



THE SIMONE LEGACY

RIT'S EIGHTH PRESIDENT'S 15 YEARS HAVE BROUGHT INCREASES IN STUDENTS, FACILITIES AND STATURE

“How you finish depends on how you start,” Albert J. Simone told the RIT community on Sept. 1, 1992.

It was his first day as president of RIT. He already knew a lot about the university. Appointed by the Board of Trustees in May, Simone had put the succeeding months and his considerable energy into learning about RIT.

He was impressed with what he had learned. “We should be proud,” he told the audience, and explained why by giving insightful examples. He compared RIT to a powerful train, and he was prepared for an exhilarating ride ahead.

“The train is moving fast and in the right direction,” he said. “It can only pick up speed and close the gap for a winning finish in the days ahead.

“Together with all of you I want to be at the finish line several years hence. At that time, there will be clouds of dust in our wake, bright sunshine a breath away, and – low and behold – a new track and another even more challenging finish line just in sight on the horizon.”

On June 30, Simone will relinquish the engineer’s seat of the powerful RIT locomotive. On these pages, we take a look at the track that’s been laid and the milestones of the Simone years, and share his vision for the journey ahead.

W Web extra:

To hear an interview with President Simone, visit the University News Web site at www.rit.edu/news.

Colleagues recall Simone's energy, honesty and great passion for RIT

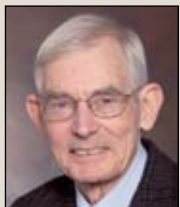
As RIT's president for 15 years, Albert Simone has worked with many members of the campus community as well as leaders from government and business. On the following pages, some of those associates provide their insights into the characteristics that have made Simone successful.



Colby Chandler

"Among our questions that we asked all presidential candidates was 'Would you be willing to learn sign language?' All except Al equivocated. They said 'I will try.' Al said directly, without equivocation, 'Carolie and I will learn signing.'"

Colby Chandler is former Kodak chairman and CEO, and RIT trustee emeritus. He chaired the 1992 presidential search committee.



Dane Gordon

"Al has been an exceptional president. He's had a great vision for RIT, and he's followed through."

Dane Gordon is professor emeritus, philosophy, and author of Rochester Institute of Technology: Industrial Development and Educational Innovation in an American City. A new edition will be published this year.



A VISION FOR THE FUTURE

BY ALBERT SIMONE

In what follows, I shall list my top 10 – in priority order – aspirations for RIT as it moves to Category-of-One status over the next 10 years. These 10 aspirations are connected. They overlap. And this connectedness and overlapping enables them to be synergistic and mutually reinforcing.

A Category-of-One university is a university that stands alone among universities. I like to describe RIT Category-of-One in the following way: Ten years from now, the top 100 students graduating from high school in the country will all apply to MIT, Harvard and RIT. All 100 students will be admitted by all three universities. One-third of the students will chose RIT over MIT and Harvard. These students will choose RIT not because it is like MIT and Harvard but, rather, because it is different from MIT and Harvard. This differentiated RIT is what these top students value most.

Reaching any one or a few of the 10 aspirations listed below will not do the job. Rather, all 10 aspirations must be satisfied simultaneously by the end of 10 years, and each aspiration must be satisfied at a very high level. There may be some universities that may be stronger than RIT in any one or a few of the aspirations, but taken as a whole, no other university will attain the collective impact that RIT will represent.

That is my dream for RIT as a Category-of-One university. There are no guarantees, of course. However, if we truly believe and work as hard as we can, the worst that can happen is that we will be a lot better university than we would otherwise be if we had not tried. In this way, we will serve our students over these next ten years in ways that are better than we might otherwise have been able to achieve.

Let me turn now to these aspirations.

1. Culture

The RIT culture is one in which students, alumni, faculty, staff, trustees and the community outside of RIT take great *pride* in RIT as an institution of higher learning. The RIT family *respects* and *celebrates* the achievements of faculty in different disciplines, the growth and development of staff throughout the university, the accomplishments of trustees in their areas of specialization, the awards our students garner, and the success of our alumni across the world.

2. Teaching and Learning

The most important activity of faculty is their teaching. The most important outcome of our students is learning. The most important activity of the staff and trustees is to facilitate the teaching/learning activities of our faculty and students. Experientially based education is the foundation of this teaching and learning.

For example, undergraduate students have the opportunity to learn not only in the classrooms and laboratories as part of formal curriculum development, but also through the opportunity to engage directly in undergraduate research, to travel and learn abroad, to engage directly in the creation of new ideas and products through involvement in the RIT incubator and start-up companies, and to integrate work experiences through our co-op and intern programs.

Some faculty bring to their teaching and students strong commitment to and accomplishment in applied research, some bring significant achievement in business and government, and some will bring both. All faculty incorporate real-world research and/or organizational decision-making into their coursework and interactions with students.

3. Scholarship

Teaching and learning is enriched by scholarship. Every faculty member exhibits scholarship in every activity in which they engage every day. Scholarship can take the form of applied (primarily) or basic research, creative works (particularly in art and design, as well as in software devel-

opment), integration and application of knowledge, and pedagogical innovation. As each faculty member works every day on his/her scholarship, the teaching/learning function is enriched and students are motivated and stimulated by knowing that they are not only on the cutting edge of the disciplines they are studying but are actually participating in the extension of the frontier of knowledge.

4. Leadership Development

Outside of the classroom, students develop their leadership potential. They leave RIT with a keen sense of personal, professional, and civic responsibility. Much of this leadership, interpersonal engagement, sense of team and communication development occurs through our extensive extracurricular programs centered in the Division of Student Affairs but also nurtured in every other division at RIT.

5. Students, Faculty, Staff

By the time each student graduates, he or she has a close personal and professional relationship with at least one faculty or staff member at RIT. In effect, each student has developed a close mentoring relationship with one or more faculty or staff members, a relationship that extends beyond RIT and over a lifetime.

6. Student Success

Students who attend RIT work hard in and outside of the classroom. They come to value and appreciate the challenges and opportunities presented to them. More than 90 percent of the students who enroll at RIT graduate from RIT. Because of the successful attainment of the aspirations already described, RIT students not only graduate, but they value their RIT experience for the rest of their lives. They attribute much of their personal, professional and civic success over their lifetimes to the unforgettable and life-defining years they spent at RIT. They are loyal and dedicated alumni who serve as RIT's strongest and most effective ambassadors over their lifetimes.

7. Shared Governance, Collegiality

Everything discussed so far is achieved because of shared governance and collegiality. People who are in decision-making modes communicate effectively with individuals and organizations within RIT who will be affected by the decision they will make, prior to their making the decision. In this way, those affected by the decision are informed beforehand and have an opportunity to provide input and to help shape the

decision. The decisions made by those who are held accountable for those decisions may not always be the most popular decisions; however, because those affected by them have the opportunity to provide input and to understand the rationale, they support the decisions even though they may not fully concur with them. In this way, RIT moves forward and effectively implements change, as it must in the dynamic global environment in which it lives.

Communication, of course, is a two-way street. There are avenues for people who are not in decision-making positions to reach decision makers with ideas and concerns with full confidence that their voices are listened to and their ideas taken seriously. RIT is noted for its fairness, openness, and integrity. Always there is debate. Typically there is some disagreement. But always the individuals affected are not disagreeable.

8. Partnerships

RIT cannot become a Category-of-One university without partnering with business, government, the community-at-large outside of RIT, and other universities. RIT is a university that not only seeks partnerships in order to reach its goals, but is an institution that is sought after by others who wish to find a reliable partner to support their own goals.

9. Balance

The key to achieving Category-of-One status is balance. There is a balance among RIT's Ph.D., master's, and bachelor's programs, so that they are mutually supportive and not competitive or in conflict. There is a balance among teaching, scholarship and service. Service is broadly defined as individual contributions to the department, college, university, profession and community. Not every faculty member provides an equal contribution in each of these functional areas, allowing faculty members to focus in their areas of greater interest or comparative advantage.

10. Recognition/Branding

Ten years from now, the above aspirations come together in an orchestrated way, producing a magnificent symphony that is truly world-class and one-of-a-kind. The world will notice. RIT will be branded, acknowledged and recognized as a Category-of-One University in which all of the aspirations described above form a mosaic that is unmatched by any other university. For this reason, students, parents, employers, and the community-at-large see RIT as a shining star.



Bruce James '64

"From my vantage point, which includes service on the boards of five colleges and universities as well as the Associated Governing Boards of Universities and Colleges and the Northwest Commission on Higher Education, I believe Dr. Simone may well be the best university president of his generation. He is certainly one of the most gifted leaders of all types that this country has ever produced."

Bruce James '64 (printing management), former chair of the RIT Board of Trustees, recently retired as head of the United States Government Printing Office.



Charles Schumer

"The first time I met Al Simone I knew he was a special person. He was filled with that dynamism, that energy, that sincerity and all of it, all of it was just directed at helping RIT. . . . He's the kind of guy, when you meet him, he's dynamic, he's energetic and you just like him, and you want to help out."

Schumer is U.S. Senator from New York.



Louise Slaughter

"Al Simone is a human dynamo, and we will miss him terribly. Over the years, it has been an absolute joy watching Al turn the Rochester Institute of Technology into one of America's premier education facilities. Although we are sad to see him go, I am thankful that he will remain an influential member of our community."

Slaughter is Congresswoman, 28th District, New York.

THE SIMONE YEARS



Nicolás Rubio
'99, '01

“Among the many contributions from President Simone’s leadership to RIT’s student life, I should highlight his vision of a world-class university that is a welcoming place to anyone from the United States and around the globe. His support for organizations such as Global Union, the establishment of more student-oriented special programs and activities, and major campus renovations are just a few examples that clearly show the way towards fully achieving that vision. It was a great honor indeed to have had the opportunity to work with him.”

Nicolás Rubio '99, '01 (international business, MBA), founded RIT's Global Union. He is business development manager, Caribbean region, H.J. Heinz Co., and lives in Caracas, Venezuela.



Sandra Parker

“I value his directness and honesty. When I was named first female president of the Industrial Management Council, I made appointments with each board member. Al suggested that I would not be successful. He had the guts to tell me what a lot of people were probably thinking. He really challenged me. He made me even more determined to succeed.

“A year later, he told me that he had been dead wrong about me, and shortly after he asked me to join the RIT Board of Trustees. I considered that a tremendous compliment.”

Sandra Parker is president and CEO, Rochester Business Alliance, and an RIT trustee since 2002.



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1 Xerox CEO Anne Mulcahy joins Simone for commencement 2004.

2 Simone's inauguration, April 15, 1993, with Board of Trustees Chair Thomas Gosnell.

3 Simone reads to children at Margaret's House day care center on campus.

1992

- Simone takes office as the eighth president of RIT on Sept. 1

1993

- RIT Women's Center established
- Partnership with Kanazawa Institute of Technology in Japan launched

1994

- Disability Services Office established
- 10-year strategic plan, “Learning and Careers 2004,” adopted

1995

- Margaret's House on-campus day care center dedicated

1996

- RIT launches nation's first undergraduate program in software engineering

- College of Engineering announces the Kate Gleason Scholarship for women
- President Simone receives the Jewish National Fund's highest honor, the Tree of Life Award, for humanitarian reasons and outstanding community involvement

1997

- Center for Integrated Manufacturing Studies opens
- RIT's American College of Management and Technology in Croatia opens
- RIT varsity crew team formed
- First Brick City Festival (now Brick City Homecoming) takes place

1998

- \$60 million residence hall renovation project begins
- Kate Gleason College of Engineering is named in recognition of a longtime

- relationship with Rochester's Gleason family and a new \$13 million gift from Rochester's Gleason Foundation
- **First in Glass** initiative is launched to foster partnerships with industry and government
- Center for Excellence in Mathematics, Science and Technology, a major addition to the College of Science, is dedicated
- Fiber optic cable network is installed in all academic buildings

1999

- RIT boathouse opens
- RIT selected by United States of America Deaf Sports Federation to host U.S. Deaf Games
- \$13 million renovation of the Kate Gleason College of Engineering begins



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4 Al and Carolie Simone take part in a formal Japanese tea ceremony in 1997.

5 Simone helps lay a foundation on a Habitat for Humanity project.

2000

- Construction begins on free-standing Greek housing
- President Simone appointed to a three-year term as a director of the Federal Reserve Bank of New York
- RIT forms partnership and scholarship commitment with Hillside Work-Scholarship Connection (HW-SC), a program for Rochester high school students
- President Simone receives Henrietta Area Community Outstanding Citizen Award

2001

- \$14 million gift from Paychex founder B. Thomas Golisano establishes the Golisano College of Computing and Information Sciences
- Joseph F. and Helen C. Dyer Arts Center at NTID opens

- RIT designated as a New York State Strategically Targeted Academic Research (STAR) Center with partners University of Buffalo and Alfred University; a \$14 million grant is received to build the IT Collaboratory
- Crossroads building housing Office of Alumni Relations, Crossroads Café and The Hub print center, opens
- Java Wally's coffee house opens in Wallace Library
- E. J. Delmonte Corp. donates Rochester Thruway Marriott Inn, which is renamed RIT Inn and Conference Center
- President Simone receives the National Association of Student Affairs Professionals (NASAP) President's Award

2002

- North Star Center for Academic

Success and Cultural Affairs opens as a resource for African American, Latino/a American and Native American students

- RIT launches nation's first Ph.D. program in microsystems engineering
- RIT dedicates the Laboratory for Applied Computing, created with a \$1.5 million grant from New York state

2003

- RIT student-produced *SportsZone* program debuts on ESPN2
- Heidelberg Web Press Laboratory opens
- *The Sentinel*, a 70-foot, 110-ton steel sculpture by Albert Paley, dedicated
- Eastman Kodak Quad is dedicated
- President Simone receives the Boy Scouts of America Distinguished Citizen of the Year Award



Stanley McKenzie

"His greatest contribution is undoubtedly the significant elevation of RIT's reputation on the national and international scene for high quality career education. Among his strengths are his incredible sense of humor and his perspective about himself and his position. He loves being president of RIT, and you can't help loving to work for him and helping him succeed, even when he is driving you crazy!"

Stanley McKenzie is RIT provost.



Deborah Stendardi

The trust level that he has engendered with our elected officials at all levels has been tremendous. And he has held our feet to the fire to make sure we deliver what we promise. We're very proud of the work we've done and comfortable with any scrutiny. He is the main voice of that message. He's extraordinarily good at representing RIT and what we have to offer."

Deborah Stendardi is vice president, RIT Government and Community Relations division.



Robert Snyder '56

"If someone had said 20 years ago that this is where RIT would be today, you would have said 'No way in God's green earth.' RIT has matured tremendously. Simone saw to it that a lot of things got done. He continues to be a real doer. Simone has been the genesis of a lot of the changes that have taken place."

Robert Snyder '56 (chemistry) is professor emeritus, mechanical engineering (34 years, retired 2001).



Alfreda Brown

"I have spent countless hours with him over the past 15 years and I have learned so much about life; many examples that he used came from his own life – he is a transparent person – he has nothing to hide. That is what makes him so credible."

Alfreda Brown is RIT interim chief diversity officer.



Lizzie Sorkin

"It helps when you work with administrators who put students first. It helps when they take the time to explain things to students that disagree with a decision. It helps when both parties have a positive relationship with each other. It's important for the students to voice their concerns and to be comfortable to approach the seventh floor of the Eastman Building (president's office) when a need arises."

Lizzie Sorkin, Student Government president, is a fourth-year film and animation major.



Christopher Dahl

"His leadership has been pivotal, in terms of focusing public recognition on the role of higher education in the region. No one in the Rochester area has brought more energy to the task of civic leadership. Plus, he's a pleasure to work with. He's genuinely collegial and collaborative."

Christopher Dahl is president, SUNY Geneseo and chair, Rochester Area Colleges.



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6 Simone prepares for his first softball Saturday event shortly after taking office in 1992.

7 Simone tours the Gordon Field House and Activities center during its construction.

8 Simone chats with New York Governor Eliot Spitzer.
9 Simone joins runners as they complete a run across the U.S.

2004

- Year-long celebration of RIT's 175th anniversary begins
- Gordon Field House and Activities Center opens
- Cross country relay team completes a Coast-to-Coast Run, recreating a 1979 run commemorating RIT's 150th anniversary
- RIT announces that the men's hockey program will join the Division I Atlantic Hockey Association
- Albert and Carolie Simone receive Catholic Family Center Award

2005

- RIT hosts the Finger Lakes Regional FIRST Robotics Competition with 33 teams from across the Northeast participating
- Construction begins on RIT's \$12 million Center for Bioscience Education and Technology

- President Simone receives the YWCA of Rochester and Monroe County Racial Justice Award

2006

- IT Collaboratory building, a research facility focused on developing the next generation of information technology systems, opens
- The E. Philip Saunders College of Business is named
- RIT's eight-year fundraising campaign, "Powered by the Future: The Campaign for RIT," concludes successfully with \$309 million in gifts and commitments
- RIT's third Ph.D. program, computing and information sciences, is launched
- New York Wine and Culinary Center, a partnership of RIT, Constellation Brands, Wegmans Food Markets and the New York Wine and Grape Foundation, opens in Canandaigua, N.Y.

- CSD Student Development Center opens
- President Simone receives 2006 Civic Medal from Rochester Business Alliance
- Al and Carolie Simone named honorary alumni at the first President's Alumni Ball
- President Simone receives Entrepreneurial American Leadership Award from Partners for Livable Communities, Washington, D.C.

2007

- RIT launches the nation's first Ph.D. program in color science
- Center for Bioscience Education and Technology is dedicated
- President Simone receives the Chief Executive Leadership Award from the Council for Advancement and Support of Education (CASE)
- Total number of alumni tops 100,000
- President Simone retires June 30

Vital signs: 1992 – 2007

The past 15 years have been characterized by tremendous growth throughout RIT. The following figures give a picture of how the university has evolved.

Total annual budget

1992: \$224,593,100
2007: \$504,471,600

125% ↑

Total endowment

1992: \$189 million
2006: \$572.8 million

203% ↑

Total enrollment

1992: 13,004
2007: 15,557

20% ↑

Students from outside New York

1992: 4,478
2007: 6,433

44% ↑

International students

1992: 759
2007: 1,239

63% ↑

Faculty

1992, full time: 640
2007, full time: 915

43% ↑

1992, part time: 463
2007, part time: 394

15% ↓

Number of alumni

1992: 68,000
2007: 100,000

47% ↑

Alumni chapters

1992: Rochester only
2007: Rochester and
22 other regional chapters

2,100% ↑

Degrees awarded

1992, total: 2,873
2006, total: 3,874

35% ↑

1992, certificates/diplomas: 212
2006, certificates/diplomas: 130

39% ↓

1992, associates: 316
2006, associates: 371

17% ↑

1992, bachelors: 1,820
2006, bachelors: 2,508

65% ↑

1992, masters: 515
2006, masters: 839

63% ↑

1992, Ph.D.: 1
2006, Ph.D.: 11

1,000% ↑

Campus buildings, total size

1992: 4,353,540 square feet
2007: 5,256,846 square feet

21% ↑

Number of bricks

1992: 11,947,772
2007: 14,867,389

24% ↑

Honoring a legacy of leadership and caring

RIT alumni, friends and supporters have joined together to honor Albert and Carolie Simone. The legacy of President Simone's 15-year presidency and the impact of Carolie Simone's work with the National Technical Institute for the Deaf and her many other contributions will be remembered at RIT through the named funds.

To keep the Simone name alive on the RIT campus for years to come, funds are being designated for areas identified by each of them as having special significance in their lives. Gifts may be made to the Center for Innovation and Entrepreneurship for Albert J. Simone, and to establish the Carolie R. Simone Endowed Scholarship at NTID.

Those wishing to be a part of this effort may use the attached envelope. For more information, please contact the Office of Development at 585-475-5500.



A community tribute

"How You Start is How You Finish": An event honoring Albert and Carolie Simone

What: Reception, dinner, program, dancing to Gap Mangione Band

When: 6 p.m. June 16

Where: Gordon Field House and Activities Center

Dress: Black tie optional

Tickets: \$100

For more information:

Cindee Gray, 585-475-4987

or csggrl@rit.edu

Simone's Career at a Glance

Career highlights:

- Eighth president, Rochester Institute of Technology, Sept. 1, 1992 – June 30, 2007
- President, University of Hawaii System and chancellor of the University of Hawaii at Manoa, 1984 -1992
- Vice president, Academic Affairs, University of Hawaii, 1983 - 1984
- Dean, College of Business Administration, University of Cincinnati, 1972 - 1983
- Previous teaching experience: Tufts University, Massachusetts Institute of Technology, Northeastern University, Boston College, Boston University
- Ph.D. in economics, Massachusetts Institute of Technology, 1962
- B.A. in economics, Tufts University, 1957

Community affiliations:

- First college president to chair the Greater Rochester Metro Chamber of Commerce; served two terms (1997, 1998)
- Greater Rochester Enterprise (board member)
- Rochester Business Alliance (board member)
- Hillside Children's Center (corporate member)
- Center for Governmental Research (board member)
- RIT Venture Creations business incubator (chair, board of directors)
- New York State Business Council, Public Policy Institute (board member)
- Excellus Blue Cross/Blue Shield (board member)
- M&T Bank Advisory Board (director)
- Wilson Community Center (member)
- New York State Education Commissioner's Advisory Board on Higher Education (member)

Professional activities:

- New York Commission on Independent Colleges and Universities (member and past chair)
- National Commission for Cooperative Education (trustee)
- Association of Independent Technological Universities (member)
- Rochester Area Colleges (member and past chair)
- National Collegiate Athletics Association Division 1 Presidents Commission (member)
- Federal Reserve Bank of New York (director, 2000-2003)



Interpreter Sam Holcomb '77, left, coaches Al, Carolie and daughter Laura in American Sign Language shortly after their arrival at RIT in 1992.

SIMONE SYMBIOSIS IT TAKES TWO

Carolie Simone had three companions as she began her journey from Hawaii to Rochester in 1992. One was her husband, Al Simone, who was set to become RIT's eighth president. The other two were American Sign Language books.

RIT is home to the National Technical Institute for the Deaf and Carolie was eager to embrace its deaf community. She learned several signs before stepping off the plane.

And that was just the beginning.

Carolie became an eager student of not only sign language, but deaf culture. She

took an active role in the NTID community and joined the board of directors at the Rochester School for the Deaf, serving as board president from 2004-2005.

"Her initial curiosity about deafness quickly evolved to a steadfast demonstration of her dedication and commitment to not only NTID's mission, but to help improve opportunities for deaf youngsters as well," says T. Alan Hurwitz, NTID CEO/dean and RIT vice president.

Debbie Denton, one of the Simones' four children, says Carolie has been instrumental in her father's success.

"My father is very successful. But if you were to match him up with any other type of woman other than my mother, it would actually hurt his ability to be successful," Denton says. "She is the person that balances his stress. She has a unique ability and strength to be the supportive one in the relationship. I really look at her as the rock and the foundation of what makes it all work."

It hasn't always been easy. The Simone's house is RIT's house – literally. The couple lives at Liberty Hill, a historic cobblestone home that was given to RIT during its 150th anniversary campaign in 1978.

Al Simone frequently says that Carolie has "lived above the store" during his tenure at RIT. The Simones entertain guests on an almost daily basis, hosting large groups for breakfast meetings, luncheons and dinners.

"I think always being in the public eye has been very difficult at times," Denton says. "My father thrives on being in the spotlight. She can do that, and she will do that. But it's less of a comfort zone for her. It has been a huge challenge."

Nobody knows more about the challenges Carolie has faced than her husband.

"You all see her as the person who greets people at the house and the hostess and the person who sits on all the committees and all that," Al Simone said at the news conference announcing his retirement last May. "But her real contribution is putting up with me for all of these years."

John Follaco

Carolie prepares Al for the unveiling of a tiger sculpture, installed on the Liberty Hill grounds.

