The Search for the University of Rochester’s Next President

The University of Rochester, a private, AAU-member university founded in 1850, is embarking on an international search for its next leader. In collaboration with the Board of Trustees, University senior leaders, and a full range of internal and external constituencies, the President will provide inspiring leadership and wise management for the full range of institutional activities and initiatives. As the strategic leader of the University, the President will initiate, guide, and support the educational, research, creative, and service missions of the University and move the community forward with inclusion and possibility. The President will build on the University’s legacy of excellence and elevate it to new heights as an institution of discovery, innovation, and service.

The University of Rochester

The motto of the University of Rochester, Meliora (“ever better”), encapsulates the continuous change and improvement that have defined the University since its founding. Today, the University consists of seven academic units: Arts, Sciences & Engineering (comprising the School of Arts and Sciences and the Hajim School of Engineering and Applied Sciences); the Eastman Institute for Oral Health; the Eastman School of Music; the School of Medicine and Dentistry; the School of Nursing; the Simon Business School; and the Warner School of Education and Human Development. Additionally, the University operates the Memorial Art Gallery, one of the few university-affiliated art museums in the country that also serves as the local community’s civic art museum. Including the Medical Center, the University has over 2,000 full- and part-time faculty. The faculty boasts 16 members of the American Academy of Arts and Sciences, 16 members of the National Academy of Medicine, 10 members of the National Academy of Sciences, and six members of the National Academy of Engineering. The University has a community of more than 11,200 full- and part-time students divided among undergraduate, graduate, and professional education. Overall the University and its affiliates employ more than 30,000 people.

While all programs attract strong faculty, staff, and students, the University of Rochester has a number of elements that brings exceptional distinction. One is the University’s undergraduate curriculum, which eschews general education requirements in favor of a major area of study plus two three-course clusters drawn from humanities, social sciences, natural sciences, and engineering offerings. This curriculum allows students to take ownership of their academic program within a flexible framework. The Eastman School of Music, celebrating its centennial in 2021, has been long regarded as one of the world’s most prestigious music education institutions. The University also boasts the Institute of Optics, founded in 1929 as the nation’s first educational program devoted exclusively to optics and widely considered one of the nation’s premier schools of its kind. The Laboratory for Laser Energetics, also based at the University, is the U.S. Department of Energy’s largest university-based research center, housing two of the world’s most powerful lasers and operating as a leading site for research and education in high-energy density physics and inertial-confinement fusion.

The institution’s University of Rochester Medical Center (URMC) is a leader in professional education, biomedical research, and clinical care. URMC and its affiliates employ almost 23,000 people, including over 3,000 researchers building on a history of important discoveries in disease prevention and medical treatment to advance basic, translational, and clinical science.
Among schools that receive NIH funding, the School of Medicine and Dentistry ranks in the top 40 nationally, the School of Nursing ranks in the top 30, and the Eastman Institute for Oral Health ranks in the top 10. The School of Medicine and Dentistry is among the nation’s most selective medical schools and is known for developing progressive and innovative education programs. It is one of eight schools chosen by the Accreditation Council for Graduate Medical Education to help redefine residency training for the demands of 21st century health care. In the wider institution, URMC is creating multidisciplinary programs of excellence in focused areas including aging, cancer, infection and immunity, musculoskeletal research, neuroscience, and RNA biology.

Operating under the “UR Medicine” brand, URMC’s clinical services have grown more than 30 percent over the past four years. The six-hospital UR Medicine health system is anchored by Strong Memorial, an 846-bed University-owned teaching hospital located proximate to the main campus. Strong is the State’s only hospital outside New York City to provide liver and heart transplants, a maternal-fetal medicine program for congenital birth defects, and a range of pediatric surgical subspecialties. The system is part of an accountable care organization with 500 primary care providers and 1,500 specialists serving more than 500,000 patients across upstate New York.

The University, including URMC other than affiliated entities, is a 501(c)(3) corporation with a single credit. The University is decentralized, with a responsibility-centered management system under which all direct and indirect (allocated) revenues and expenditures are attributed to programmatic divisions. The University has consistently generated operating surpluses; in fiscal year 2017, the University and its affiliated entities had net assets totaling $3.5 billion, an increase of 9 percent from the prior year. The change in net assets resulting from operating activities was $88 million and the change in net assets from non-operating activities was $191 million. For fiscal year 2019, consolidated budgeted revenues are projected to exceed $4.4 billion with anticipated hospital and patient care activities representing 76 percent of this total.

As of March 31, 2018, the University’s investments held for long-term purposes (primarily endowment) exceeded $2.5 billion. Fundraising exceeds $100 million annually; sponsored research expenditures are approximately $350 million. The University of Rochester concluded its Meliora Challenge campaign in 2016, raising almost $1.4 billion against a $1.2 billion goal.

The University’s campuses (excluding affiliates) are composed of approximately 736 acres of land with 187 buildings representing more than 12.8 million gross square feet of space. In addition, the University leases approximately 2.0 million square feet of space in Rochester and the surrounding regions. Since 2005, the University has initiated or completed almost $900 million in major facilities projects and partnered with private developers to construct approximately $165 million in mixed use property and student housing.

As the largest employer in the region and the fifth largest private employer in New York State, the University’s operations have a profound economic impact. In 2017, the University was responsible for sustaining nearly 60,000 jobs in the State economy; when assessed by labor income, the University and related entities are responsible for $3.5 billion in the State. The University also provides a range of direct and indirect economic benefits, serving not only as an intellectual hub, a major employer, and the region’s largest health care provider, but also as the sponsor of technology transfer efforts. These
endeavors have helped launch more than 50 high-technology startup firms over the past 10 years and led to numerous transformational discoveries, including the “dithering” algorithm used for image rendering on virtually every printer and computer screen; a surfactant to boost lung development in premature infants; the Haemophilus influenzae type B (Hib) vaccine preventing meningitis in children; and the Human Papillomavirus (HPV) vaccine protecting against cervical cancer.

The University is fortunate to be located in a community rich in history and promise. The Rochester area routinely ranks as one of the most livable cities in the United States and as one of the best places in the country for families, with outstanding schools, housing, and cultural life. Located on the southern shore of Lake Ontario (and northwest of the scenic Finger Lakes), Rochester offers its 1.1 million area residents the amenities of a large metropolitan area with a quality of life not available in many areas of comparable or larger size. The University’s extensive engagement with the Rochester community spans cultural opportunities provided by the Eastman School of Music and the Memorial Art Gallery, to direct participation in critical public institutions, such as the successful innovative partnership with East High School, which may serve as a model for revitalizing urban public education.

Institutional Priorities and Opportunities

Through a broad series of discussions, surveys, and other outreach, the University community has articulated seven key priorities and opportunities for the next President:

- **Academic Excellence**
  The University of Rochester takes as its mission to “Learn, Discover, Heal, Create — and Make the World Ever Better.” The University must expand its prominence in key fields and departments that span the arts and humanities, engineering, health sciences, social and physical sciences, and professional programs. To do this, the President must enhance the conditions necessary to recruit, develop, and retain an exceptionally talented, energetic, and diverse faculty and staff as well as to ensure that support mechanisms for these individuals are in place.

- **Public Engagement**
  The University must continue to serve its critical role as an intellectual, clinical, and economic partner with Greater Rochester and the State of New York, supporting and enhancing these mutually beneficial relationships and seeking new opportunities for engagement.

- **Financial Security and Sustainability**
  The University faces issues in common with other complex universities that balance undergraduate excellence with a large research enterprise; historically dominant funding sources continue to decline or are threatened, while the costs of attracting top faculty and staff and providing exceptional education for students continue to grow. In conjunction with philanthropic activity, the University must examine new ways of doing business and find synergies and savings that will contribute to overall financial stability while continuing to support the University’s mission.
o **Institutional Recognition**
While the University is ranked within the top institutions in the nation, visibility has not historically matched achievements. The University’s outstanding research faculty, creative curricula, and excellence in many fields offer the opportunity for a leader to enhance its national prominence among tier-one research universities.

o **Community Standards and Diversity, Equity, and Inclusion**
In September 2017, eight faculty members in the Brain and Cognitive Sciences Department filed a complaint with the Equal Employment Opportunity Commission alleging sexual misconduct on the part of another faculty member and retaliation on the part of the University. An extensive independent investigation found no violations of law or University policy and no evidence of retaliation. The investigators did, however, recommend a variety of improvements to the University’s climate and culture, with ensuing campus conversations supporting efforts to foster greater sensitivity and mutual respect. Similarly, ongoing efforts to improve diversity, equity, and inclusion among faculty, staff, and students stem from the University’s 2016 Commission on Race and Diversity. The University of Rochester community seeks a President deeply committed to these and related efforts.

o **Philanthropic Support**
While the University has recently concluded the largest capital campaign in its history, operational realities and institutional ambitions require greater levels of support and significant interaction with donors, friends, and funding sources.

o **Collaboration Across Divisions**
Historically decentralized, with leaders of individual academic units given significant operational discretion, the University needs to support ongoing unit success in conjunction with interdisciplinary collaboration, provide resources for new capital and programmatic initiatives, and explore potential savings through shared or centralized support.

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**Key Attributes and Skills**

The University of Rochester community is focused on the next President bringing a personal approach and professional experiences that includes excellence in the following areas:

o **Institutional Leadership**
The University’s next President should be an effective leader with a sense of possibility, discovery, and entrepreneurialism and the ability to enhance the University of Rochester’s longstanding position as an eminent research institution dedicated to intellectual discovery, innovation, and service. In the dynamic environment of higher education, the President should guide the development and execution of short- and long-term strategies while communicating those strategies to a large, diverse, and engaged community.

o **Integrity**
The President’s interactions, communication, and decision-making will be characterized by
openness, listening, and transparency. Candidates should have demonstrated a personal commitment to creating safe and supportive working and learning environments. Critically, candidates should bring experience enhancing diversity, equity, and inclusion across their home institutions.

- **Academic Accomplishment**
  Candidates should possess personal academic achievement appropriate for the leader of the University of Rochester and the capacity to create an intellectually rich environment that will attract, engage, and inspire all current and prospective members of the University community and its affiliates.

- **Managing Complexity**
  The President should have the ability to examine current practices and determine, in collaboration with other senior leaders and the Board, the best use of existing and anticipated resources in support of the academic mission. Candidates should bring experience managing large, complex, multi-stakeholder organizations, ideally including an academic medical enterprise, and the financial acumen to strategically guide the institution. Experience managing the financial, operational, and personnel resources of a large research enterprise is critical.

- **External Representation**
  Candidates should have demonstrated success in development activities, ideally including campaign and annual fundraising, and have enthusiasm for engaging broadly with internal and external supporters. To achieve institutional goals, the next President will work closely with current and prospective donors to build University support and will actively identify and realize new sources of revenue. The President will also represent the University to a wide range of internal and external communities and serve as a vigorous advocate for the University. Given the particular importance of the University’s relationship with local, regional, and state entities, the next President should arrive with enthusiasm for being a visible and active collaborator with community-based groups and their representatives.

**The Search Process**

The University of Rochester is being assisted in the search by Spencer Stuart, and welcomes comments, questions, nominations, or expressions of interest. To submit these, please send an e-mail with any supporting materials to the confidential address rochesterpresident@spencerstuart.com.

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