochester as the Coordinating Center for the Global and Territorial Health Research Network. The new network, which is part of the CDC's Prevention Research Centers Program, will also include Yale University and the University of Illinois at Chicago as collaborating centers.

**COURSE CREDIT:** The Center for Community Leadership at the College has identified nearly 40 courses offered at the College that involve working within the greater Rochester community at some level.



## Wilson Welcome

Members of the Class of 2018 fanned out into the surrounding neighborhoods of Rochester during the 26th annual Wilson Day. The main community-building activity during freshman orientation, Wilson Day provides an opportunity for freshmen to bond with fellow classmates while exploring and serving their new home away from home.



**NEW STUDENT HOUSING OPENS:** Rochester students have a new view of the River Campus from across the Genesee River. About 170 students moved in during fall 2014 into the 70 units of a 12-story mixed-use project in Brooks Crossing in Rochester's 19th Ward. Built by private developer Christenson Corporation, the building features a 2,000-square-foot common area; a lower-level scull boat house, and a 5,000-square-foot restaurant.



## Ever Better University

*The Meliora Challenge*, the University's first comprehensive fundraising campaign in its 165-year history, is having a transformational impact on Rochester's River Campus, Medical Center, and the surrounding region.

Last March, the \$11 million commitment announced by University Trustee **Robert Goergen '60** and his wife, **Pamela**, (see page 7) pushed the campaign past its original commitment goal of \$1.2 billion. The campaign focus then switched to finishing in June 2016, well above the original target.

The Goergens' gift contributed to the record-setting fiscal year that

ended June 30, 2015. More than 55,000 donors contributed nearly \$137 million in new commitments. The previous record was set in the 2014 fiscal year, when more than 51,000 donors contributed nearly \$156 million in new commitments.

As of June 2015, more than 344 endowed scholarships and fellowships had been established through the campaign. The effort also made possible several new facilities, including the Ronald Rettner Hall for Media Arts and Innovation, the Raymond F. LeChase Hall, and the 245,000-square-foot Golisano Children's Hospital, which opened last summer.

## First Day of Giving Finds Success

A pair of new University-wide initiatives brought together alumni, students, faculty, staff, parents, and friends in a 24-hour effort to encourage support for Rochester's programs.

Two events—the first Day of Giving and the first Thank a Giver (TAG) Day—were designed to celebrate the University and to highlight appreciation for those who support its programs.

The inaugural edition of both days found success:

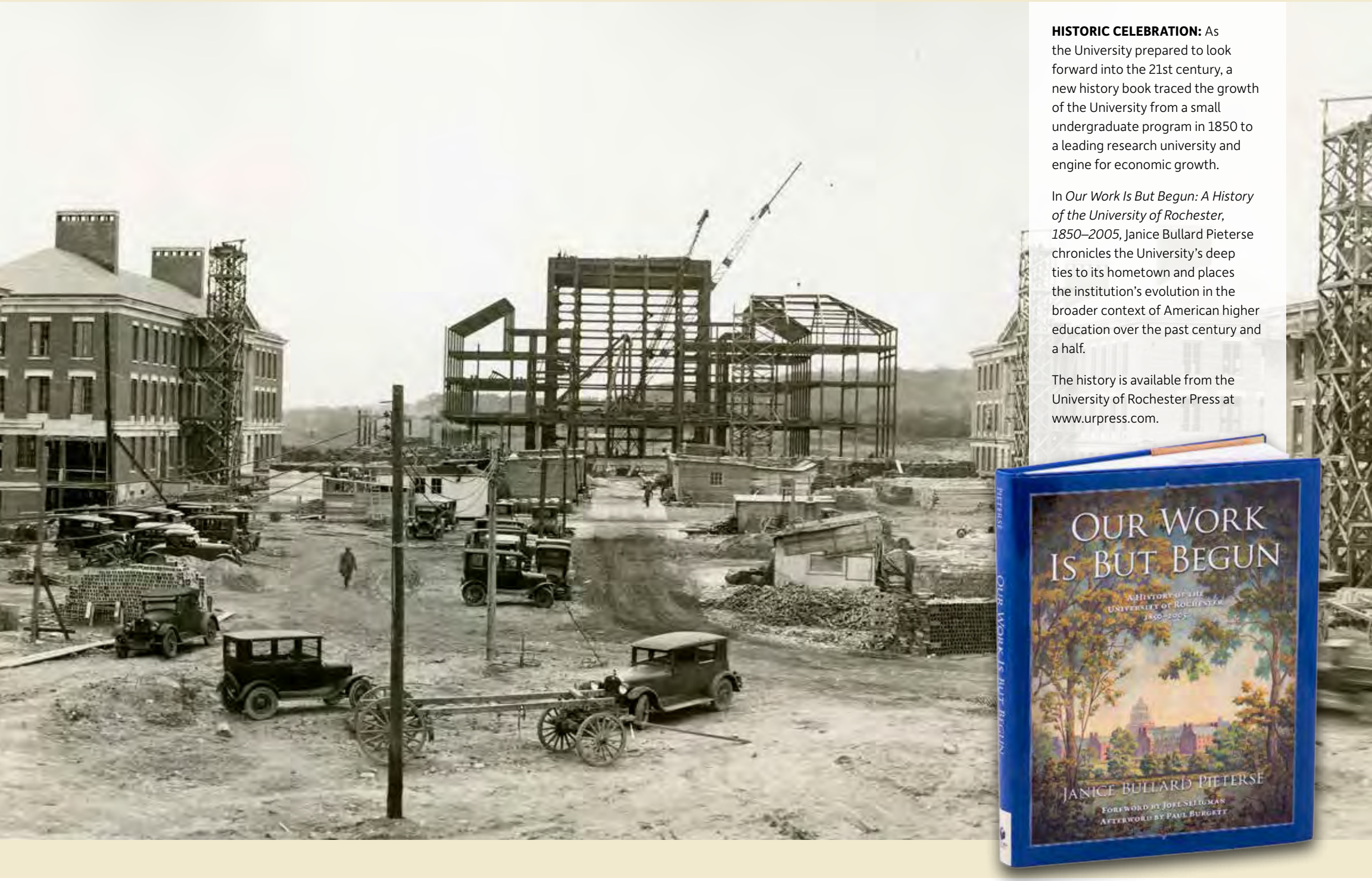
- More than 1,000 donors made commitments for a total of \$739,000.
- More than \$11,000 came from 151 donors contacted by student callers.
- More than 150 participants showed their support on social media using the hashtag #URMakingADifference.

- More than 550 tags were placed throughout the River Campus to call attention to aspects of campus that were made possible by donors.

For more about Day of Giving, including photos, social media, and other information, visit [Rochester.edu/giving/dayofgiving](http://Rochester.edu/giving/dayofgiving).



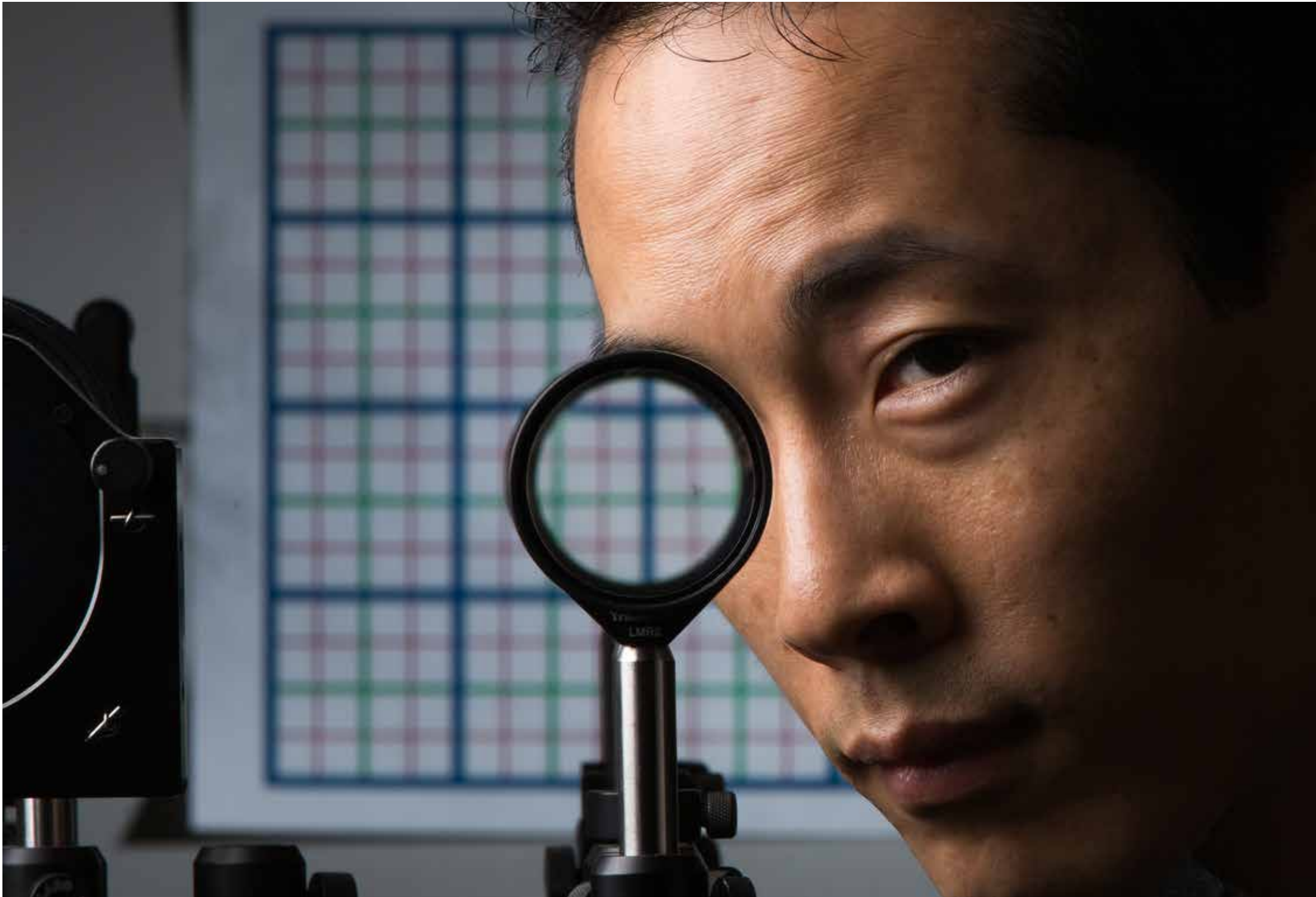




**HISTORIC CELEBRATION:** As the University prepared to look forward into the 21st century, a new history book traced the growth of the University from a small undergraduate program in 1850 to a leading research university and engine for economic growth.

*In Our Work Is But Begun: A History of the University of Rochester, 1850–2005*, Janice Bullard Pieterse chronicles the University’s deep ties to its hometown and places the institution’s evolution in the broader context of American higher education over the past century and a half.

The history is available from the University of Rochester Press at [www.urpress.com](http://www.urpress.com).





## THE NEXT IDEA

### Cloak and Mirrors

A simple invention that uses four lenses to hide objects from view, the “Rochester Cloak” is bringing new focus to an ancient idea.

Developed by **John Howell**, professor of physics, and doctoral student **Joseph Choi** '13 (MS) the cloak uses ordinary lenses in a novel configuration to hide an object from view.

It is the first demonstration that achieves a seamless cloaking effect across a continuous range of viewing angles.

Howell is director of the Center for Coherence and Quantum Optics.



## Cataloging a Congressional Career

Scholars and political junkies interested in the U.S. Congress, congressional elections, and the personalities behind them have access to the work of **Richard Fenno Jr.**, one of the nation's leading political scientists. Working with a web-design firm founded by **Steve Bennett '73** and with **Robert Sachs '70**, who

with Fenno started the University's Washington Semester Program in 1968, River Campus Libraries has launched a website, [www.richardfenno.com](http://www.richardfenno.com), that showcases Fenno's national stature in political science as well as his 50-plus-year tenure on Rochester's faculty.

## First in Photonics

Vice President Joseph Biden announced last summer that Rochester will be the headquarters of the American Institute for Manufacturing Integrated Photonics.

Known as AIM Photonics, the institute will bring together universities, companies, and federal agencies in a consortium whose goal is to advance optics-based technology for defense, commercial, consumer, and research applications in much the same way that integrated circuits transformed those fields over the past 40 years.

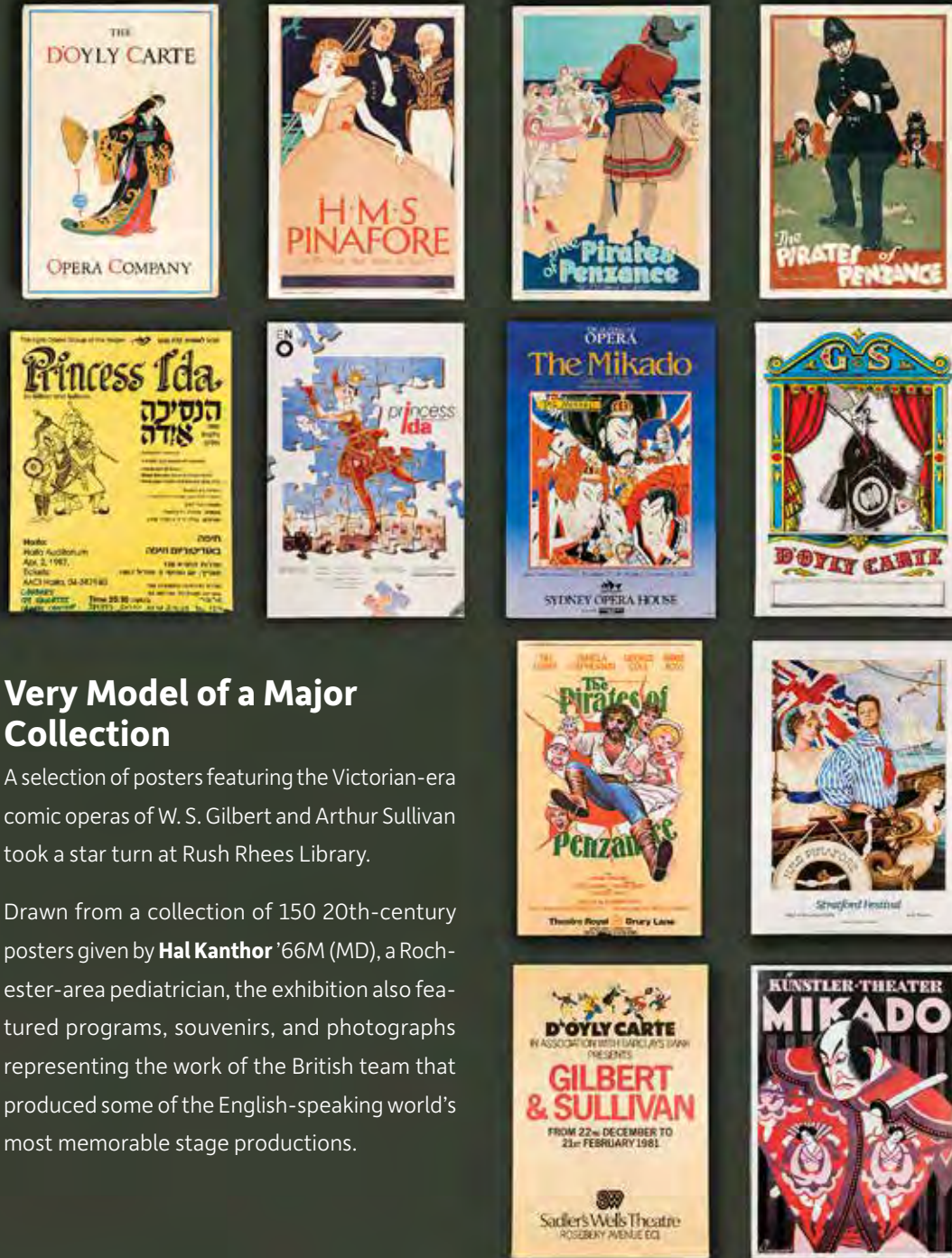


AIM Photonics is slated to receive more than \$600 million in funding from federal, private, and state sources, including \$250 million committed by New York Governor Andrew Cuomo. Rochester was

selected in a Department of Defense competition based on a proposal put together by an academic and industry consortium that spans 18 states.



**ART ACQUISITIONS:** Mickalene Thomas's *Portrait of Qusuquzah #6* (2015), a work in acrylic, enamel, oil, and rhinestones on a wood panel, is one of nine recent acquisitions by the Memorial Art Gallery that were introduced this summer as part of the first major reinstallation of the museum's collection of postwar and contemporary art in several decades. Also added to the collection were works by Monir Shahroudy Farmanfarmaian, Hung Liu, and the late Beauford Delaney.



## Very Model of a Major Collection

A selection of posters featuring the Victorian-era comic operas of W. S. Gilbert and Arthur Sullivan took a star turn at Rush Rhees Library.

Drawn from a collection of 150 20th-century posters given by **Hal Kanthor '66M (MD)**, a Rochester-area pediatrician, the exhibition also featured programs, souvenirs, and photographs representing the work of the British team that produced some of the English-speaking world's most memorable stage productions.

## Gloria Culver Leads School of Arts & Sciences

**Gloria Culver '94 (PhD)** has long appreciated “that scientists need to be informed about the humanities and the broader impact on society and civilization that science has. Even as a 19- or 20-year-old, I saw and was taught that this is a really important intersection.”

The former chair of the Department of Biology is bringing that interdisciplinary perspective to her new role as dean of the School of Arts & Sciences, where she leads one of the main academic units of the University.

Formally appointed in 2015, Culver succeeded Joanna Olmsted, a professor of chemistry who spent two decades in University leadership roles.

As a member of the biology faculty since 2007, Culver has conducted research that has contributed to understanding how infections might be controlled, with implications for reducing harmful bacteria, including “super-bugs.”



**WATER BOUNCES OFF LASER-TREATED METALS:** Rochester scientists have used lasers to transform metals into extremely water-repellent, or superhydrophobic, materials without the need for temporary coatings.

Superhydrophobic materials are desirable for a number of applications, such as for use in rust prevention, anti-icing, and sanitation.

## A Hall of Fame Honor



An internationally regarded microbiologist has made history at the Medical Center.

**Barbara Iglewski**, a professor emeritus in the Department of Microbiology and Immunology, was inducted into the National Women's Hall of Fame in Seneca Falls, New York, considered the birthplace of the American women's rights movement.

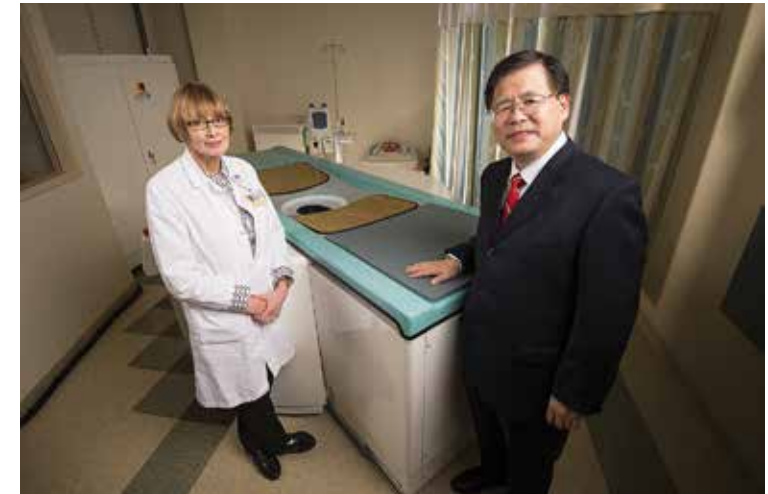
The nation's oldest organization dedicated to recognizing and celebrating the achievements of great American women, the hall was created in 1969. Every two years, the hall honors a group of women nominated by the public and chosen by a national panel of experts.

Iglewski is the third woman from the University to be inducted—the first from the medical school. She joins **Judith Pipher**, a professor emeritus of physics and astronomy who was inducted in 2007, and **Loretta Ford**, the founding dean of the School of Nursing, who was inducted in 2011.

## Introducing the Ain Center for Entrepreneurship

Aspiring undergraduate and graduate student entrepreneurs have additional support to develop their ideas with an eye toward establishing successful business ventures, thanks to a multimillion commitment from University Trustee **Mark Ain '67S** (MBA) and his wife, **Carolyn**.

The Ain Center for Entrepreneurship was dedicated last fall in recognition of the Ains' \$5 million total commitment to *The Meliora Challenge*.



## Breast Cancer Imaging System Earns FDA Approval

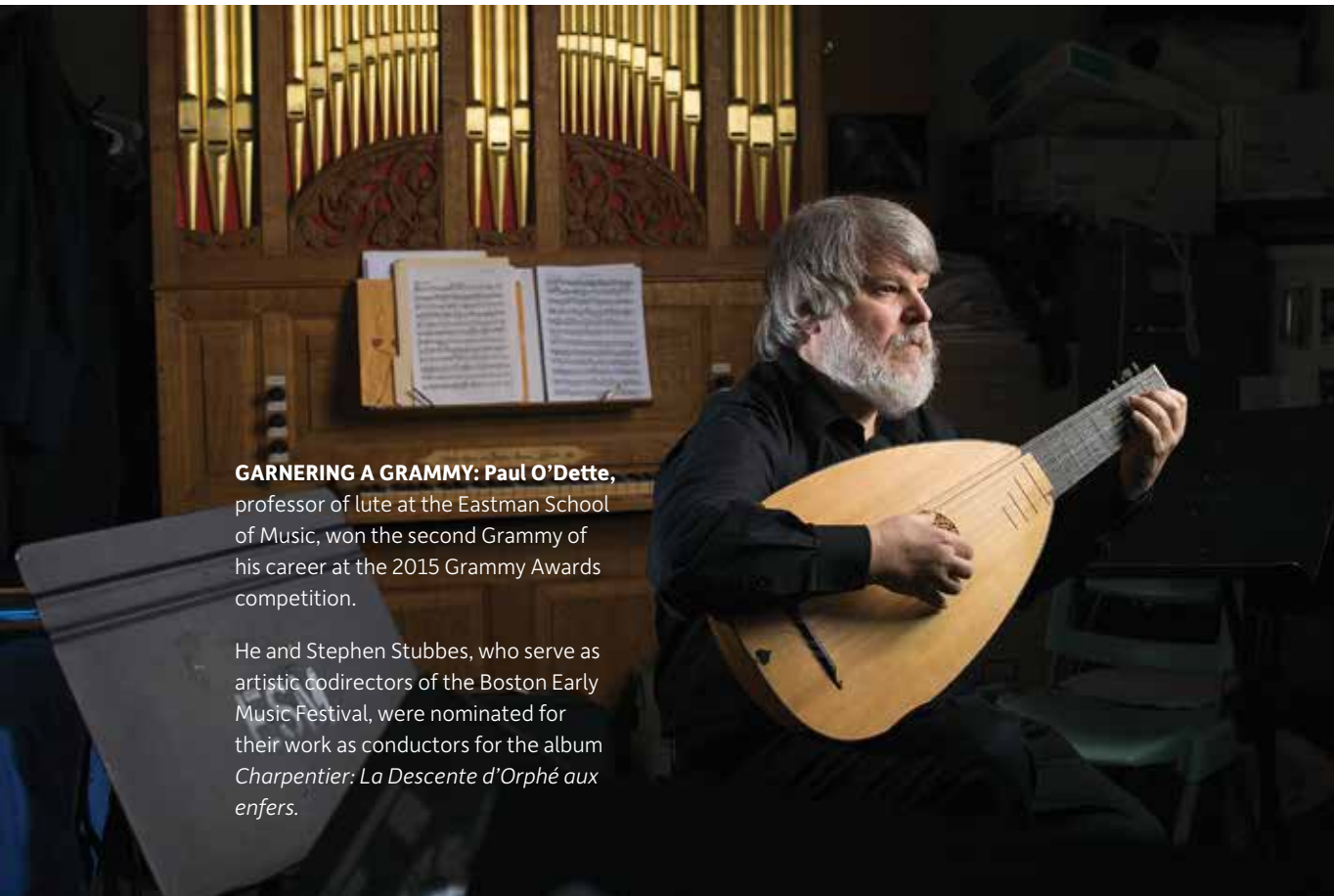
A breast-cancer imaging system invented by a Medical Center professor and designed to diagnose complex cancers is moving into commercial production.

The system, designed by **Ruola Ning**, (above right with Avice O'Connell of UR Medicine) a professor in the Department of Imaging Sciences, received premarket approval from the U.S. Food and Drug Administration.

## Simon School Has New NYC Location

The Simon Business School is on the move in New York City, setting up its New York City location on the Tribeca campus of New York Law School.

The agreement between the two institutions aims to optimize resources and capitalize on the different schedules and programs of the two institutions. Simon students attend classes primarily on weekends, while students of the law school are in class largely during the week.



**GARNERING A GRAMMY: Paul O'Dette**, professor of lute at the Eastman School of Music, won the second Grammy of his career at the 2015 Grammy Awards competition.

He and Stephen Stubbes, who serve as artistic codirectors of the Boston Early Music Festival, were nominated for their work as conductors for the album *Charpentier: La Descente d'Orphé aux enfers*.

## Monetary Scholar Joins the Faculty



**Narayana Kocherlakota**, president of the Federal Reserve Bank of Minneapolis and a leading scholar of monetary and financial economics, will be appointed as the inaugural Lionel W. McKenzie Professor of Economics, effective January 1, 2016.

Kocherlakota has served as the president of the Minneapolis Federal Reserve Bank for the past six years. Previously, he held professorships at Northwestern University, the University of Iowa, Stanford University, and at the University of Minnesota, where he also served as the chair of the economics department.

## Anthony Letters Arrive

A newly discovered collection of Susan B. Anthony letters is expected to bring to life the suffrage movement through the eyes of two of its most important members.

Acquired by the River Campus Libraries, the historic collection of letters from Anthony to her “most cherished young lieutenant,” Rachel Foster Avery, were written from 1881 through the turn of the 20th century.



**BUSINESS INCUBATOR:** A University-affiliated program designed to help foster the growth of high-tech start-up companies is moving to the Sibley Building in downtown Rochester.

The new \$24 million facility for High Tech Rochester (HTR)—the region’s only state- and federally designated incubator—will serve as the cornerstone of the city’s new innovation zone.

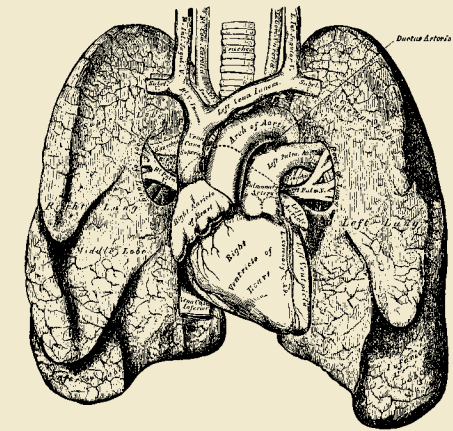
The facility is possible with support from New York Governor Andrew Cuomo’s Regional Economic Development Council initiative, which awarded HTR \$5 million, for a total of more than \$10 million over the last four years.





## Mighty Microplasma

A microplasma generated by focusing intense laser pulses is captured in mid-air during a demonstration in the lab of optics PhD student **Fabrizio Buccheri** and Institute of Optics director **Xi-Cheng Zhang**, the M. Parker Givens Professor in Optics. In work published last spring, the Rochester team showed that such microplasma—which emit terahertz radiation, a form of electromagnetic radiation named for its frequency—could be created with much lower-powered lasers than previously thought possible. The terahertz radiation emitted by the microplasma could be used to find and analyze materials such as poisons in food or drugs and explosives in baggage.



## Rochester Helps Create First Map of Human Lungs

Rochester researchers hope to create the first comprehensive 3-D map of human lungs to help measure how the organs develop from birth through childhood and how that development influences conditions such as emphysema and chronic obstructive pulmonary disease.

As part of a \$20 million, multi-institutional initiative supported by the National Institutes of Health, Medical Center scientists led by **Gloria Pryhuber**, professor of pediatrics and environmental medicine, will help build the map over the next five years. The Medical Center received \$6.1 million for the project, called the Human Lung Molecular Atlas Program, or LungMAP.

Data generated from the project will be accessible to the public online at [www.lungMAP.net](http://www.lungMAP.net).



## Size and Scale of a Celestial Scene

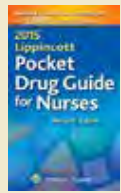
A system of rings circling a celestial object about 430 light-years from Earth would put the rings of Saturn to shame.

That's according to work by **Eric Mamajek**, associate professor of physics and astronomy, and colleagues from Leiden Observatory in the Netherlands. They reported that the system, located near the sun-like star J1407, consists of more than 30 rings, is about 200 times larger than Saturn's, and may provide the first evidence of a moon orbiting an object outside the solar system.

The ring system was first discovered by Mamajek in 2012.

## First Editions

Rochester's faculty-scholars and faculty-artists added to the nation's intellectual culture in 2014–15, writing books and performing music for both academic and lay audiences. Here's a sample of some of their work:



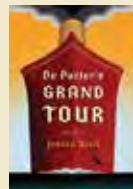
### **2015 Lippincott Pocket Drug Guide for Nurses**

Wolters Kluwer  
By Amy Karch, associate professor of nursing



### **Radical Equality in Education: Starting Over in U.S. Schooling**

Routledge  
By Joanne Larson, the Michael W. Scandling Professor of Education



### **De Potter's Grand Tour**

Farrar, Straus and Giroux  
By Joanna Scott, the Roswell Smith Burrows Professor of English



### **Bluff City Pawn**

Bloomsbury  
By Stephen Schottenfeld, associate professor of English



### **Independence: The Tangled Roots of the American Revolution**

Hill and Wang  
By Thomas P. Slaughter, the Arthur R. Miller Professor of History



### **Stars, Stories, Song**

Naxos  
By Ricardo Zohn-Muldoon, professor of composition, and David Liptak, professor of composition



### **Jazz Theory: From Basic to Advanced Study**

Routledge  
By Dariusz Terefenko, associate professor of jazz studies and contemporary media



### **Unlocking the Secrets of White Dwarf Stars**

Springer  
By Hugh M. Van Horn, professor emeritus of physics and astronomy

## Excellence in Teaching

Three associate professors—Julie Bentley, Jonathan Pakianathan, and Jeffrey Tucker—received the College's Goergen Awards for Excellence in Undergraduate Teaching.

The awards recognize the distinctive teaching accomplishments and skills of Arts, Sciences & Engineering faculty. They are named for and sponsored by University Trustee **Robert Goergen '60** and his wife, **Pamela**.

### **Julie Bentley '90, '96 (PhD)**



*Associate professor of optics*

Bentley joined the faculty in 1998 as an adjunct professor and became a full-time professor in 2009. She helped launch the department's bachelor's degree in optical engineering, and she pursues research while maintaining strong leadership in the optics community. She is the incoming director of the International Society for Optics and Photonics.

### **Jonathan Pakianathan**



*Associate professor of mathematics*

In 14 years with the University, Pakianathan has designed or revamped five courses for the math department, including a mathematical model course that is an integral part of the public health epidemiology major. He has served as advisor for more than 200 students, supervised numerous senior research projects, and served five years as the department's chair of undergraduate studies.

### **Jeffrey Tucker**



*Associate professor of English*

A member of the English department for 15 years, Tucker is highly regarded by students and colleagues for his passion for teaching and for his intellectual and professional generosity. He is actively involved in the Frederick Douglass Institute for African and African-American Studies and with the Office of Minority Student Affairs. He is also a strong supporter of the International Theatre Program.

## Signature Celebrations

The University honored the achievements of several faculty members during the 2014–15 academic year with appointments to new named professorships. Established through the generosity of University alumni and friends, the professorships are part of a long-standing tradition to celebrate the national stature of Rochester's faculty.

Establishing endowed faculty positions is a key priority for *The Meliora Challenge*, the University's comprehensive campaign that continues through June 30, 2016. As of the fiscal year that ended June 30, 2015, a total of 93 new positions had been established during the Campaign. In 2014, the Campaign's original goal of 80 endowed faculty positions was raised to 100.

### Gretchen Birbeck



*Edward A. and Alma Vollertsen Rykenboer Professor in Neurology*

An internationally recognized clinical scientist, Birbeck joined the Department of Neurology in 2013. Since 1994, she has provided clinical care and conducted research in sub-Saharan Africa, where she serves as the director for Chikankata's Epilepsy Care Team in Zambia's rural Southern Province.

The position was established in 2015 as part of a bequest from the estate of Edward August Rykenboer, Class of 1912, 1913 (MS), and his wife, Alma Vollertsen Rykenboer. Their bequest previously established the Edward A. and Alma Vollertsen Rykenboer Chair in Neurophysiology.

### Sally Norton



*Independence Chair in Nursing and Palliative Care*

A nationally recognized expert on palliative care, Norton has been the principal investigator or coprincipal investigator on several National Institutes of Health-funded studies that have examined the communication strategies used by clinicians to discuss end-of-life issues.

The professorship is the second position created by the Independence Foundation at the School of Nursing.

### Kirsi Järvinen-Seppo



*Founders' Distinguished Professor of Pediatric Allergy*

A member of the School of Medicine and Dentistry faculty since 2014, Järvinen-Seppo is an associate professor of pediatric allergy/immunology in the Department of Pediatrics and an associate professor of allergy/immunology and rheumatology in the Department of Medicine.

The professorship was established by Eric Dreyfuss, the founding director of a clinic devoted to pediatric allergy at Strong Memorial Hospital. The gift was made in honor of the founding physicians of pediatric allergy in Rochester: Jerome Glaser, Douglas Johnstone, and Robert Schwartz.

### Richard Phipps



*Wright Family Research Professor*

Widely cited for his research on pulmonary disease, Phipps holds faculty positions in the Departments of Environmental Medicine, Medicine, Microbiology and Immunology, Obstetrics and Gyne-

cology, Ophthalmology, Pathology and Laboratory Medicine, and Pediatrics.

The professorship was established in 2015 through an estate gift from Chauncey and Simone Wright to support a faculty member conducting medical research at the School of Medicine and Dentistry.

### Krystal Huxlin



*James V. Aquavella, M.D. Professor in Ophthalmology*

An internationally known ophthalmologist, Huxlin is the director of research at UR Medicine's David and Ilene Flaum Eye Institute and has secondary appointments in the Department of Neurobiology and Anatomy and the Department of Brain and Cognitive Sciences.

The professorship was established through a gift from Aquavella, a noted ophthalmologist who has been a member of the faculty since 1977. It is one of two endowed positions he created in 2013 in memory of his late wife, Kay, a nurse and administrator, who was committed to the establishment of the Flaum Eye Institute.

### Robert Strawderman



*Donald M. Foster, M.D. Distinguished Professor in Biostatistics*

During more than two decades of work with interdisciplinary teams, Strawderman has focused on clinical research, health care delivery and evaluation, and areas of public health.

The position is one of two professorships created in recognition of Donald Foster '50M (MD), whose estate plan included a provision pledging support for the University.

### Dirk Bohmann



*Donald M. Foster, M.D. Professor in Biomedical Genetics*

An accomplished molecular biologist and scientific leader, Bohmann directs the genetics, genomics, and development graduate program at the School of Medicine and Dentistry. He focuses his research on the molecular biology of gene and cell regulation affecting cancerous cells in living tissue.

The position is one of two professorships created in recognition of Donald Foster '50M (MD), whose estate plan included a provision pledging support for the University.

### Mark Noble



*Martha M. Freeman, M.D. Professor in Biomedical Genetics*

Nationally regarded for his work in stem cell biology and regenerative medicine, Noble directs the Stem Cell and Regenerative Medicine Institute at the Medical Center, where he and a team of colleagues are exploring ways to restore normal function to damaged and diseased biological systems.

The Freeman Professorship was created by the late Martha Mann Freeman '44, '45N, '51M (MD) and Donald Foster '50M (MD), whose estate plans included bequests to support the University.

### Rabi Tawil



*Fields Endowed Professor*

The director of the Fields Center for FSHD and Neuromuscular Research at the Medical Center, Tawil has a distinguished career as a clinician and researcher exploring a form of muscular dystrophy known as facioscapulo-humeral dystrophy (FSHD dystrophy).

The professorship was established through the support of New York philanthropist Richard Fields and the Fields Family Foundation.

### Peter Knight



*Marjorie B. Morris Endowed Professor in Cardiac Surgery*

A member of the faculty of the School of Medicine and Dentistry since 1989, Knight is an active clinician. He supervises cardiothoracic fellows and residents and mentors premed students interested in cardiothoracic surgical research.

Clifton Springs, New York, resident Marjorie Morris established the professorship in 2015 in recognition of the care she received from Knight and the cardiac surgery programs.

### Henry Kautz



*Robin and Tim Wentworth Director of the Goergen Institute for Data Science*

The founding director of the University's Goergen Institute for Data Science and former chair of the Department of Computer Science, Kautz '87 (PhD) has held leadership positions at Kodak Research and AT&T Laboratories.

The position was established in 2015 through a gift from University Trustee Tim Wentworth and his wife, Robin. One of the couple's daughters is a member of the Class of 2016, and another graduated in 2011.

Wentworth Atrium in Raymond F. LeChase Hall, the home of the Warner School of Education, is also named in recognition of the couple's support for the University.

#### ENDOWED POSITIONS ESTABLISHED:

Several additional professorships were established by alumni and friends during the 2014–15 year.

- **TANSUKH, SARLA AND RAJESH GANATRA PROFESSORSHIP IN PEDIATRIC CARDIAC SURGERY:** Established by Tansukh Ganatra, a former vice chairman and CEO of North Carolina-based US LEC; his wife, Sarla; and his son, Rajesh
- **LAWRENCE N. CHESSIN, M.D. '58 AND RITA R. CHESSIN PROFESSORSHIP IN INFECTIOUS DISEASES:** Established by Lawrence Chessin '58M (MD), a retired infectious disease specialist at the Medical Center, and his wife, Rita
- **ALBERT AND PHYLLIS RITTERSON PROFESSORSHIP:** Established through the estate of Phyllis Ritterson '55M (MS)
- **PROFESSORSHIP IN MEDICAL EDUCATION:** Established by an anonymous donor





## THE NEXT GENERATION

### **Record Enrollment, Record Achievements**

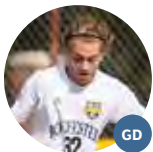
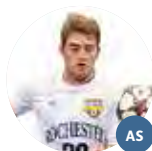
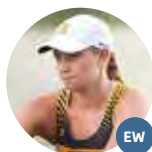
Students from all over the world are choosing Rochester. During the 2014–15 school year, more than 11,060 students were enrolled as undergraduates in the College and the Eastman School of Music and as graduate students in Arts, Sciences & Engineering, the Eastman School, the School of Medicine and Dentistry, the School of Nursing, Simon Business School, and the Warner School of Education.

For enrolling undergraduates, high school achievement metrics are at an all-time high, while graduate students are competing for some of the nation's most prestigious honors.

In spring 2015, more than 2,300 students received degrees from programs at the University, setting out to make the world ever better.

## A Standout Season

In the 2014–15 school year, six Rochester students earned Academic All-America honors, a recognition administered by the College Sports Information Directors of America (CoSIDA).



**Lauren Bailey** '15 of the women's swimming and diving team, **Emily Widra** '15 of the women's rowing team, and **Ethan Pacheck** '15 of the men's cross country and track and field teams were honored. They joined three honorees from the fall seasons: **Alex Swanger** '15 and **Griffin Drake** '15 of men's soccer, and **Matthew Mender** '16, a defensive tackle on the football team.



## It's on Everyone

Rochester students stood against sexual violence.

Led by the Students' Association of the College, students joined the national "It's On Us" campaign, an effort to raise awareness about sexual violence in all of its forms.

The Rochester campaign included a video produced by the Students' Association in collaboration with University Communications that features students, administrative leaders, and staff from many different parts of the University encouraging people to take a stand

against sexual violence. The video also highlights ongoing efforts at the University to prevent sexual misconduct and outlines some of the resources that are available to the community.

Students' Association President **Antoinette Esce** '15, Vice President **David Stark** '16 and other student leaders, including members of Men Opposing Violence Everywhere (MOVE) and UR SEGway (Survivor Empowerment Group) invited others to get involved and take the pledge.

## University Office for Veterans Opens

An office designed to help veterans move from military life to the world of college has opened at the University.

Opened in fall 2014, the Veteran and Military Services Office, which is staffed by two full-time Veterans Association–certified officials, serves as a liaison between veterans and a number of services provided across campus.

The staff assists military students with University programs like the

Yellow Ribbon Program, which is designed to help students with up to 100 percent of out-of-pocket tuition and fees that may exceed GI Bill tuition benefits.

There were 84 veterans enrolled at the University in fall 2013, a 50 percent increase since 2010, according to Jonathan Burdick, dean of admissions and financial aid, who noted that the numbers are expected to increase as more post-9/11 veterans return to civilian life.







## Intercultural Center Named for Paul Burgett

A student center designed to bring students together to work with and learn from people from other cultures, backgrounds, beliefs, socioeconomic statuses, and sexual orientations has been named the Paul J. Burgett Intercultural Center.

The Board of Trustees announced the new name to recognize the work of **Paul Burgett** '68E, '76E (PhD), a longtime administrator and “tireless advocate for justice and equity for all.” **Jessica Guzman-Rea** '10W (PhD) was named the director of center.

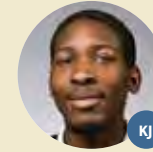
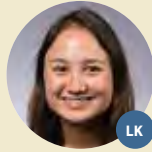
By fall 2016, the Burgett Center will be housed in new space in the Frederick Douglass Building, where renovations began in summer 2015 to also house a new student center, an updated dining facility, and a new language center.



## Student Mentor Earns Presidential Honor

**Beth Olivares**, dean for diversity initiatives in Arts, Sciences & Engineering, received a Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring.

Olivares was one of 14 educators, along with an organization, selected for the award, which was presented “to recognize the crucial role that mentoring plays in the academic and personal development of students studying science and engineering—particularly those who belong to groups that are underrepresented in these fields.”



## Award-Winning Students

Every academic year, Rochester students are recognized for their scholarship, academic achievements, and service to their communities and fellow students.

### FULBRIGHTS

**Jacek (Jack) Blaszkiewicz**, a doctoral student in musicology at the Eastman School of Music, received a Fulbright grant to study in France, while **Lauren Kee** '15, an economics major from Newton Center, Massachusetts, was awarded a

grant to conduct research on higher education in the Philippines.

**Melissa Zgouridi** '15 (T5), an applied music major at Eastman and a Take Five Scholar from Fullerton, California, received an arts study grant to pursue her voice studies and teach English in Austria.

**Benjamin Landwersiek** '15, a double major in Spanish and neuroscience from Phoenix, New York, was selected for an English teaching assistantship (ETA) grant to teach in Spain, and **Samantha Whalen** '15, an anthropology major from Wilton, New York, received a grant to teach in Malaysia.

A sixth student, **Kathryn (Kaight) Conheady** '15, a history major from Rochester, was offered a Fulbright ETA to Germany, but she declined it to participate in a separate program in Austria.

### NATIONAL SCIENCE FOUNDATION

This year's recipients were **Keywan Johnson** and **Tessa Woodruff**, both studying for their PhDs in the Department of Chemistry; **Emily Greenwood**, a PhD student in psychology; and **Evan Ranken**, a doctoral student in physics. Johnson completed his bachelor's degree at the University of Delaware, and Woodruff completed hers at Miami University. Greenwood received her bachelor's degree at the University of Chicago, and Ranken graduated from Colorado College.

### DAVIS PROJECTS FOR PEACE:

A team of Rochester students explored educational alternatives for children in Senegal who are forced to work as beggars. Funded through Davis Projects for Peace, a program created by philanthropist Kathryn W. Davis, the team was led by **Rose Mbaye** '16 (far right), a biomedical engineering major from Dakar, Senegal.

Joining Mbaye were (left to right) **Zanga Ben Ouattara** '16, a computer science major from Ouagadougou, Burkina Faso; **Mame Coumba Mbodji** '17, a business major also from Dakar; and **Eyram Adedze** '17, an economics and psychology major from Accra, Ghana.



**TUNNEL VISIONARY:** Artist Sarah Rutherford completed work on a mural featuring Rochester icon Susan B. Anthony in the tunnels near Dewey Hall.







## THE NEXT TREATMENT

### Community of Care

The new Golisano Children's Hospital is expected to transform care for more than 74,000 children and their families across the Finger Lakes region and western New York.

The largest capital project in the University's history, the new eight-story, \$145 million hospital was officially dedicated in May 2015 and admitted its first patients a few months later.

For the first time, those children and their families had access to all-private rooms and specialized technology, including the first integrated PET/MRI in a children's hospital in the nation.

The centerpiece of the Medical Center's component of *The Meliora Challenge: The Campaign for the University of Rochester*, the 245,000-square-foot hospital is named for Paychex founder and philanthropist B. Thomas Golisano, who provided the lead gift of \$20 million.

Part of a national trend in pediatrics that emphasizes the roles that families play in the care of children, the hospital includes 52 private patient rooms, spacious enough for parents to stay comfortably with their child.



## Specialties Earn High Marks

Golisano Children's Hospital has earned a place among the nation's best hospitals in two pediatric specialty areas: nephrology and endocrine/diabetes. That's according to the *U.S. News & World Report's* Best Children's Hospital rankings.

Golisano's nephrology program was ranked No. 41, and endocrinology/diabetes at No. 42 out of 184 pediatric institutions nationwide. Both specialties earned spots in the top 50 for the first time.

And four adult specialties at Strong Memorial Hospital have captured a spot in the Top 50 programs in the nation for treating complex conditions, according to the magazine's ranking of America's Best Hospitals.

Strong Memorial specialties that ranked include diabetes and endocrinology as the nation's 34th best, gynecology in a three-way tie for 22nd best, nephrology as 39th best, and neurology/neurosurgery as the 41st best—that program's fifth consecutive year of Top 50 results.

## Supporting Bioethics

A \$5 million commitment from **Paul M. Schyve** '66, '70M (MD), '74M (Res) will support the study and practice of bioethics in health care and research at Rochester.

The gift will create the Paul M. Schyve, M.D. Center for Bioethics.

The center will advance bioethical training and education throughout the region; help professionals, patients, and families make bioethical decisions; enhance community understanding of bioethical issues; and unite programs across the University through the creation of a bioethics counsel.

## Nursing Degrees Give Boost to Teachers

In an effort to explore ways to prevent a future shortfall of nurses, the School of Nursing has introduced a new master of science program in nursing education. The effort aims to strengthen the pipeline of nursing faculty across the country through an interdisciplinary curriculum specifically focused on teaching nurses how to teach.

Designed for working nurses, the program blends classroom and online instruction with opportunities to work with experienced educators to plan courses, design curriculum, and learn proven ways to evaluate learning and engage students.

**WELCOMING WORLD:** The Ganatra Family Atrium, a light-filled, two-story space featuring a playful design, conveys an important message to children and families who enter Golisano Children's Hospital: this is a special hospital.

Named for the Ganatra Family as part of a \$3 million commitment by entrepreneur and University Trustee **Richard (Rick) Aab**, the two-story atrium provides access to the ground- and first-floor lobby areas of the new hospital, as well as to Strong Memorial Hospital.

Aab chose to honor the Ganatra family, particularly his friendship with Tansukh Ganatra, with whom he cofounded a telecommunications company based in Charlotte, North Carolina, as well as several other successful telecommunications companies during the past 30 years.

The gift brings Aab's total support for *The Meliora Challenge* to \$7 million.

In 2007, Aab made a \$4 million commitment to support the Cardiology Research Institute, which has been named the Aab Cardiovascular Research Institute.



### THE FEINBLOOM DISCOVERY WALL:

Made possible by a generous gift from Joan and Harold Feinbloom in honor of Harold's brother, Phillip

## UR Medicine Expands Regional Clinical Care

The network of clinical sites affiliated with the University continues to grow as part of a strategic effort to provide clinical care and treatment to more people throughout the Finger Lakes, Southern Tier, and western New York.

The UR Medicine network has expanded to include hospitals, labs, physician practices, nursing homes, and outpatient treatment centers over the course of the past year.

**Jones Memorial Hospital** in Wellsville and **Noyes Health** in Dansville formally affiliated with UR Medicine. The affiliations expand UR Medicine's network to five hospi-

tals, including Strong Memorial, Highland Hospital, and Thompson Health. UR Medicine also has been working with the leadership of St. James Mercy Hospital in Hornell to preserve its inpatient services and to obtain state funding to establish a new facility that would emphasize outpatient services and provide 15 inpatient beds for patients with more complex needs.

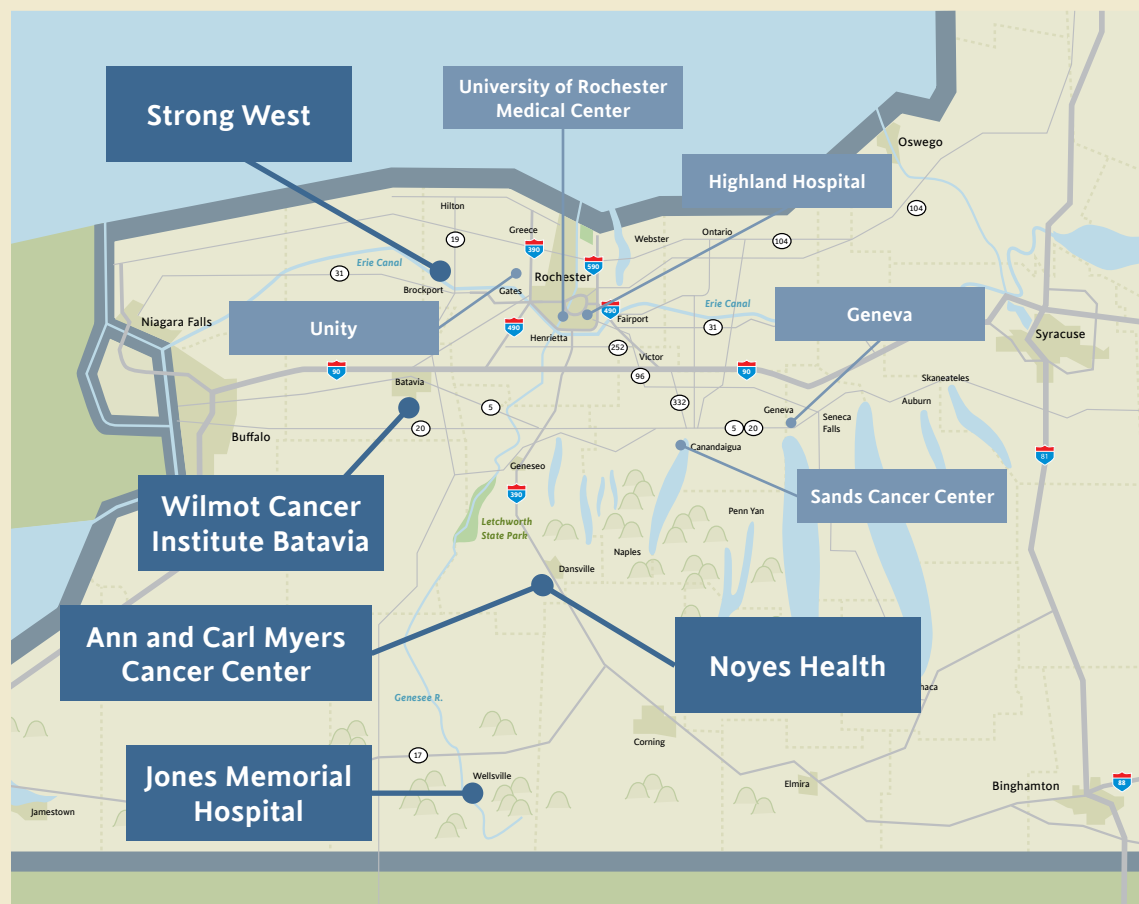
The regional effort is aimed at strengthening health care services for patients across the Southern Tier. The institutions currently collaborate to bring UR Medicine specialists such as medical oncologists, cardiologists, neurosurgeons, and others to all three communities.

UR Medicine's **Strong West** in Brockport opened a new Ambulatory Surgical Center in Brockport in August 2014. The center, located in renovated space that formerly housed Lakeside Memorial Hospital's birthing center and operating rooms, includes 15 beds, three updated operating rooms, and two procedure rooms. Same-day surgeries are performed by physicians from UR Medicine and community physicians.

**Wilmot Cancer Institute Batavia**, formerly Batavia Radiation Oncology Associates, renovated and expanded its space to feature an outpatient blood laboratory and larger clinical examination rooms. As part of Wilmot Cancer Institute, the Batavia clinic will give patients in Genesee and surrounding counties access to precision diagnostics,

targeted therapies, clinical trials, and the UR Medicine e-record system. In addition to providing radiation therapy, the clinic will provide chemotherapy and infusion services, which are expected to be available in Batavia by spring.

The **Ann and Carl Myers Cancer Center** has been established as a regional cancer center to bring together UR Medicine's Wilmot Cancer Institute, Noyes Health, Jones Memorial Hospital, and UR Medicine Radiation Oncology. The center, based in Dansville and named in recognition of a gift from the family, will bring clinical care to an area with a high incidence of cancers and provide patients more convenient access to comprehensive cancer care.







COURTESY OF HOLT ARCHITECTS

## Highland Hospital to Open New Addition

A new two-story addition will mark a historic chapter in the life of Highland Hospital, a community-oriented hospital that's part of the UR Medicine network.

A ceremonial groundbreaking for the \$28 million project kicked off the initiative to enhance patient care based on the modernization of hospital facilities and renovation of existing space.

When complete, the 30,000-square-foot addition will be home to a new 26-bed observation unit for short-stay patients, six new state-of-the-art operating rooms, and more private rooms throughout the hospital to improve care, comfort, and privacy.

**DNA DEBUT:** A 21-foot sculpture highlighting the intertwining of art and science was installed last fall between the School of Nursing and the Saunders Research Building at the Medical Center. *A Dream of Two Snakes (DNA)* by noted sculptor Ilan Averbuch was donated by **Martin Messinger '49**, a life trustee of the University. The sculpture illustrates the double helix nature of DNA, drawing on a story about a dream in which James Watson, one of the scientists credited with discovering DNA, reportedly saw two intertwined snakes as a clue to the molecule's structure.

## Dean Mark Taubman Leads Medical Center

Medical Center CEO Mark Taubman sees a bright future for strategic efforts to expand the University's roles in clinical care, medical research, and education.

"This is a university on the rise," Taubman said as he was formally appointed as the first chief executive of the Medical Center who will also serve as dean of the School of Medicine and Dentistry and senior vice president for health sciences.



Taubman, who has served as dean since 2010, became CEO in January 2015, succeeding Bradford Berk, who transitioned to launch the new Rochester Neurorestoration Institute at the Medical Center.

A board-certified cardiologist, Taubman joined the Medical Center as chief of the Cardiology Unit in 2003 from Mt. Sinai School of Medicine in New York City, where he was director of cardiovascular research.



## Financial Statements

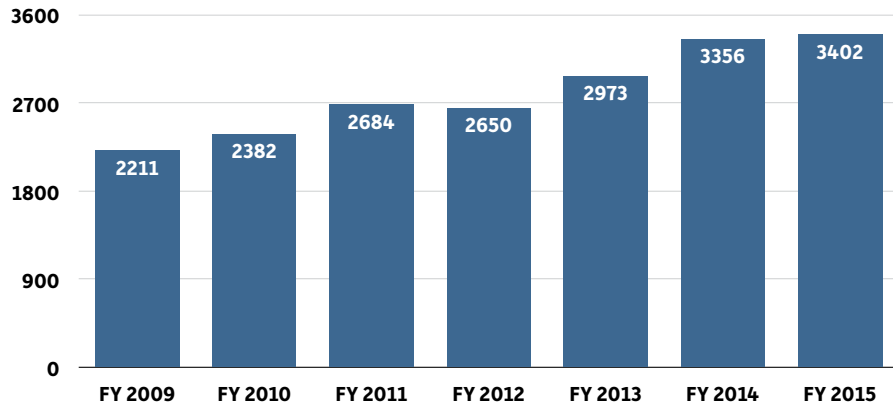
<b>Operating Revenues (in thousands)</b>	<b>2015</b>	<b>2014</b>
Tuition and Fees	\$ 437,659	\$ 421,397
Less: Scholarships and Fellowships	(177,804)	(177,904)
Net Tuition and Fees	259,855	243,493
Grants and Contracts	342,867	347,768
Gifts and Pledges	101,203	106,652
Hospital and Faculty Practice Patient Care Activities	2,419,776	2,249,400
Auxillary Enterprises	118,667	96,828
Royalty Income	23,634	26,025
Other Sources	61,131	58,858
Endowment Investment Income and Gains Allocated to Operations	87,946	85,729
<b>Total Operating Revenue</b>	<b>\$ 3,415,079</b>	<b>\$ 3,214,753</b>

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 32, which are based on advancement industry key metric definitions.

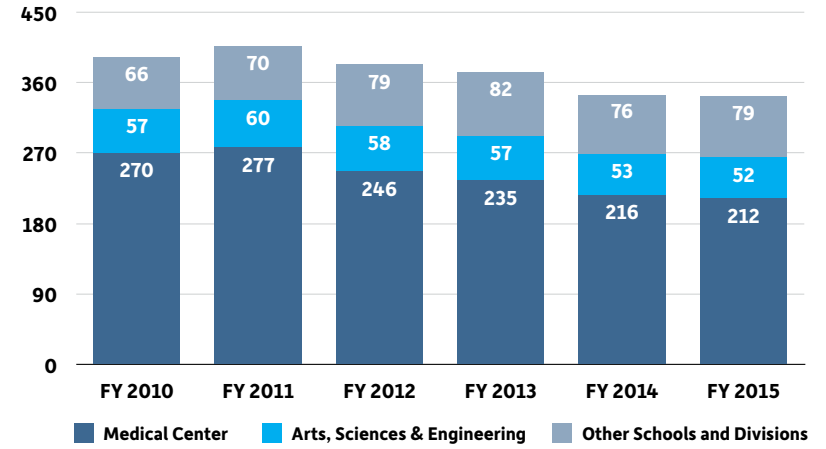
<b>Operating Expenses (in thousands)</b>	<b>2015</b>	<b>2014</b>
Salaries and Wages	\$ 1,639,551	\$ 1,545,092
Fringe Benefits	484,804	444,600
<b>Total Compensation</b>	<b>2,124,355</b>	<b>1,989,692</b>
Supplies, Business, and Professional	717,873	600,207
Utilities, Maintenance, and Facilities Costs	188,872	190,961
Depreciation and Interest	231,739	225,612
Other	65,923	74,650
<b>Total Operating Expenses</b>	<b>3,328,762</b>	<b>3,081,122</b>
Change in Net Assets from Operating Activities	\$ 86,317	\$ 133,631

<b>Non-Operating Activities (in thousands)</b>	<b>2015</b>	<b>2014</b>
Investment Income, Gains/Losses, Net	\$ 89,387	\$ 338,326
Endowment Investment Income and Gains Allocated to Operations	(87,946)	(85,729)
Other Changes, Net	(42,081)	(9,841)
<b>Change in Net Assets from Non-Operating Activities</b>	<b>(40,640)</b>	<b>242,756</b>
Change in Net Assets before Cumulative Effect of Acquisition	45,677	376,387
Cumulative Effect of Acquisition	-	6,431
<b>Change in Net Assets</b>	<b>\$ 45,677</b>	<b>\$ 382,818</b>

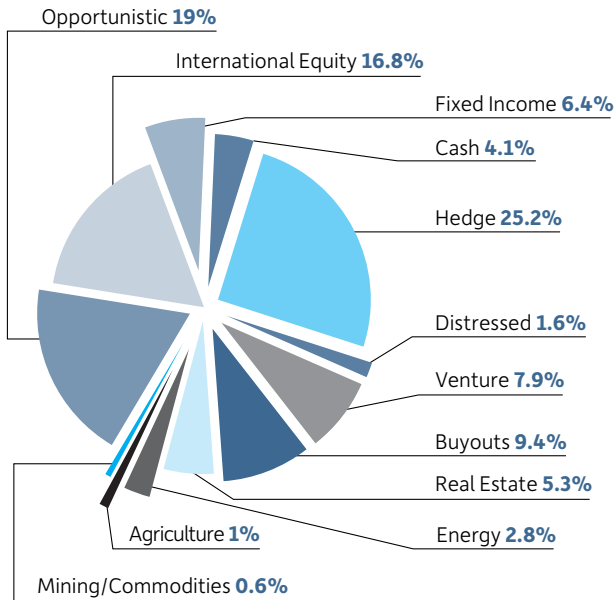
**Total Net Assets (in \$millions)**



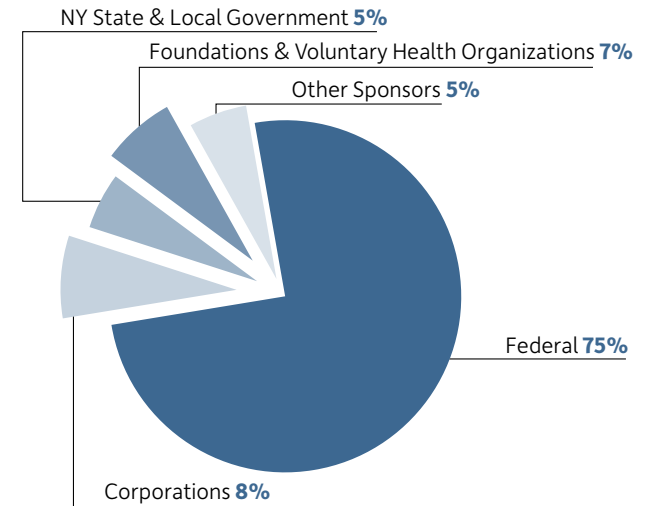
**Sponsored Program Expenditure (in \$millions)**



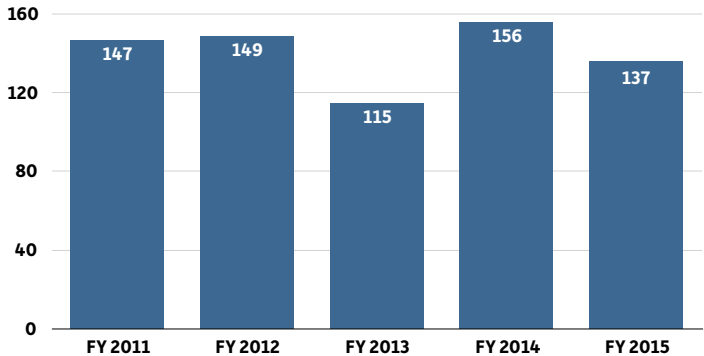
**Endowment Asset Allocation**



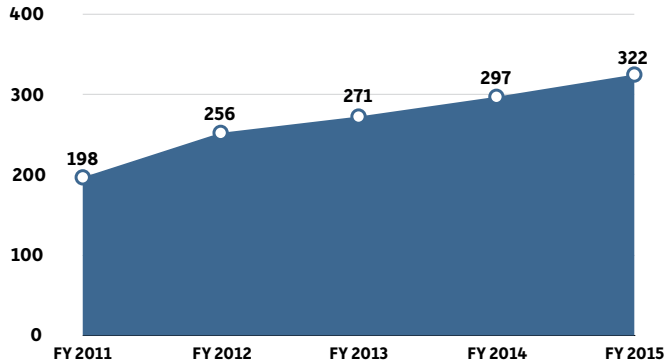
**Sponsored Program Expenditure**



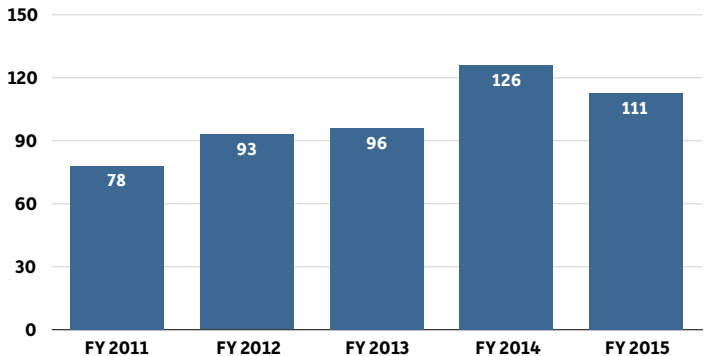
## Advancement Key Metrics



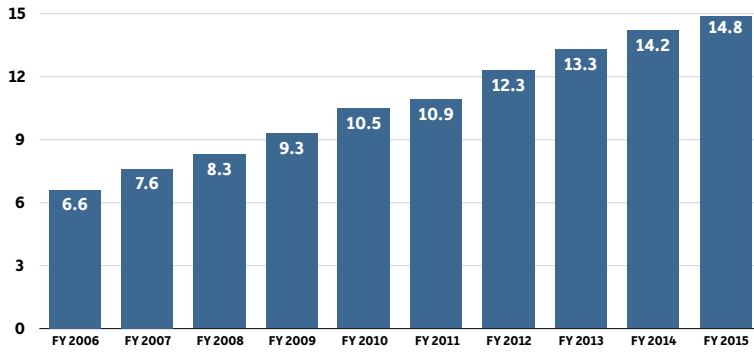
**TOTAL COMMITMENTS:** For Fiscal Year ending June 30, 2015, the University booked Total Commitments of \$137M, which was 110% of the Fiscal 2015 target of \$125M. These results were a 12% decrease from the Fiscal Year 2014 performance of \$156M. FY2014 was the largest single fiscal year commitments number in the history of the program.



**BOOK OF PLEDGES:** The University added nearly \$67M to the Book of Pledges in Fiscal Year 2015, drew \$41M in pledge payments, and adjusted approximately \$1M in pledge balances. Total pledge balance at the end of Fiscal Year 2015 was \$322M. The current Book of Pledges is composed of approximately \$132M or 41% of pledges that are due to mature in fewer than 10 years and \$190M or 59% due to mature in greater than 10 years.



**TOTAL CASH:** Total Cash booked through June 30, 2015, was \$111M, which was 111% of the Fiscal Year 2015 target of \$100M. This represents a 12% decrease over the Fiscal Year 2014 Total Cash number of \$126M. New Cash, as defined by Outright Gifts + Current Year Payments (payments received in the same fiscal year as the pledge was made), contributed \$70M, a 20% decrease to the overall Total Cash number. Prior Year Payments (payments on pledges received in prior fiscal years) contributed the remaining \$41M, a growth of 6% from Fiscal Year 2014.



**ANNUAL FUND CASH:** The Annual Fund delivered another strong year ending at \$14.8M in cash received for Fiscal Year 2015. This performance marked the tenth-consecutive year of growth. Strong performance from George Eastman Circle, which accounts for approximately half of the cash received, drove the momentum to surpass the Fiscal Year target of \$14.7M. The Annual Fund is still on track to triple by Fiscal Year 2016 from its pre-Campaign base Fiscal Year 2005.

## Senior University Administration (as of January 2016)

**Joel Seligman**  
*President and CEO*

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

**Andrew Ainslie**  
*Dean, William E. Simon School of Business*

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

**Jonathan Binstock**  
*The Mary W. and Donald R. Clark Director of the Memorial Art Gallery*

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

**Jonathan Burdick**  
*Vice Provost and Dean of College Admission*

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

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

**Holly G. Crawford**  
*Senior Vice President for Administration and Finance; Chief Financial Officer and Treasurer*

**Gloria Culver**  
*Dean of the School of Arts & Sciences*

**Teri D'Agostino**  
*Chief of Staff to the University of Rochester Medical Center CEO and Dean of the School of Medicine and Dentistry; Vice President, University of Rochester Medical Center*

**Stephen Dewhurst**  
*Vice Dean for Research; Professor and Chair, Microbiology and Immunology, School of Medicine and Dentistry*

**Eli Eliav**  
*Director, Eastman Institute for Oral Health; Vice Dean for Oral Health, School of Medicine and Dentistry*

**Thomas Farrell**  
*Senior Vice President and Thompson Chief Advancement Officer*

**Richard Feldman**  
*Dean of the College*

**Steven I. Goldstein**  
*President and CEO, Strong Memorial Hospital and Highland Hospital; Vice President, University of Rochester Medical Center*

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

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

**Anthony D. Kinslow**  
*Associate Vice President for Human Resources*

**David A. Kirshner**  
*Senior Vice President and Chief Financial Officer, University of Rochester Medical Center*

**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*

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

**Raymond J. Mayewski**  
*Vice President, University of Rochester Medical Center; Chief Medical Officer, Strong Memorial Hospital and Highland Hospital*

**Robert L. McCrory**  
*Vice President, Director of the Laboratory for Laser Energetics, and University Professor*

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

**Lamar Riley Murphy**  
*General Secretary and Chief of Staff*

**Gail M. Norris**  
*Vice President and General Counsel*

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

**Kathy H. Rideout**  
*Vice President, University of Rochester Medical Center; Dean, School of Nursing*

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

**Jamal J. Rossi**  
*Joan and Martin Messinger Dean of the Eastman School of Music*

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