



BOUNDLESS **POSSIBILITY**

2030 Strategic Plan



FROM THE PRESIDENT

Boundless Possibility
represents who we are



I am pleased to present our 2030 strategic plan. For the next seven years—and beyond—this plan will define our collective direction and vision. It will also inform how we make decisions; allocate resources; develop roadmaps for expansion and innovation; prioritize, coordinate, and collaborate on our efforts; and better tell the story of our University.

Boundless Possibility represents who we are. Who we are will allow us to discover new, modern, and distinctive ways to tackle complex challenges, and it reflects our desire to create the conditions that enable the people of the University of Rochester to frame and solve the greatest challenges of the future, without limitations. Not only does it aim to design the next chapter for the University, but it also seeks to underscore the leadership role we play in higher education, health care, and our communities.

Our goals reflect our strengths and successes as well as the ambition many of us have to create a culture and environment that encourages us to be boundless.

A handwritten signature in black ink that reads "Sarah C. Mangelsdorf". The signature is fluid and cursive.

Sarah C. Mangelsdorf
President and G. Robert Witmer, Jr. University Professor



GUIDING
FRAMEWORK

Three core beliefs guide how we move forward together.

REPUTATION

We must strengthen our reputation as a global research university by positioning ourselves to attract the best students, faculty, staff, researchers, partners, and funding and distinguish ourselves as leaders among our competitive peers.

ROCHESTER

We must contribute to and capitalize on the vibrancy of the city of Rochester and the Rochester region by committing to continued economic, educational, social, and cultural partnerships with the greater Rochester community, as our future is inextricably linked to the city we call home.

DIVERSITY, EQUITY, AND INCLUSION

We must further our commitment to actionable and accountable growth in diversity, equity, inclusion, access, and justice, as this commitment is vital to cultivating a rich, diverse, and welcoming culture that enables everyone to achieve their full potential and contribute to our mission.



Core
beliefs.



An aerial photograph of the University of Rochester campus and the surrounding city of Rochester, New York. The image shows a dense urban area with a mix of modern and traditional architecture, interspersed with green spaces and trees. A prominent river, the Genesee River, winds through the city, with several bridges crossing it. The University of Rochester's main campus is visible in the foreground and middle ground, featuring numerous brick buildings and a large central dome. The sky is clear and blue, suggesting a bright day.

One University.

We must approach our goals as one University.

Meliora is the essence of the University of Rochester's mission to *Learn, Discover, Heal, Create—and Make the World Ever Better* and aspiration to frame and solve the greatest challenges of the future.

Over many decades, we have distinguished ourselves as an institution committed to rigorous research, innovative education, renowned health care, and transdisciplinary study to produce new knowledge and explore the human experience in greater breadth and depth.

Grounded in our *Meliora* values, *Boundless Possibility* honors and expands upon these core strengths and identifies bold and transformational areas of growth. We can and will meet our goals, and everyone in the University community has a part to play in our success.



STRATEGIC
GOALS

STRATEGIC GOAL

Research excellence and global reputation

We are committed to building and reinvigorating our research ecosystem and leveraging our distinctive strengths in ways to increase our reputation as a leading global research institution by investing in innovation and growth in our areas of distinction.

OBJECTIVES

- Grow, retain, and develop a diverse faculty in areas of distinction that will serve as the foundation for building our research eminence and reputation.
- Launch nimble, transdisciplinary centers where we can be most consequential.
- Improve research facilities and operations to support cutting-edge research and creative work.
- Support and strengthen doctoral programs emerging from our areas of distinction.



Be
bold.

STRATEGIC GOAL

Exceptional undergraduate and graduate education

We will reimagine undergraduate and graduate education at our research-intensive institution to continue enhancing and enriching the student experience so that we develop leaders, citizens of the world, and learners who embody our Meliora values.

OBJECTIVES

- Redesign an undergraduate, residential student experience to ensure inclusive and immersive learning that improves competency development, academic outcomes, a sense of belonging, and student wellness.
- Expand student success initiatives anchored in our goals for a diverse, equitable, and inclusive culture in and out of our classrooms and learning experiences.
- Further integrate global, local, and virtual experiential learning into undergraduate and graduate academic programs and student experiences to develop adaptable leaders and learners for future life and work roles.
- Strengthen existing—and develop new—graduate and professional program talent pathways.
- Amplify our strengths and better meet all student needs and interests by utilizing research-driven, innovative best practices in undergraduate educational delivery.



Be
exceptional.

STRATEGIC GOAL

Health care of the highest order

We will continue to expand and transform health care delivery, promote an inclusive culture, and build programs of excellence that span research, education, and clinical care to reinforce and enhance our position as a leading national academic medical center.

OBJECTIVES

- Reinforce our position as a national referral center for highly specialized care and upstate New York's health system of choice.
- Foster collaborative, multidisciplinary research to be a preeminent biomedical research institution.
- Strengthen our position as a preeminent educational institution, emphasizing innovation in biomedical education; equity, diversity, and inclusion; and affordability.
- Be the preferred destination for faculty, staff, learners, and patients regardless of race, gender, gender identity or expression, or other aspects of identity.
- Generate financial resources to thrive and enable support of the University's and Medical Center's strategic plans.



Be
transformative.

Faculty and staff success

We are committed to building a community of individuals who represent a wide range of identities and backgrounds and to ensuring that all who work here feel valued and respected to cultivate an inclusive culture that prioritizes the well-being, development, engagement, success, and diversity of our community.

OBJECTIVES

- Embrace our role as a leading employer in our community through the application of equitable and inclusive best practices in recruitment, retention, development, advancement opportunities, recognition, and policy.
- Foster an innovative learning organization that increases leader capacity and accountability to cultivate an inclusive, equitable, and engaging work and learning environment.
- Develop and enhance systems and programs that focus on staff and faculty well-being and wellness.
- Improve effectiveness of two-way communication between University leadership and University employees through a comprehensive communication strategy that connects employees' work to the strategic plan.
- Actively engage in partnerships with internal and external communities that enrich the University's commitment to equity and inclusion.

A photograph of a middle-aged man with short grey hair, wearing clear safety glasses and a dark blue lab coat over a light blue checkered shirt. He is smiling broadly, showing his teeth. He is in a laboratory or industrial setting, with blue equipment visible in the background. To his left, the profile of another person wearing safety glasses is visible. To his right, the back of a person's head and shoulder is visible. The overall atmosphere is positive and collaborative.

Be
inspired.

STRATEGIC GOAL

Sustainable growth

We will modernize and optimize the way we budget and allocate resources to realize our University-wide aspirations, implementing a new finance and operational model that will enable future and sustainable growth and success.

OBJECTIVES

- Develop a new budget model that strengthens decision making, service delivery, and strategic growth initiatives.
- Identify and create conditions to support new and innovative revenue streams that capitalize on existing strengths.
- Create plans and strategies for long-term sustainable infrastructure needs that can meet increasing demand and evolving stakeholder expectations.



**Be
innovative.**



We are the makers of our future.

For more than 150 years, the University of Rochester has been driven by three words:
Meliora. Ever better.

More than a motto, it's a way of being.
We are endlessly curious and constantly striving.
We are believers of boundless possibility.
And we are the makers of our future.

So, let's go big.

Let's reach further and dig deeper.
Abandon norms. Chase inspiration.
Embrace the unconventional.
The limits for what we create and what we
achieve are set by what we choose to be.

Be bold.
Be imaginative.
Be extraordinary.
Be whatever "ever better" means to you.

Be boundless.

For more details on *Boundless Possibility*,
please visit boundless.rochester.edu.

