



# The Next Level And Beyond

JOEL SELIGMAN

President and Chief Executive Officer  
G. Robert Witmer, Jr. University Professor

October 18, 2016

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Two Hospitals	UR Medicine – Six Hospitals
No Accountable Care Network	Accountable Health Partners (1,940 providers)
No Urgent Care Centers	Five Urgent Care Centers (Two are within Thompson Health)
No Ambulatory Surgery Centers	Three Ambulatory Surgery Centers



# Meliora Challenge

- First comprehensive University of Rochester capital campaign since 1924
- \$1.373 billion, 14 percent above initial goal
- 103 new endowed professorships, deanships, and directorships
- More than \$225 million in student support
- 388 new endowed scholarships and fellowships
- More than 3,300 George Eastman Circle members
- Since the campaign began, we have increased cash giving from an average of \$65 million to more than \$105 million
- Annual gift commitments (including cash and future pledges) have doubled from \$70 million to more than \$140 million
- In all, since 2005, we have completed or initiated 28 new facilities, with a budget of \$857 million

# Our Vision in 2013

- By 2018, we envision that the University of Rochester will fortify its position as one of this nation's leading research universities consistent with our core values of academic excellence, academic freedom, diversity, and community.
- Fundamental to our progress will be continued strengthening of our faculty, students, and staff.
- Five years from now we intend to be a university ever better in the quality of our teaching, research, clinical care, and creative arts.
- During the next five years we will make major commitments to data science; health care; faculty growth in the College of Arts, Sciences and Engineering; new or expanded programs to support learning and research; improved infrastructure; and classroom and library renovation.

# Our Vision in 2013

- We will successfully complete our first comprehensive capital campaign since 1924.
- Our campus in 2018 will include College Town, an expanded Brooks Landing, the Golisano Children's Hospital, a new Imaging Sciences/Pediatric Ambulatory Building, a new University Data Science facility, and a Science and Engineering Quadrangle including the new University Data Science building and Goergen, Wilmot, Gavett, Hutchison, and Hopeman halls, the Computer Science building, and Carlson Library.
- The University, the Medical Center, and each School will have a sustainable financial model.
- Within our community we will build on our role as the region's largest employer and engine of economic development to help catalyze the revitalization of Rochester.

# Golisano Children's Hospital



# Wegmans Hall and Goergen Institute for Data Science



# Hajim Quadrangle



# University Research Strategic Plan



# Imaging Sciences Building





# School of Medicine and Dentistry and School of Nursing Institute for Innovative Education



# Warner School – East High School and Center for Urban Education Success



# Florescue Undergraduate Business Program



# Eastman School of Music



# Eastman School Kilbourn Hall



# Simon Business School Renovations



# Frederick Douglass Building



Paul J. Burgett Intercultural Center

# Bridge to Somewhere





# River Campus Libraries Evans Lam Square



# Humanities Center



# Brian F. Prince Athletic Complex - New Press Box and Concourse at Fauver Stadium



# New Residence Hall



# College Town



# New CVS



# Brooks Crossing



# Riverview Apartments





# Our Strategic Position Today



# Medical Center Regional Growth



# Clinical and Translational Science Award



# School of Nursing



# Arts, Sciences and Engineering



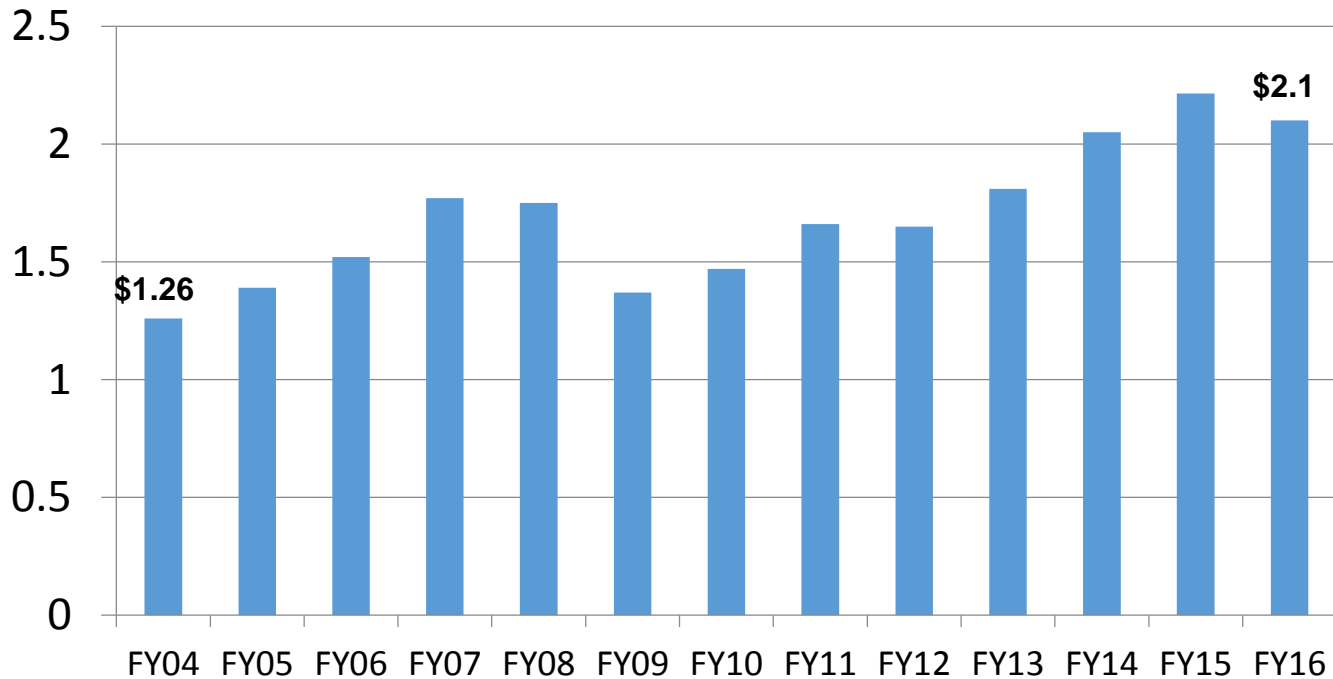
# Relative Size

<b>Size in Comparison to AAU Peers</b>	<i>Total Student Enrollment (Fall 2014)</i>	<i>Total Instructional Staff (Fall 2014)</i>	<i>Endowment Assets (FYE14) in \$B</i>
<b>University of Rochester</b>	10,060	2,418	2.02
<b>Peer Mean</b>	19,295	4,012	4.0*
<b>Mean (no USC or NYU)</b>	16,727	3,845	

\* Close peers

# Long-Term Investment Pool

## Long Term Investment Pool (\$Billions)



# S&P Global Ratings





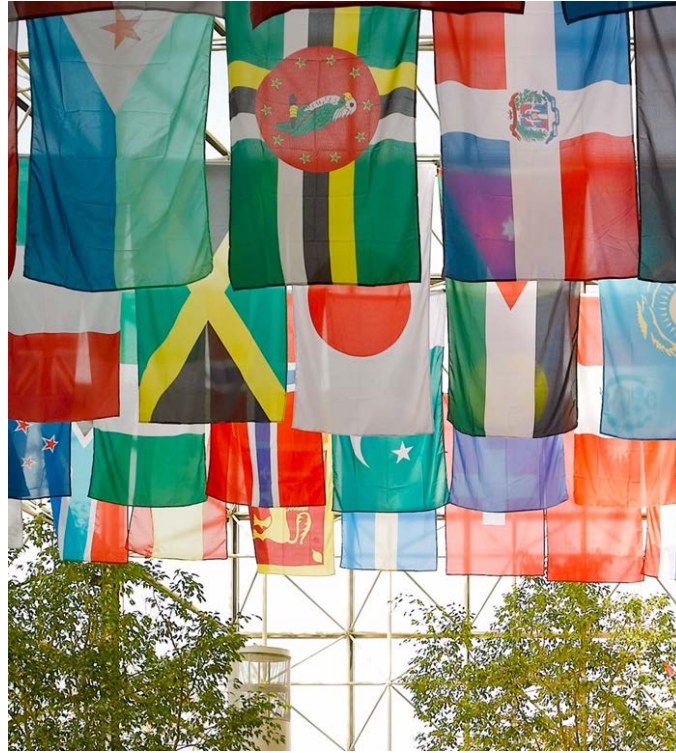
# Transformation of Health Care



# Rising Cost of Higher Education



# Increased International Competition



# Unpredictability of Federal and State Financial Support

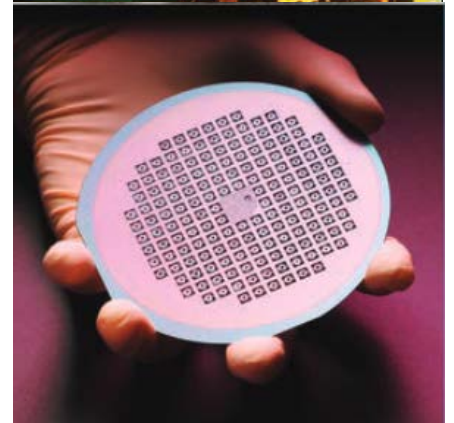


# Fisher v. Texas





# THE NEXT LEVEL



# Data Science



# Neuroscience





# Humanities and Performing Arts



# Revitalizing Our Community



# School and Medical Center Potential Priorities

- Faculty Excellence
- Student Support
- Diversity Pipeline
- RNA Biology
- National Cancer Institute Comprehensive Care Designation
- Center for Urban Education Success
- Experiential Learning

# Faculty Excellence



Ron Goettler

Senior Associate Dean for  
Faculty & Research;

James N. Doyle Sr. Professor of  
Entrepreneurship

Joanna Wu

Susanna and Evans Y.  
Lam Professor of  
Business  
Administration

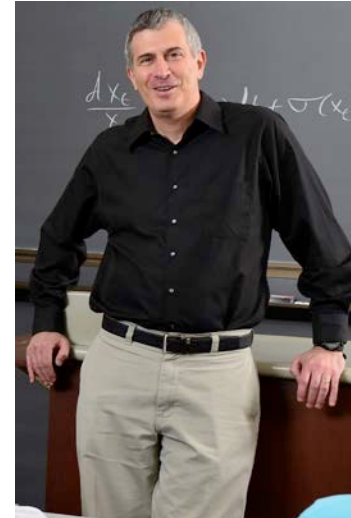


Jeanine Miklos-Thal

Associate Professor of  
Economics and  
Management, and  
Marketing

Ron Kaniel

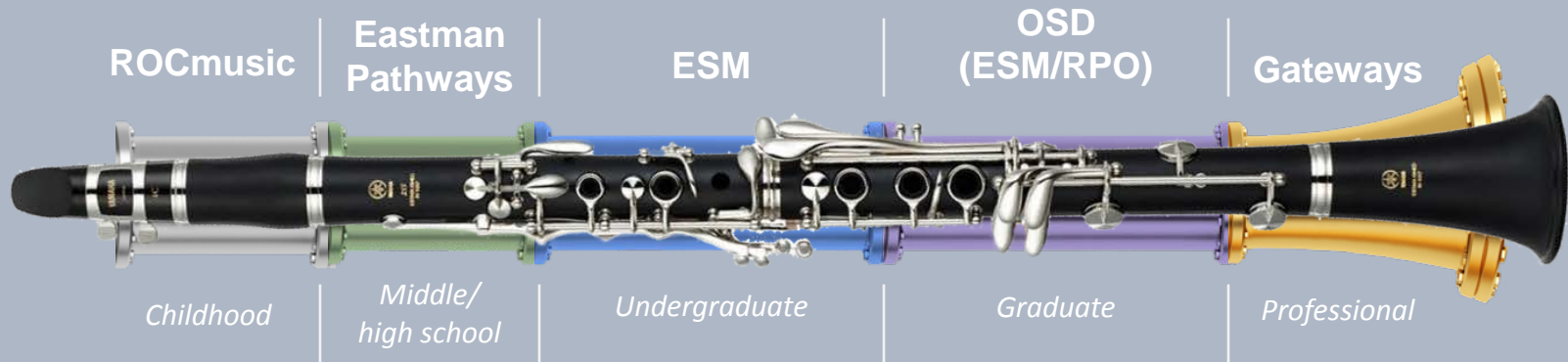
Jay S. and Jeanne P.  
Benet Professor of  
Finance



# Student Support



# Diversity Pipeline



# RNA Biology



# NCI Comprehensive Care Designation





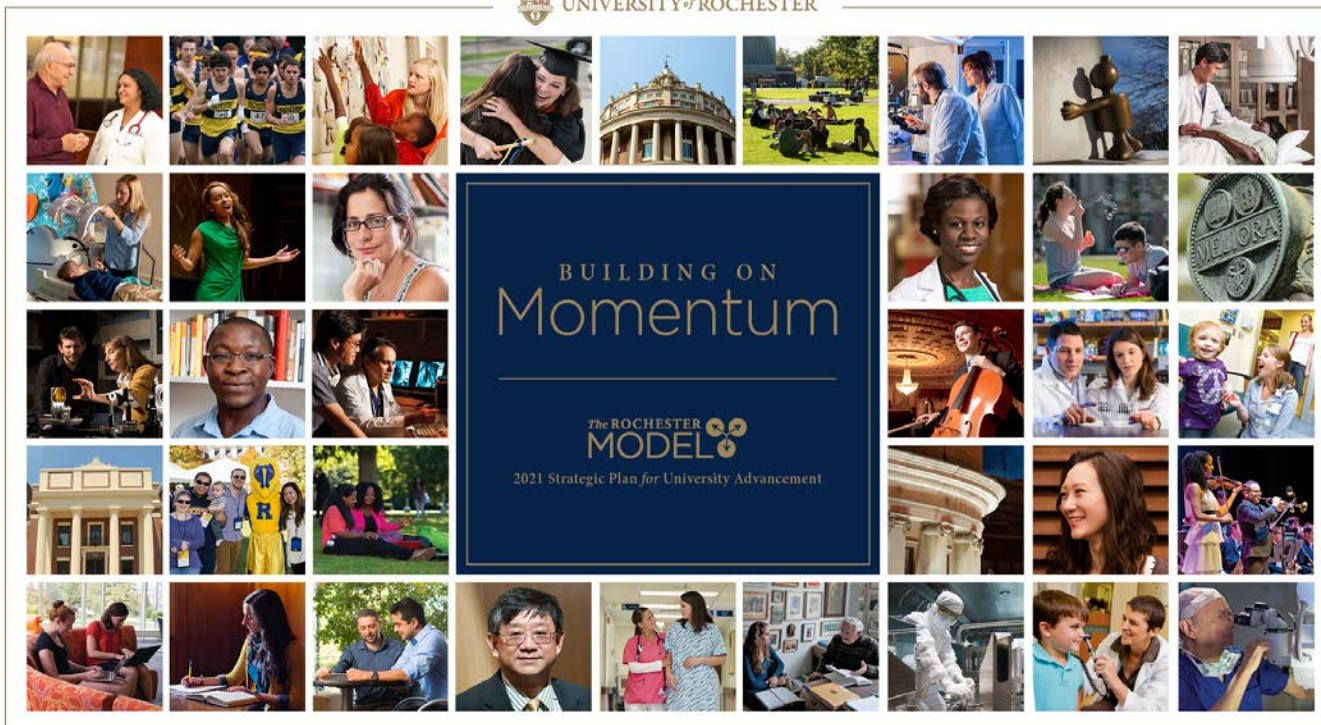
# Center for Urban Education Success



# Experiential Learning



# Advancement Plan

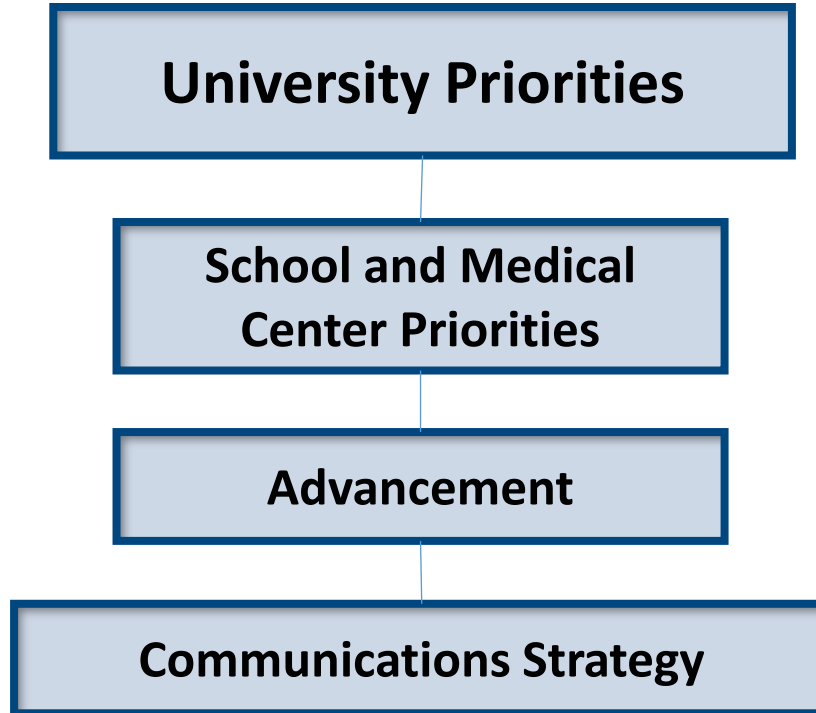


# Communications at the Next Level

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*A Strategic Communications Plan  
for the University of Rochester*

# University Next Level Initiatives



# Beyond the Next Level



# Jessica Cantlon

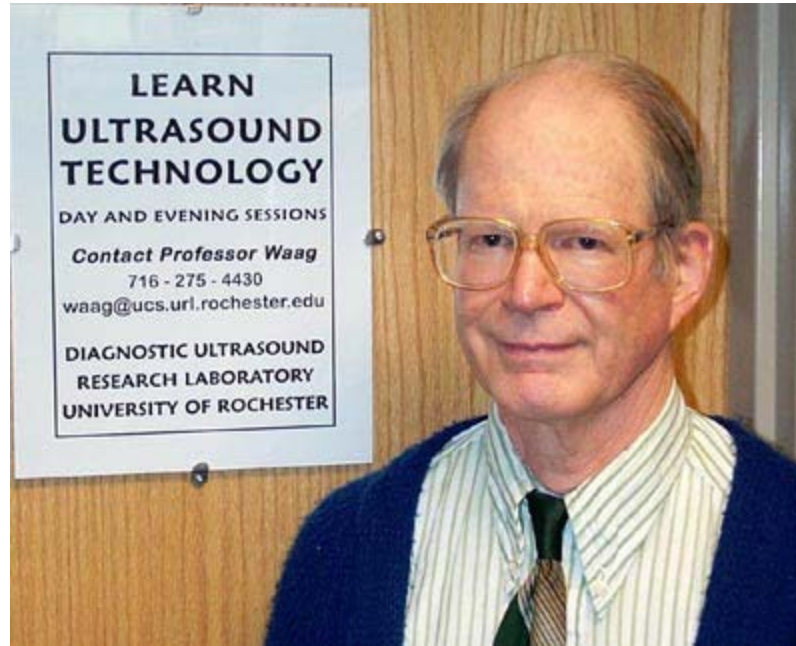


# LaRon Nelson





# Robert Waag



# Qiang Lin



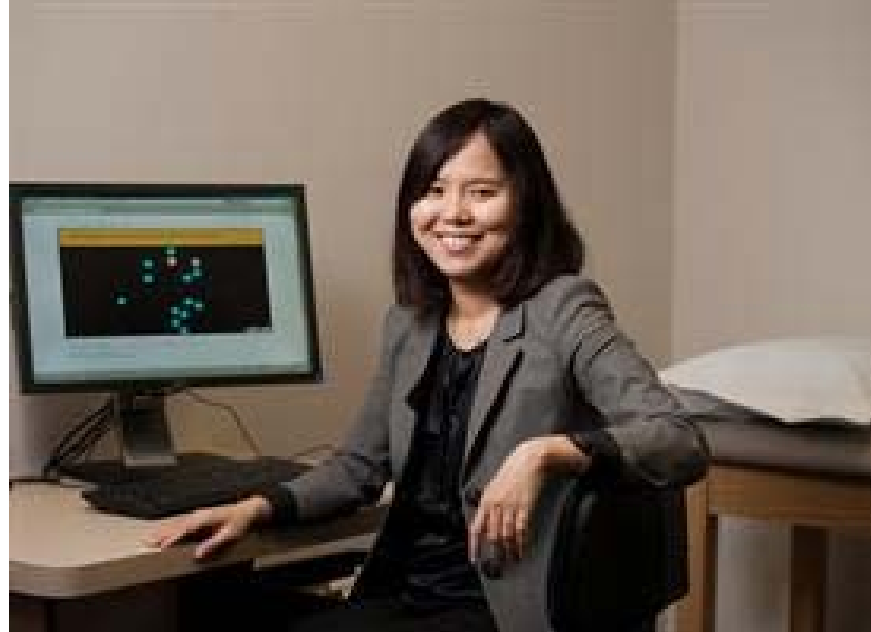
# Harris Gelbard



# Ehsan Hoque



# Feng Lin



# Jerry Zimmerman



# Jeffrey Choppin



# Jonathan Burdick





# Eastman Institute for Oral Health



# Eastman's Arts Leadership Program Certificate



# Global Consortium of Entrepreneurship

The logo for GCEC 2016 is centered on a white background. The letters 'G', 'C', 'E', and 'C' are large and black, with the number '2016' in a smaller font to the right. Each letter is filled with a different autumn leaf image. Below the letters, the text 'ROCHESTER' is in a bold, black, sans-serif font, followed by the tagline 'TURNING OVER A NEW LEAF' in a smaller, black, sans-serif font. To the right of 'ROCHESTER', the dates 'SEPT 29 | OCT 1' and the website 'www.GCEC2016.com' are displayed in a black, sans-serif font. The entire logo is flanked by two vertical panels of autumn leaves. The left panel shows a close-up of a maple leaf with vibrant orange and red hues. The right panel shows a close-up of a green leaf with yellow and orange hues. The bottom of the logo is set against a solid green background.

**GCEC** 2016  
**ROCHESTER** SEPT 29 | OCT 1  
TURNING OVER A NEW LEAF [www.GCEC2016.com](http://www.GCEC2016.com)

 UNIVERSITY of ROCHESTER

R·I·T

# Optical Society of America



# Roland Williams



# Best Places to Live

## 19. Rochester, New York



**Best Places to Live 2016 Ranking:** 60

**Median Home Price:** \$125,000

**Average Household Salary:** \$45,770

**College Readiness Ranking:** 17

**Health Ranking:** 43

**Well-Being Ranking:** 83

**Crime Ranking:** 49

**Average Commute Time:** 20.9 minutes

# Class of 2020



UNIVERSITY *of* ROCHESTER

*Welcome*

CLASS OF 2020!

**#UR2020**



## **Security Commission Report – September 7, 2016**



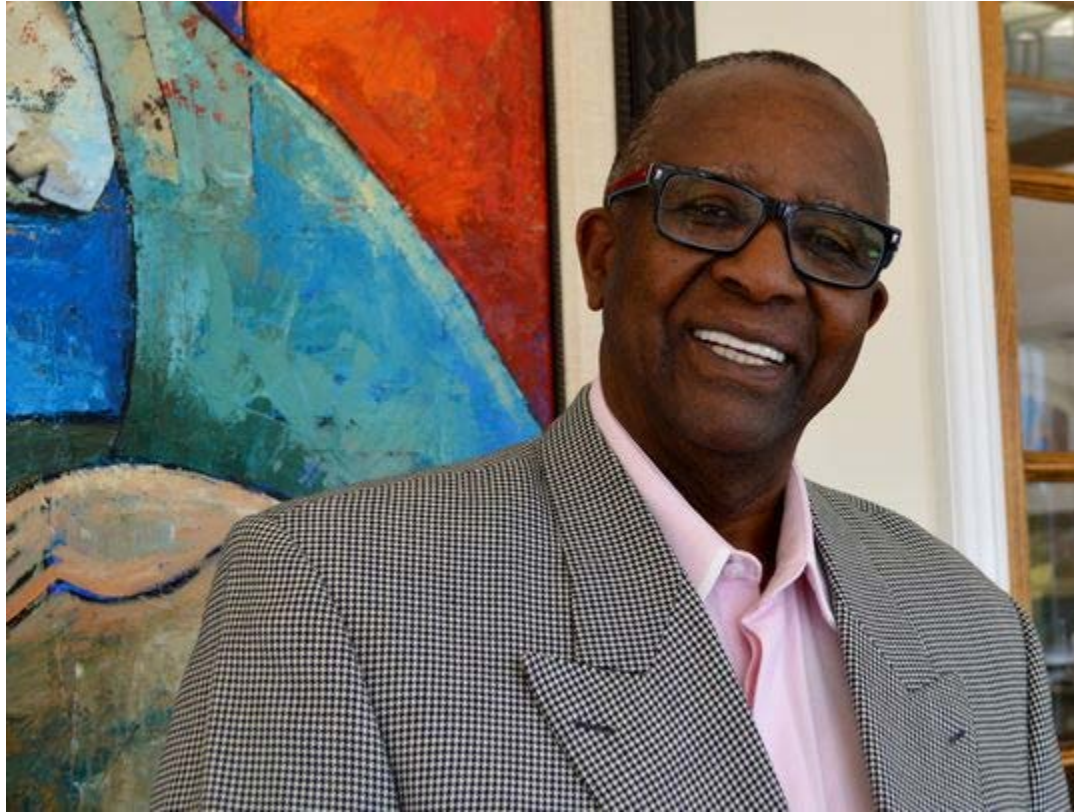
# Security Commission Report



# Security Commission Report



# Francis Price



# Public Safety Review Board



# Race and Diversity Commission Report



