

We Belong

PRESIDENT'S REPORT 2018



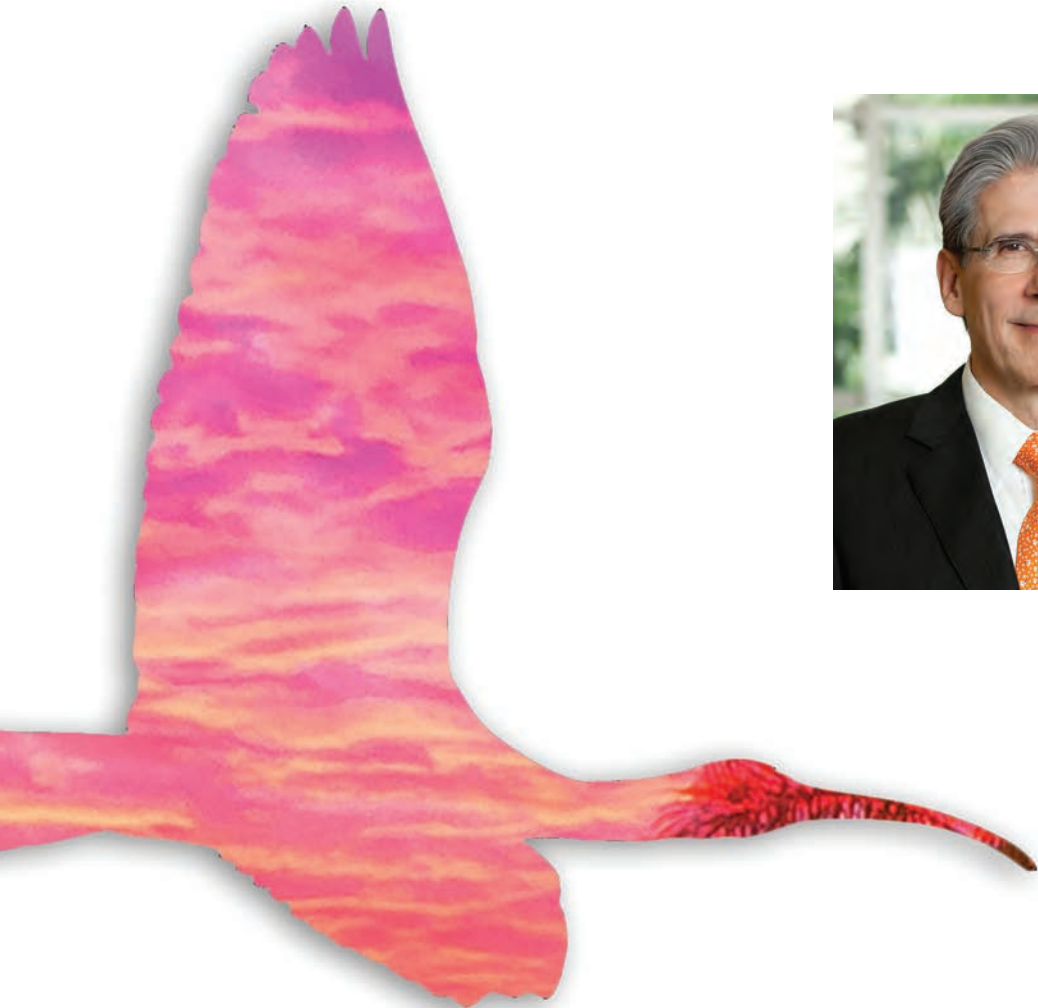
UNIVERSITY
OF MIAMI



We Belong

At the University of Miami, we are a community—strong, connected, and united in our celebration of diversity, pursuit of academic excellence, and conviction that each of us has a unique genius to develop and contribute to the world.





At the University of Miami, we are answering the higher calling for higher education—building bridges across boundaries and fostering skilled changemakers whose passion to serve will shape a better future for us all. As I begin my fourth year as president and look back at the past year, I am proud to see that so many of the innovative ideas and initiatives outlined in the Roadmap to Our New Century are taking deeper root and flourishing.

During the 2017-18 academic year, we bolstered our leadership team, deepened our commitment to a culture of belonging where everyone feels valued and adds value, and launched specific efforts to cross-pollinate interdisciplinary discovery and understanding. We expanded educational opportunity for students, ensured that our campuses remain

places for open and respectful debate, and supported scholarship that propels knowledge and action about the most consequential challenges of our times.

Let us not forget that the last school year began with a massive hurricane bearing down on Miami. The storm disrupted operations and forced the

evacuation of nearly all of the 31,000 persons who live, learn, and work throughout the U. Our response? As one strong community, we pulled together to restore our campuses to safe and normal operations, and reached out to help neighboring communities recover along with us.

The storm reminded us that natural disasters pose increasing risk with their frequency and ferocity. Yet this past year further revealed that we are living in an era of instability where forces of divisiveness threaten us as well. Our antidote to these challenges has been to fortify the traditional role of a good university: to unite people from diverse backgrounds, experiences, and perspectives. Strong leadership and a dedication to collaborative strategies are key.

To our already stellar leadership team, we added Senior Vice President for Development and Alumni

Relations Josh Friedman, Dean of the Leonard M. Miller School of Medicine Henri R. Ford, and School of Education and Human Development Dean Laura Kohn-Wood. Their collective expertise and deep desire to drive important change will surely enhance our team's efforts.

In this report, we take a look at how and where 'Canes belong—at the forefront of education; to each other through our willingness to engage in dialogue about our differences; to the community by fostering a more vibrant city and state; and to the hemisphere, where our cutting-edge research and commitment to our neighbors build connections, break down stereotypes, and spur positive change across the Americas.

A technological revolution in learning is sweeping the globe, and we have positioned the University to be at the forefront of this transformative development.

This past year we vaulted toward the goal that University founders envisioned in 1925—to become a Pan-American institution with close ties to Latin America and the Caribbean. Leaders representing 11 top-rated universities across the Americas convened at UM to sign the first academic agreement spanning the hemisphere. We strengthened our capacity to operationalize this effort, which will address global problems by engaging cultural and intellectual resources across our region and the rest of the world.

With the groundbreaking for the Frost Institutes of Science and Engineering, a facility that will house the intertwined network of institutes aimed at boosting STEM across our campuses, we began a bold new era to galvanize scientists and students to address big challenges, be they in neuro-engineering, smart cities, the environment, data science, or other fields that are shaping the future.



MESSAGE FROM THE PRESIDENT



Our Rosenstiel School of Marine and Atmospheric Science celebrated its 75th anniversary, a milestone that marked the school's incredible evolution from small boathouse laboratory to a research powerhouse whose groundbreaking discoveries are leading us to deeper understanding of the marine environment and inspiring hope for a sustainable future.

Students, graduates, and faculty from the Frost School of Music garnered a range of awards—from Grammys and DownBeats to recognition as a top music business school—and celebrated the dedication of the new Messinger Music Executive Building.

The University's Jay I. Kislak Collection of the Early Americas, Exploration and Navigation, a historic community space transformed into a multipurpose, state-of-the-art facility located within the Otto G. Richter Library, will serve as a hub for academic and cultural

exchange, and has become the new home for our Libraries' Special Collections and University Archives.

The Miller School of Medicine was selected by the National Institutes of Health as the lead partner for the SouthEast Enrollment Center's All of Us research initiative—tasked with DNA profiling for 100,000 of 1 million participants from underrepresented groups and communities.

Among the many UHealth highlights this past year, Ramin Shiekhata, a genetics researcher at Sylvester Comprehensive Cancer Center, was honored with the prestigious "Pioneer Award" and a \$5 million National Institutes of Health grant.

Our Bascom Palmer Eye Institute once again ranked as the nation's best in ophthalmology by *U.S. News & World Report* in its Best Hospitals edition. This marks the 15th year in a row, and the 17th time overall,

that Bascom Palmer has achieved this prestigious distinction.

We were again recognized as one of America's Best Employers. The 2018 *Forbes'* ranking positioned us among the top universities in the country and also among the best employers of any industry in Florida. The ranking, based on independent surveys of employees, reflects the pride of our faculty and staff, and how they feel valued.

Our progress and accomplishments over the past year have been buoyed by an excellent record of fundraising. That excellence was, in fact, recognized with the 2018 Council for Advancement and Support of Education (CASE) Educational Fundraising Award in overall performance in the category of private research/doctoral institutions with endowments less than \$1.2 billion. For the second consecutive year, CASE also awarded the University a 2018 Sustained Excellence Educational Fundraising Award.

Our stellar research programs earned an impressive array of grants and funding, and the generous support of our wonderful community of donors opened new worlds of opportunity at the U. This philanthropic support is highlighted in several of this report's feature stories and in the timeline.

In 2017-18 our 'Canes football team soared to a 10-win season, captured the ACC Coastal Division title, and earned an invitation to the Capital One Orange Bowl. Fourteen of our 18 varsity programs competed in postseason play. Volleyball won 22 matches and advanced to the second round of the NCAA tournament. Both basketball teams played in March Madness. Women's tennis made its 12th Sweet Sixteen appearance in the past 13 years. Men's tennis advanced to the NCAA Championships for the first time in seven years. And in late May, our women's track and field team was crowned ACC Outdoor champions in

thrilling fashion in front of our home crowd at Cobb Stadium.

Overall, our student-athletes earned 64 All-ACC honors, nine individual ACC titles, and 18 All-America accolades. Estela Perez Somarriba (women's tennis) and Olga Strantzali (volleyball) won ACC Player of the Year in their respective sports. Football head coach Mark Richt was named ACC Coach of the Year and Walter Camp National Coach of the Year, while Randy Ableman was named ACC Female Diving Coach of the Year and Amy Deem was named ACC Outdoor Track and Field Women's Coach of the Year.

Read more in the report about how our student-athletes are embodying the very best in athleticism, academic achievement, and a commitment to service.

In summary, our endeavors this past year have pursued a bold new course for institutional collaboration. As we look ahead to our centennial in 2025, we can find inspiration in the many ways that we are promoting the open pursuit of knowledge and in our progress toward creating a community where everyone feels that they belong and believes that they can make a difference.

We are one U, and we are answering the higher calling for higher education.

Julio Frenk
President



WE BELONG at the Forefront of Education

Interactive learning, innovation, and shared experience are vital to our educational approach. Our thinking adds value.

We believe that everyone at the U is valued and that each individual can add value to the mission and purpose of such a top-tier university. That belief encourages the strong sense of belonging—that each of us belongs here, and that our voices are heard and celebrated.

The Simulation Hospital replicates a real hospital and a fully functioning health care system.

Students experience an accelerated learning curve through simulation education.

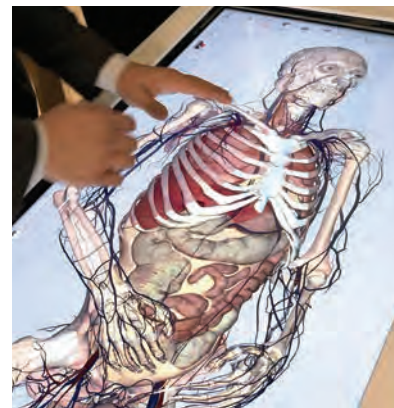
The Simulation ‘Supercomputer’

In its first full year of operation, the School of Nursing and Health Studies Simulation Hospital is already setting a new bar for health care education through the provision of advanced simulation-based techniques within an innovative, collaborative, and technology-rich environment.

More than a thousand students and hundreds of health care professionals benefited this past year from the Simulation Hospital’s ability to bridge the critical and growing gap between classroom learning and increasingly complex clinical environments.

Nursing student Casey Pearce spent a semester of her clinical studies learning on the newborn simulator dolls.

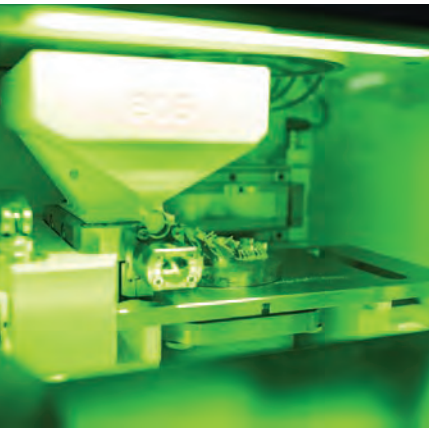
“The simulators can do pretty much anything that a normal newborn can, and there are lots of complications that can happen—he can turn blue, have different lung sounds, different breathing sounds,” Pearce explains. “Anything can go wrong with him, and that’s why they do it: so that we can learn to do different scenarios before going into the hospitals.”



Interactive, Innovative, and Collaborative Health Care Education

The Simulation Hospital serves as a hub for students, health care professionals, first responders, and corporate partners to design, test, and master skills and technologies to transform health care education, research, and practice.

Students are exposed to a range of real-life health care settings across the five floors of the state-of-the-art facility that includes an emergency department, outpatient clinics, labor and delivery suites, a neonatal intensive care unit, operating rooms, a critical care unit, and a fully equipped home health care apartment.



The new facility simulates the look, feel, and flow of a real hospital—without putting any patients at risk. The use of microphones, cameras, control rooms, and an intricate network of advanced tools and technology allows nursing faculty and other specialized simulation instructors to manipulate and observe each scenario as it unfolds.

“Here we create a simulated environment where, all at once, the phone is ringing, physicians are giving you orders, and the patient is telling you they don’t feel good. It’s a sort of organized chaos—and yet you can think about what you’re going to do, how to respond, and then have the time immediately after to debrief

*“Additive manufacturing lets you envision what’s possible.”
Joseph Sendra, B.S. ’93, M.B.A. ’96, worldwide vice president of manufacturing engineering and technology at Johnson & Johnson*

The “collaboratory” is helping to educate tomorrow’s technology leaders.

Through the process of 3D printing, students add materials such as plastics or metals in successive layers.

and reflect on what you did,” says Susana Barroso-Fernandez, assistant professor of clinical and director of simulation operations at the school.

This high level of experiential training is advancing efforts to reduce medical error, currently the third leading cause of death in the United States.

The facility is also helping first responders prepare personnel and communities for adverse events such as natural disasters, terrorist attacks, and infectious disease pandemics—and enabling corporate partners and researchers to beta-test technologies and conduct studies aimed at transforming health care education and clinical practice worldwide.

“While simulation has been around for years, the hospital represents an exponentially bigger piece of the educational experience—similar to me learning to use a slide rule in high school and now having a supercomputer,” says Dean Cindy L. Munro.

New 3D Lab Helps Educate Tomorrow’s Engineering Leaders

A biomedical engineering student uses a 3D printer to optimize the manufacturing process for a new type of catheter. An aerospace engineering student prints a 3D component for a hybrid motor-propelled rocket. And a group of mechanical engineering majors uses a series of 3D printers to turn their classroom projects into reality, creating prototypes for novel vegetable cutters, juice extractors, and mobility devices, among many other gadgets.

Not long ago, such additive manufacturing techniques were out of reach for engineering students. But with the new College of Engineering-Johnson & Johnson 3D Printing Center of Excellence Collaborative Laboratory, students now have the means to create objects limited only by their imaginations.

Housed within a 5,850-square-foot “maker space” inside the McArthur Engineering Building and featuring an impressive lineup of 3D printers, the center supports joint research, materials development, and testing of additive manufacturing technologies and processes. And students work alongside Johnson & Johnson engineers and scientists, gaining invaluable experience.

“A collaboratory” is how Jean-Pierre Bardet, dean of the College of Engineering, describes the facility. “An engineering education has to give students the chance for hands-on creativity and allow their imaginations to soar,” he says. “This new lab is yet another resource to educate tomorrow’s technology leaders.”



Music School’s Laptop Ensemble Blends Technology and Talent

“Additive manufacturing lets you envision what’s possible,” says Joseph Sendra, worldwide vice president of manufacturing engineering and technology at Johnson & Johnson and one of three UM alumni who helped bring the new lab to the University.

Faculty are just as excited about the new center, as researchers within the college are making use of it to propel projects in fields that range from the aviation and aerospace industries to biomedical engineering. “The new Johnson & Johnson Lab,” says Ashutosh Agarwal, assistant professor of biomedical engineering, “is a game changer for the college.”

You watch them click away on laptops, shifting sliders on a MIDI controller to mix effects, textures, and instruments and then sending the remix soaring through speakers to fill the room with sound. Yet these are not club DJs who simply manage and massage the sounds of others; these multitasking students are musicians themselves—members of the Frost School of Music’s Laptop Ensemble.

Students in the Laptop Ensemble embody the Frost School’s mission to nurture well-rounded musicians and are composing a new score in music education: They are among the first in the country to use laptops as their primary performance instruments to create contemporary masterpieces.

“Imagine someone with excellent production skills remixing other people’s music—many are doing this and are very successful. Now what if you took people with music talent and made sure they know how to use these same technologies and platforms—that was our goal,”

says Joe Abbati, studio director of the Contemporary Media Performance Studio Program (CMP), which helped create the Laptop Ensemble, and lecturer in the Music Engineering Program at the Frost School.

When they launched CMP a few years ago, Abbati and Rey Sanchez, associate dean for strategic initiatives and innovation at Frost, sought to fuse the power of modern music-making tools with the most talented of musicians.

“Frost and other schools are inundated with students who want to learn production skills. Our goal was to take musically talented people and get them trained on these techniques as a tool for real-time expression,” Abbati explains.

The professor duo was challenged to show that their approach and curriculum were deeply rooted in musical tradition.

Students in the Laptop Ensemble practice their own musicianship in private classes and study new ways

to perform and produce electronic music in innovative ways—which means real-time improvisation and solos, and emotive expression with sound via contemporary musical interfaces. Most have mastered a performance instrument and, as part of their music degree, are required to perform.

Conner Golden, a junior in Frost’s Music Engineering Program, played classical piano and sang in the choir for many years prior to joining UM. As a sophomore, he switched from Classical Voice to the CMP and Laptop Ensemble. Golden has delved into the world of music engineering and technology, but not abandoned by any means his musicianship. He now dedicates himself to the LinnStrument, which resembles a key-tar (keyboard/guitar hybrid) and is a relatively new addition to the music technology scene.

“The possibilities of the LinnStrument are endless, and I know I have only scratched the surface of what is possible,” Golden says.

Laptop Ensemble students are among the first in the country to use laptops as their primary performance instruments to create contemporary masterpieces.

Contemporary Media Performance Studio fuses the power of modern music-making tools with the most talented musicians.

If We Can Talk About It, We Can Learn From It

We build trust and strengthen connections through the willingness to address—not ignore—thorny issues that are often the basis for discord and alienation yet are rarely discussed in society. A range of programs and projects are underway that complement the culture of belonging initiative, which is guided by the Office of Institutional Culture (OIC).

The Intergroup Dialogue follows a well-structured curriculum that generates empathy and understanding of inequality and privileges, and optimizes learning opportunities for students.

“When I was able to tell my story to my group, it allowed me to break through so much of the uncomfortableness I’d been feeling. An experience like this could help a lot of students bridge differences and build solidarity,” says Wilson Mejia, a graduate student and intern in the OIC.



WE BELONG to Each Other

Our diverse experiences and thoughts bring us closer. We listen and seek to understand.

We are committed to mutually enriching our experiences by celebrating our differences.

New Endowed Chair Demonstrates University’s Commitment to Knowledge Through Deep Inquiry

Over the course of human history, few subjects have proven to be as “rose like” as religion—to believe or not to believe—given its potential to prick and polarize while offering the possibility for comfort and solace. Might there be a way to frame or approach this powerful domain to yield less prickliness and more fragrance?

Anjan Chakravarty, the University’s new endowed chair for the study of

atheism, humanism, and secular ethics, wholeheartedly believes there is. He joined the U officially in summer 2018 to assume the first such chair in the country, and his first course offering this fall, Science and Humanism, explores that very framework.

Christopher Doell, the director of programs of Academic Excellence and senior advisor for residential colleges, heard about the new endowed chair,

was impressed by the “bold and forward-thinking” decision, and registered for the course.

“Some might think that this person is coming to teach a course that condemns the belief in God, but that’s not the case,” Doell says. “Like a lot of philosophy, we’re looking at reason, evidence, and observation through a process of inquiry and argument to arrive at varying levels of truth.”

Reason, evidence, and observation fuel engaging conversation in courses like Science and Humanism that deepen inquiry and enhance understanding.



“Professor Chakravarty is a maestro of conversation and cultivating dialogue. He’s very, very encouraging of people offering their views, and then he presents some of the historical or deeper philosophical context to help us continue to think through,” Doell says, adding “courses like these are invaluable.”

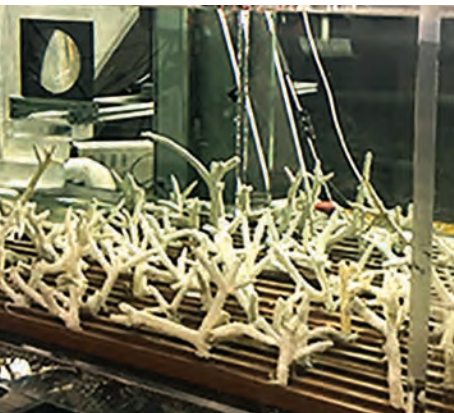
The new endowed chair, made possible by a generous \$2.2 million gift from the Louis J. Appignani Foundation, comes as secularization is rising, and demonstrates the University’s commitment to rigorous academic leadership and to explore topics critical to modern culture.

“These complex issues need to be addressed, and it’s important to talk about them and to have resources to analyze them carefully,” says Otavio Bueno, chair of the philosophy department, who was closely involved in the selection of the new endowed chair.

“It’s outstanding and a feather in the cap of the University that it took this leadership role,” says Chakravarty. “The University of Miami seems like the perfect place where this kind of mandate might flourish, given the wonderful diversity of students who come from so many different parts of the world—exactly what you want to have a rich discussion about these kinds of issues.”

U-LINK provides a model for researchers to collaborate across different disciplines and tackle some of the world’s most challenging problems.

“A lot of a team’s success depends on how team members communicate.” Susan Morgan, associate provost for research development and strategy



The Promise of Team Science

In its second year of University funding, the UM Laboratory for Integrative Knowledge, or U-LINK, is advancing a new model for collaborative research by encouraging and enabling researchers to work across disciplines to tackle some of the world’s thorniest problems.

And that’s by design.

The ultimate goal of the new University-wide platform is to develop interdisciplinary research projects that hold great promise for addressing some of society’s toughest challenges—and the potential to attract the external funding needed to advance solutions for them.

“We aren’t just funding awesome ideas,” says John Bixby, vice provost for research and U-LINK’s lead coordinator. “It has to be something important to society.”

But a secondary and, for now, even more important goal is developing a cadre of interdisciplinary collaborators who can share best practices for creating effective interdisciplinary teams.

Bixby and Susan Morgan, associate provost for research development and strategy, acknowledge that goal is a challenging task. After all, highly specialized researchers who are

accomplished in their respective disciplines often don’t speak the same language as experts from other fields.

“Collaborative interdisciplinary research is hard work, and we don’t take it for granted that everyone knows how to do it,” Morgan says. “A lot of a team’s success depends on how team members communicate. They need to create a new, unique intellectual space where their disciplines maybe don’t overlap but at least speak to each other.”

That’s why all grant recipients—Phase I teams and those designated as Phase II for renewed funding—in U-LINK’s second year will begin the next funding cycle in January by attending a mandatory seminar on the “hows” and “whys” of team science.

And that’s because the world’s most compelling and difficult problems are complex and multidimensional, requiring multiple experts with varied perspectives, skills, and knowledge to come together.

“Each discipline has a little piece of the puzzle,” Morgan says. “We need to put all the pieces together to assemble the comprehensive picture and create more innovative solutions.”



Dialogue Across Differences: Creating Brave Spaces to Build Stronger Bonds

It’s been said that courage is contagious and that every time we choose courage, we make everyone around us a little better and the world a little braver.

A new course at the University of Miami is intent on just that: creating brave spaces, which allow for controversy with civility and where students can engage in a genuine way by talking about challenging topics and thereby learn to respect differences, heighten awareness, and increase understanding.

The course, Dialogue Across Differences, stems from the Intergroup Dialogue (IGD) program, transplanted here in part by Laura Kohn-Wood, dean of the School of Education and Human Development, and which took root at UM under the leadership of President Frenk.

“Many at the University felt that we wanted to create a culture of belonging by having these conversations so people could get to know each other better and can work toward a more socially just community both on campus and off campus,” says Miriam Lipsky, a professor and senior learning and facilitation specialist in the Office of Institutional Culture and a lecturer in the School of Education and Human Development.

IGD began at the U as a work group, was piloted as a class this past spring and summer, launched as a course elective in fall 2018, and is taught by Lipsky together with Renee Dickens Callan, UM director of multicultural affairs.

The conversations—on ethnicity, race, sexual orientation, gender—are intended to provoke deep personal sharing, yet everyone knows that they are in a safe space and that whatever happens in class stays there, Lipsky explains.

During a recent class, students participated in an outdoor exercise where they positioned themselves on an imaginary continuum line as they answered an array of questions.

The experience of finding themselves standing alone or bunched together or seeing a classmate all by themselves invited students to physically experience the impact of their beliefs and biases.

“This class is geared to getting you out of your comfort zone because there you’re not really learning—that’s a space of ‘oh, I get it, I know that,’” Lipsky explains. “But we don’t want you in the danger zone either, where someone may have said or done something that triggered you and you shut down.”

“Intergroup Dialogue is about locating you on the learning edge,” she says.

Bersabeh Mesfin, a sophomore, registered for the class out of her interest in social justice and sociology. Born in Ethiopia, Mesfin moved to St. Louis when she was 4. She grew up very aware of “differences.”

The outdoor exercise motivated her to know her classmates better. “I wanted to know their reasons why,” she says. “Generally whenever we’re challenged, we fall back on ‘oh, I don’t want to talk about it.’ I know that I’ll learn a lot in this class, especially from those who are very different.”

“Dialogue Across Differences is geared to getting you out of your comfort zone because there you’re not really learning.”

Professor Miriam Lipsky

The conversations—on ethnicity, race, sexual orientation, and gender—are intended to provoke deep, personal sharing, yet everyone knows they are in a safe space.

WE BELONG to the Community

At the University of Miami, we impact and influence Greater Miami, Florida, and the nation.

We play a critical role in helping to foster more vibrant and harmonious communities.

'Canes Surge to Success—On and Off the Field

Our football 'Canes won 10 games last year for the first time in 14 years, including wins against rival Florida State and powerhouse Notre Dame. The buzz spread far, fast, and wide and prompted ESPN's *College GameDay* to broadcast live on the Coral Gables campus for the first time.

The success for these 'Canes spread beyond the gridiron: Touchdowns and takeaways were matched by classroom achievement and solid support for community kids and families.

Defensive lineman Demetrius Jackson, a senior political science major, embodies this class of student-athletes with a passion for paying it forward. With support from the U, Jackson launched the Young Men of Tomorrow foundation to help the Overtown community where he grew up.

"Everyone has to try and work to give a helping hand and make their community better. You can't just talk about it. You have to be about it. You have to try and do something," says Jackson, who was twice voted Hurricanes Community Service Man of the Year.

"Service is a pillar of our program. From the first day of recruiting, we emphasize that the players have tremendous humility for the blessings they've been given, and therefore they must share."

Women's Basketball Head Coach Katie Meier

Women's basketball players support community children in one of many service events.



Making a Difference

We are the University of Miami, founded as part of the vision and development of this city. It's an integral part of our culture and ethos to positively impact the city and the region.

Our focus on performative research demonstrates our commitment to help resolve local and regional challenges. Rising sea level, for example, poses a problem for Miami and for the world, and we offer unparalleled expertise in climate science and urban planning through our Rosenstiel School of Marine and Atmospheric Science and our School of Architecture. We strive to be active participants in finding solutions especially suited to Miami.

Our mission is to educate and nurture student changemakers who will go out in the world and make a difference, and that experience begins while here at the U.

WE BELONG TO THE COMMUNITY

And the football team is far from alone in its focus to foster well-rounded student-athletes.

In the classroom, 12 of our programs were recognized for perfect scores of 1,000 in the 2016-17 NCAA Academic Progress Rate (APR) report. Three programs were honored for perfect multiyear APR scores.

Hurricane student-athletes ranked first among all Division I schools in 2018 in the NCAA Team Works Helper Community Service Competition, as our students participated in more than 200 events, supporting the Boys and Girls Club, Best Buddies, Holtz Children's Hospital, Lotus House, the YES Institute, and more. In one ongoing project, 77 student-athletes acted as pen pals with students at local elementary schools. Overall, student-athletes logged close to 3,400 hours of community service.

Hurricane student-athletes ranked first among all Division I schools in 2018 in the NCAA Team Works Helper Community Service Competition.

The commitment to pay it forward is ingrained in the 'Canes sports culture.



"Service is a pillar of our program," says Katie Meier, who last year completed her 13th season as head coach of the UM women's basketball team. "From the first day of recruiting, we emphasize that the players have tremendous humility for the blessings they've been given, and therefore they must share."

The commitment is ingrained in the 'Canes sports culture. "We don't sit there and sign them up; when they hear of an opportunity, they seek it out and do that on their own—it's purely from their hearts," says Meier, whose 'Canes made a ninth consecutive postseason appearance in 2017-18.

Miami Hurricanes are competitive in all things, including uplifting others. They are athletes, proud members of the community, hardworking students, and role models.



Closing the Medical Research Gap

Enrolling 1 million diverse people in the largest health study ever undertaken by the National Institutes of Health is a daunting task. Yet UM researchers who positioned the Miller School of Medicine to lead the ambitious All of Us Research Program for the Southeast are compelled by an ethical imperative: ensuring that medical breakthroughs benefit all of us.

Black, Hispanic, and other minority populations suffer disproportionately from diabetes, cancer, and other diseases, yet they have not been included in the large-scale clinical trials that historically lead to more effective treatments for such conditions.

With a new \$60 million grant from the \$1.5 billion All of Us program, UM partnered with the University of Florida, Emory University, and the Morehouse School of Medicine to establish the SouthEast Enrollment Center (SEEC), a consortium that will endeavor to address this discrepancy. This spring, the center began recruiting about 100,000 of the 1 million people who, by confidentially sharing their biomedical and health data, are helping to generate one of the largest, richest biomedical databases in history—one that researchers will one day use to tailor treatments based on a patient's biology, environment, and lifestyle.

"This is an important opportunity to expand the promise of personalized medicine to all communities," says Stephan Züchner, the SEEC's lead principal investigator who chairs UM's Dr. John T. Macdonald Foundation Department of Human Genetics and co-directs the John P. Hussman Institute for Human Genomics. "This study will begin to collect the data that will enable us to begin fine-tuning therapies for specific health issues and specific populations."

Given UM's expertise in genetics and genomics and its location in one of the nation's most ethnically diverse counties, Züchner and two other SEEC principal investigators from UM—Margaret A. Pericak-Vance, director of the Hussman Institute, and Olveen Carrasquillo, chief of the Department of Medicine's Division of General Internal Medicine—helped position the University to play a leadership role in All of Us. Over the next five years, they and the rest of UM's All of Us team—three co-investigators and 15 research managers, coordinators, and assistants—are intent on recruiting many of the 40,000 participants the SEEC expects to enroll across South Florida.

The Sylvester Comprehensive Cancer Center, the University's Center for Computational Science and School of Nursing and Health Studies, and experts in medical informatics are also poised to contribute to this monumental effort.



"This is an important opportunity to expand the promise of personalized medicine to all communities."

Professor and Lead Principal Investigator Stephan Züchner

UM exercises the leading role for this \$60 million grant to help ensure that medical breakthroughs benefit "All of Us."



WE BELONG TO THE COMMUNITY

*“Our clinics give students the opportunity to gain real, practical legal skills representing real clients.”
Law School Associate Dean Kele Stewart*

For many students, participating in a clinic provides a competitive edge in the job market and is one of their most rewarding law school experiences.



Through Law Clinics, Students Gain Experience and Spur Community Change

UM School of Law students work to address the needs of some of the most vulnerable and marginalized populations—most who cannot afford a lawyer—in South Florida and across the globe through the school’s clinics. These training forums, a critical part of the curriculum, provide unparalleled experience for students learning the essentials of lawyering under the close supervision of professors and clinical instructors.

“Our clinics give students the opportunity to gain real, practical legal skills representing real clients,” says Kele Stewart, associate dean for experiential learning and co-director of the Children and Youth Law Clinic. In her clinic, students learn to advocate for children in the foster care system.

“We can talk about this in class in a theoretical manner, but there’s nothing like this experience that so conveys to a student the complexities and nuances of what it means to actually represent a child who’s going through the system,” Stewart adds.

Students select from a range of clinics—health rights, human rights, immigration, bankruptcy, environmental justice, children and youth, federal appellate, innocence, investor rights, and tenant rights. They spend about 15 hours per week on their case work and meet weekly in class to learn skills on interviewing, legal writing, and other practices. Ethics and social justice issues are often debated.

Alexa Poo, a second-year law student, worked with children and teens with behavioral and emotional disabilities and other special needs as part of her clinic work. She stressed the importance of promoting youth rights and advocacy.

Students’ cases often have a lasting impact for communities involved. Shiana Barbosa, a Marine veteran and mother who has a broken back and two brain injuries, was one of tens of thousands of Floridians unable to endure long lines to register for benefits in the aftermath of Hurricane Irma. A lawsuit filed by the Health Rights Clinic and other organizations allowed for the registration to be made via phone.

For many students, participation in the clinics reveals the hardships and challenges that many clients face due to lack of advocacy or systemic isolation. From defending the rights of foster children to filing class action immigration suits, their experience is vast and the work is extensive.

Frost Institutes Herald a Bold New Era for STEM Research and Education

Climate change, disease, famine, and pollution need not be the bane of the world. Scientific, technological, engineering, and mathematical advances that only a few years ago were regarded as the stuff of science fiction are now making such seemingly intractable problems solvable.

In May, with the launch of the Frost Institutes of Science and Engineering—an intertwined network of institutes aimed at boosting STEM across its campuses—the University took a giant step forward in helping to foster solutions to community and global challenges.

The institutes aim to make Miami a hub for technological and scientific innovation, and to support basic and applied sciences and engineering at the University.

Speaking at the launch ceremony, President Julio Frenk said that the institutes, which link UM’s College of Arts and Sciences and College of Engineering, “will put science on display.”

“The University of Miami is already known for excellence in biomedicine, marine sciences, and other fields,” he said. “But continued excellence cannot be sustained without critical investments in basic and applied science, mathematics, and engineering. These disciplines, which form the building blocks for innovation, must be strengthened to maintain our leading edge as a research university.”

The institutes and the facility where they will be headquartered are made possible by a landmark \$100 million gift from the namesake UM benefactors, Phillip and Patricia Frost, whose

legacy at the University is already well known in the form of a gift that named the Frost School of Music. Jeffrey Duerk, executive vice president for academic affairs and provost, said that the University needs to act boldly if it is to be a leader in interdisciplinary STEM research and education. “The Frosts’ gift makes that possible, and the impact will be felt not only at the U, but also throughout the greater South Florida community and beyond,” he said.

The Frost Institute of Chemistry and Molecular Science is the first of the individual institutes to be created, which is fitting, said Duerk, because “chemistry is a central science—everything in the physical, life, and applied sciences intersects with chemistry.”

For future institutes, said the provost, “we will continue to galvanize our scientists, researchers, and students to delve into the big problems that matter, be they in neuro-engineering, smart cities, the environment, data science, or any of the other disciplines that will shape the future of our planet and our society.”

*“We will become a leading institution in the STEM fields—science, technology, engineering and mathematics. This year we broke ground on what will be the first of at least five institutes in a science quad that will be a hub for research in the Americas.”
President Julio Frenk*

This rendering depicts the facility that will house the network of institutes aimed at boosting STEM at UM.



The Hemispheric University

When our founders wrote the charter, they knew that the University of Miami would build its home at the crossroads of the Americas, the economic and cultural center of our continent.

Today we are leveraging our location to become the Hemispheric University—la Universidad Hemisférica—the university that reaches across national borders to convene and lead institutions with a particular emphasis on bridging North, Central, and South America.

We are creating relationships throughout the region to promote student and faculty exchange. We took a major leap forward this past spring with the launch of the Hemispheric University Consortium, a partnership of 11 universities across the Americas, to further the exchange of knowledge and understanding.



WE BELONG to the Hemisphere

We share our values, expertise, and knowledge across the Americas and throughout the world.

Both as an institution and also graduate by graduate, we impact the world—through our groundbreaking research and commitment to cultivating global citizens.

An Imperative for the Americas: Closing the Gap in Palliative Care

The global pain crisis is arguably the most glaring inequity in global health today. Felicia Marie Knaul, professor of public health sciences at the University of Miami's Leonard M. Miller School of Medicine and director of the Institute for Advanced Studies of the Americas (U-MIA), is a leading voice of a global project representing 25 countries seeking to change that.

Knaul chaired a comprehensive Lancet Commission report that revealed that tens of millions of people who live in low- and middle-income countries and die in severe physical and psychological pain each year could have an easier death if an essential package of palliative care, which includes immediate-release, oral, and injectable morphine, were made available by health systems around the world.

Spearheaded by UM in collaboration with Harvard University, the report was published in one of the world's leading medical journals, *The Lancet*.

"This global pain crisis can be remedied quickly and effectively. We have the right tools and knowledge, and the cost of the solution is minimal. Denying this intervention is a moral failing, especially for children and patients at the end of life."
Professor and Lancet Commission Report Chair Felicia Marie Knaul



“The commission describes a new measure of serious health-related suffering, which captures for the first time the crisis that must be addressed, and makes a clear call to take more seriously the alleviation of the burden of pain, suffering, and severe distress associated with life-threatening or life-limiting conditions,” says Richard Horton, the journal’s editor-in-chief.

UM’s participation is anchored by U-MIA. The center is guiding the implementation of the commission’s recommendations in Latin America and the Caribbean, starting with El Salvador, Haiti, and Mexico.



“This global pain crisis can be remedied quickly and effectively,” says Knaul. “We have the right tools and knowledge, and the cost of the solution is minimal. Denying this intervention is a moral failing, especially for children and patients at the end of life.”

Early last April, the U, serving as the commission’s host institution, convened global and regional palliative care civil society organizations together with researchers and advocates from around the world for the two-day Global Launch Symposium. Attendees developed and adopted the Miami DeclarAction strategy to implement the findings of the report.

Natalia Rodriguez, director of research support for U-MIA, explains that the University will work with its research partners to develop accountability frameworks and appropriate metrics as part of the project. A new metric—suffering-intensity-adjusted life-years—has been proposed.

Knaul adds that the strategy also includes training policymakers throughout the region to better estimate their country’s need for palliative care and pain medications to close pain divides, and collecting data in Latin America and the Caribbean that will change priority setting in health, measuring the burden of serious health-related suffering and incorporating the value to patients and caregivers of alleviating pain and suffering.

The commission’s goal is to make a palliative care package of pain-relieving and palliative care medicines, equipment, and caregiving available to all by the year 2030. UM will continue to lead these efforts with a particular focus on the Americas.

Hemispheric University Consortium Forging New Ties Across the Americas

In late April, leaders representing 11 universities across the hemisphere met in the University’s Kislak Center and penned an unprecedented accord: to share resources and expertise in a collaborative effort to address crime and corruption, public health, climate change, urban resilience, innovative entrepreneurship, and other pressing regional challenges.

The Hemispheric University Consortium, a component of the Roadmap to Our New Century, capitalizes on the respect for universities as among the most prestigious institutions in society and will provide a platform for students, faculty, and researchers to collaborate. In its initial phase, UM is serving as the host or backbone agency, leveraging our geographic advantage at the crossroads of the Americas, while fulfilling a key part of our mission.

Vice President for Hemispheric and Global Affairs Lourdes Dieck-Assad is spearheading University involvement and coordinating the consortium working group.

“There is so much enthusiasm, and all the universities want to put their own seed into the initiatives so that they will work. We’re working to see how we can adapt the ideas to make them consortium-wide,” she explains.

Since April, the working group has met twice online, and its efforts have focused on designing initiatives—from the five broad topical areas—that would enhance student experience or would spur collaborative research.

Several specific research issues have generated special interest and enthusiasm—water and water management for sustainability from the area of climate change, and data science and big data from the area of entrepreneurial innovation.

“Our next step is to identify champions for these issue areas, someone at the different institutions who is going to commit themselves to the work and then connect to others throughout the consortium,” Dieck-Assad says.

In terms of student mobility and experience, the group is looking to identify courses that could be offered to students across the consortium. UM’s study-abroad expedition to the Galapagos Islands has sparked interest for its potential for collaboration. Another possibility—one of timely public policy interest—is coursework on migration that Monterrey [Mexico] Tech offers, studying ways to improve conditions in Mexico and Central America to curb emigration. The chance for students from different countries to share their unique perspectives and research embodies the true potential of the consortium.

In an article published in *The Washington Post*, President Frenk touted the value and impact of the consortium. “By working across borders, universities can advance resilient, boundary-spanning solutions to our world’s shared problems. Institutional alliances can also serve as models for civil society that may elude national leaders,” he wrote.

The article generated interest from a range of universities across the hemisphere seeking to join the partnership.

Sixty-one million people worldwide experience serious health-related suffering each year for a total of at least 6 billion suffering days.

Each year, nearly 2.5 million children die needing palliative care and pain relief. In low-income countries, they account for more than 30 percent of serious health-related suffering deaths.

Over 80 percent of those people live in low- and middle-income countries where access to palliative care is severely lacking.



University leaders meet at the Kislak Center to sign the unprecedented accord and develop an implementation framework.

A Hub for Hemispheric and Global Knowledge

The opening in March of the gleaming new Kislak Center, a historic community space transformed into a multipurpose, state-of-the-art facility, celebrated a landmark moment in the University's evolution as a hemispheric university.

The center, located within the Otto G. Richter Library on the site of the former Brockway Lecture Hall, offers a ground-floor reading room and exhibit gallery for scholarly and cultural exchange. The Jay I. Kislak Collection of the Early Americas, Exploration and Navigation—among the most prestigious collections in the world of rare books, manuscripts, and artifacts relating to the Americas—will be housed in a mezzanine level gallery.

“This is certainly the most important collection the University has acquired in its history, and the most highly assessed in terms of value,” says UM Libraries Dean Charles Eckman. “It puts us in a different level of libraries in terms of unique and distinctive holdings.”

In March, leaders from universities across the Americas penned the Hemispheric University Consortium agreement in the center.

“Kislak was the natural setting for the inaugural meeting of the consortium. It felt like it was a perfect moment in a room surrounded by aspects of the collection and other artifacts of the Americas,” Eckman says.

The center has been chosen as one of the principal venues for the International Association of University Libraries' 2021 Annual Conference, and UM Libraries are exploring a range of options to partner with consortium members to spur library engagement, be it hosting seminars or other initiatives to share knowledge and resources.

Ashli White, associate professor of history, accessed the new Kislak Center collection as part of the research for “Antillean Visions: Maps and the Making of the Caribbean,” an exhibition of cartographic art.

“We viewed some fantastic, one-of-a-kind, amazing pieces relating to the Caribbean—and the 27 pieces we used represent just a small percentage of the enormous wealth and breadth of the collection,” White says.

“I'm already looking at the thousands of pieces that are coming that I can use for class and can bring my students to the center to view. That is pedagogically fantastic,” says White, a specialist on revolutions in the Caribbean.

Deep Dive on Sharks, Revelatory Marine Research Informs Public and Policymakers

It might sound absurd to some people, but to Neil Hammerschlag, diving into shark-infested waters without a spear gun or repellent is actually a chance to learn something new about an often-misunderstood super predator.

That is precisely what the University of Miami research associate professor recently did, taking the plunge off the coast of Key Largo to observe five massive tiger sharks feeding on a whale carcass. But it wasn't the first time Hammerschlag has gotten up-close and personal with sharks.

As director of the Rosenstiel School of Marine and Atmospheric Science's Shark Research and Conservation program, Hammerschlag and his team of graduate students and staff study and tag sharks year-round, tracking their movements to better understand the biology, ecology, and behavior of a species that swam the world's oceans long before dinosaurs even roamed the Earth.

His message to the world: We should be afraid for sharks, not of them. As apex predators, they help maintain healthy marine ecosystems, preying on fish below them in the food chain and helping to keep prey populations in check.

Sharks are a critical barometer of ocean health. Yet many shark populations around the world are in decline—nearly 20 percent of all known species face extinction, their numbers dwindling primarily as a result of overfishing but also due to climate change and the loss of their habitats. These warning signs provide a comprehensive reading of threats throughout intersecting and interdependent natural systems.

Hammerschlag's exhaustive research—from identifying critical shark habitats and examining the effects of urbanization on shark movement and health to evaluating how sharks may respond to climate change stressors—offers the promise to shed light not only on our understanding of this fascinating marine predator but also to influence U.S. and global policymakers who enact laws that impact the marine environment and natural world.

His efforts are paralleled in a range of areas by a stellar team of Rosenstiel scientists, whose research is advancing oil spill science; spurring the development of aquaculture businesses; yielding deeper understanding of the marine environment, coral reefs, and human-caused climate change; and enhancing knowledge of the Gulf Stream and the connectivity between South Florida and Cuba.

In May, at the gala marking the school's 75th anniversary, President Julio Frenk said of the Rosenstiel School: “Your steadfast pursuit of greater knowledge has been essential to improved hurricane forecasts, expanded knowledge of ocean and atmospheric processes, natural blizzards and catastrophes, weather and climate change, sea-level rise, marine conservation, and much more—with the end reward of providing the scientific basis for influencing sound policy. And all of this while developing and mentoring the next generation of scientists.”

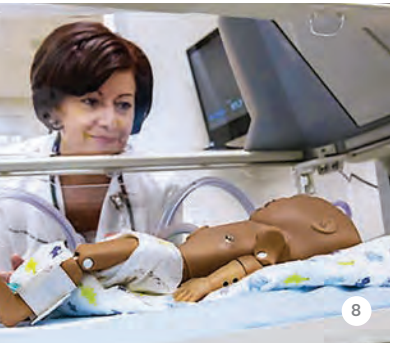
Research on sharks, considered a critical barometer of ocean health, is providing an illuminative understanding of interdependent natural systems and offers the promise of influencing laws and policy that impact the marine environment.

“This is certainly the most important collection the University has acquired in its history, and the most highly assessed in terms of value. It puts us in a different level of libraries in terms of unique and distinctive holdings.”
UM Libraries Dean Charles Eckman

The landmark gift by the Jay I. Kislak Foundation of the Collection of the Early Americas, Exploration and Navigation—among the most prestigious collections in the world—opens new worlds for learning, and creates a hub for academic and cultural exchange.



THE YEAR IN REVIEW



June 2017

Student Housing Village Construction ①

The first lift of the tallest columns for the 540,000-square-foot lakeside Student Housing Village is completed over a four-week period. The on-campus housing project occupies a 12-acre construction site on the Coral Gables campus.

Civic Engagement Scholars ②

Thirteen Community Scholars from the Center for Civic Engagement make final presentations on a range of housing-related topics, from substandard housing to housing finance.

Rare Violin Launches Music Instrument Collection ③

The Miller family initiates a Frost School of Music Instrument Collection with a donation used to purchase a rare, early 18th-century Guarneri violin, named the Sue Miller Violin and valued at \$1.1 million.

First Lady Honored ④

UM's first lady, Felicia Marie Knaul, director of the Institute for Advanced Study of the Americas, becomes the first economist admitted into the prestigious Mexican National Academy of Medicine.

July

Leading Music Law Program

The School of Law is highlighted in *Billboard Magazine's* listing of the "nation's leading schools for music law programs."

STARS Rating for Sustainability

UM earns a STARS silver rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education.

August

Foster Care Youth on Campus ⑤

The School of Law and School of Education and Human Development combine to welcome the inaugural First Star Academy, a five-week summer residential program for foster care youth on the Coral Gables campus.

Bascom Palmer No. 1 Again ⑥

Bascom Palmer Eye Institute is ranked the nation's best in ophthalmology by *U.S. News & World Report*.

September

University in Full Recovery Mode After Hurricane ⑦

Hurricane Irma disrupts operations and requires the evacuation of University campuses. In a show of strength and resilience, the University community works together to restore campuses to normal operations and helps its neighboring communities.

Simulation Hospital Opens ⑧

The School of Nursing and Health Studies dedicates its new state-of-the-art, five-story Simulation Hospital, heralding a new era of engaged learning across the U.

Housing Village Hits the Roof ⑨

Construction reaches the roof level on the first third of the 25 interconnected buildings of the Student Housing Village. The village will eventually provide modern suites and apartments for 1,115 upperclassmen.

Collaborative Education

The Office of Professional Advancement in the Division of Continuing and International Education collaborates with Universidad Andrés Bello—a member of the Hemispheric University Consortium—to launch an online advanced engineering project development and evaluation certificate program in Spanish.

Rosenstiel Oil Spill Research ⑩

Rosenstiel School scientists are awarded \$12 million to advance oil spill science.

Award for Math Professor ⑪

Math professor Ludmil Katzarkov is awarded a Simons Investigator Award, one of the most prestigious recognitions in the field of mathematics.

October

Medical Help for Puerto Rico ⑫

The Miller School of Medicine mobilizes physicians and supplies to help Puerto Rico's medical community after the devastation of Hurricane Maria.

Motion Pictures Program: the Reel Thing ⑬

The School of Communication Motion Pictures Program is named one of the top 50 film schools in the country.

Frost Music Presidential Scholar at the Arsht Center ⑭

Presidential Scholar Sir James Galway performs with the UM Frost Symphony Orchestra at the Adrienne Arsht Center for the Performing Arts.

3D Printing Center Opens ⑮

The College of Engineering-Johnson & Johnson 3D Printing Center of Excellence Collaborative Laboratory opens.

UHealth Achieves Single Licensure

Our three hospitals are reorganized into a single, multifacility hospital operating under the same state license and Medicare numbers, a venture that affords greater efficiencies in space, operations, and patient-care coordination.



November

Football Coach Wins Top Honors 16

Head Coach Mark Richt is named ACC Coach of the Year and Walter Camp National Coach of the Year.

UM Libraries Launch Digital Public Library

The Libraries' Digital Strategies team and university partners launch the Sunshine State Digital Network, the hub for Florida-based collections in the Digital Public Library of America.

Panoply of Awards for Architecture School 17

School of Architecture faculty, students, and leadership win nine awards at American Institute of Architects Miami Design Awards.

Landmark Gift for the Frost School 18

Composer Thomas Hormel's two landmark gifts totaling \$3.4 million to the Frost School of Music support the Hormel Music Innovation Stage, part of the new Knight Recital Hall, and three endowed graduate fellowships.

December

ACC Champs and Orange Bowl Bound 19

Football 'Canes earn an invitation to the Capital One Orange Bowl after capturing the ACC Coastal Division title.

Prestigious Cancer Research Grant

A consortium composed of Sylvester Comprehensive Cancer Center, the UM Center for AIDS Research, and institutions in Argentina is awarded a prestigious National Cancer Institute U54 grant to pursue research in AIDS-related malignancies.

Speakers Share Wisdom at Fall Commencement 20

Trustee and retired baseball star Alex Rodriguez, and alumnus and engineering whiz Rony Abovitz celebrate 1,000 graduates at two commencement ceremonies, urging them to "swing for the fences" and to "learn to love and respect and create."

Marketing Department in the Top 10 21

The Miami Business School's Marketing Department is recognized as one of the top 10 programs in the world by the University of Texas Dallas ranking of academic productivity.

Pancreatic Cancer Research Gift

Julio Miguel Orlandini-Agreda makes a \$5 million commitment to establish the Sylvester Pancreatic Center Research Institute Fund. This gift will be used to recruit and retain the top researchers, medical oncologists, and surgeons in the field of pancreatic cancer research and related disease groups in order to expand and deepen the research program in these areas. A portion of the gift also created the Global Oncology Kickstarter Fund to stimulate the development of oncology training in Latin America, with a focus on Bolivia.

January 2018

First Future of Career Education Meeting 22

The Toppel Career Center hosts the inaugural meeting of the UM Career Alliance—employers, students, faculty, and staff—to discuss the future of career education.

Students Win Public Space Challenge 23

School of Architecture students win Miami Foundation's Public Space Challenge, constructing a performance venue of 1,001 orange poles under a downtown Metrorail station.

CARD Center Celebrates 25th Anniversary

The Center for Autism and Related Disabilities (CARD), under the College of Arts and Sciences, celebrated its 25th anniversary as a hub of autism research and of helping families receive the best in clinical care.

February

Law Clinic Recovers \$1 Million for Its Clients 24

The Miami Law Investor Rights Clinic, the only arbitration clinic in Florida providing free assistance to small claims investors, reaches and crosses the \$1 million milestone mark in client recoveries.

Cyclists, Runners, and Walkers Support Lifesaving Research 25

Thousands of cyclists, runners, and walkers participate in the Dolphins Cancer Challenge. This annual fundraiser, pedaling strong now for eight years, has raised more than \$26.7 million to support lifesaving research at Sylvester Comprehensive Cancer Center.

Bequest to Support Future Marine Geoscientists 26

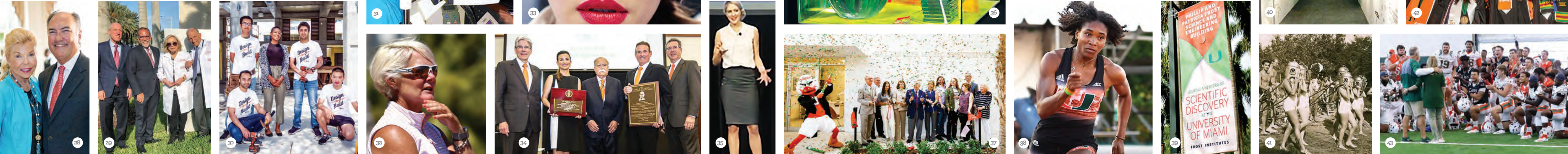
Robert N. Ginsburg, who devoted more than half a century of his professional life to the Rosenstiel School of Marine and Atmospheric Science as professor of marine geology, makes a \$4.9 million bequest to endow two faculty chairs and a fellowship in the Department of Marine Geosciences. His gift provides vital support to future generations of marine geoscientists.

March

Kislak Center Debuts 27

The grand opening of the Kislak Center features the debut of an exhibition showcasing materials from the Kislak Foundation, Special Collections, and University Archives. Jay I. Kislak's passion for preserving history and the \$30 million gift of his Collection of the Early Americas, Exploration and Navigation to UM and Miami Dade College "opens new worlds" for learning.

THE YEAR IN REVIEW



Lois Pope Gift to Study Macular Degeneration (28)
Trustee Lois Pope makes a landmark \$12 million commitment to the Bascom Palmer Eye Institute to establish the collaborative Lois Pope Center for Retinal and Macular Degeneration Research and to create a clinical research endowment that will ensure researchers have the resources in perpetuity to seek out new treatments.

Cornfeld Gift (29)
Robert M. Cornfeld and his wife, Judy, make a \$4 million gift to the Department of Neurology at the Miller School of Medicine to create the Judy and Robert Cornfeld Neuro-Imaging Center, a multidisciplinary research environment using advanced imaging to understand brain function and memory.

Shelter from the Storms (30)
The opening of the new B.E. & W.R. Miller BuildLab allows students in the School of Architecture to build their designs in an open-air setting streamlined for their projects. The concrete-frame structure is enclosed by louvered walls to encourage visibility and airflow through the building.

Landmark Gene Therapy (31)
A 9-year-old legally blind boy becomes the first patient to undergo a landmark gene therapy at Bascom Palmer Eye Institute. Within a day after the hour-long procedure, Creed Pettit could tell his vision was improving. Within a month, he was able to see details of a world he had never seen before.

Banner Month for Women's Athletics (32)
Randy Ableman is named ACC Female Diving Coach of the Year, Amy Deem is named ACC Outdoor Track and Field Women's Coach of the Year, and the women's basketball team heads to the NCAA tournament for the seventh time in eight years.

Best-Ever Pass Rates
The School of Nursing and Health Studies records a 98 percent overall first-time pass rate for nursing master's students—its best score ever. First-time pass rates for B.S.N. students also are well above national and state averages.

Stars at the Miami Film Festival (33)
An impressive representation of eight films produced, edited, and directed by School of Communication students, faculty, and alumni compete in the 2018 Miami Film Festival.

April

Faculty Senate Awards (34)
Patricia Abril, vice dean of the Miami Business School Graduate Business Programs, is awarded the 2018 Outstanding Teaching Award, and Trustee Stuart Miller is recognized with the James W. McLamore Service Award.

Statewide Competition for Doctoral Students (35)
Graduate School students compete for the first time in the statewide 3MT Competition.

Hemispheric University Consortium Is Established
Leaders representing 11 universities convene at UM to sign an unprecedented academic agreement spanning the hemisphere.

May

Engaging People in the Arts (36)
The Lowe Art Museum is funded by the John S. and James L. Knight Foundation to create a new position, director for digital engagement strategies, to use technology to better engage people in the arts.

New Frost School Building (37)
The Frost School Messinger Music Executive Building opens. A donation by arts patron Marty Messinger spurred the renovation of this facility at the center of the music quad.

Women Are Track and Field Champs (38)
The women's track and field team is crowned ACC outdoor champions in front of a home crowd at Cobb Stadium.

Frost Institute Groundbreaking (39)
A groundbreaking ceremony takes place for the Phillip and Patricia Frost Science and Engineering Building, which will house an intertwined network of institutes aimed at boosting STEM across our campuses.

Architectural Innovation (40)
The School of Architecture is welcomed as a founding member of the World Innovation and Entrepreneurship Expo in Shanghai, China.

75th Year Gala Celebration (41)
The Rosenstiel School celebrates its 75-year anniversary with a gala that honors the incredible history of the small laboratory boathouse that became a marine research powerhouse.

Stepping Out in the World (42)
A commanding cadre of graduation speakers—authors, researchers, humanitarians, artists, and legal and business experts—inspire several thousand “innovative, confident, and mightily impressive” new UM graduates at seven commencement ceremonies.

Final Construction for Indoor Practice Facility (43)
Construction nears completion on the 83,000-square-foot Carol Soffer Indoor Practice Facility. Student-athletes practiced for the first time in the building in August 2018. This project surpassed its goal of \$34 million with gifts from the community as well as from several 'Cane football alumni.

Increase in Total Net Assets Reflects the University's Commitment to Excellence and Continuous Improvement



Jacqueline A. Travisano
Executive Vice President for
Business and Finance and
Chief Operating Officer

The University's net assets grew by \$204.3 million, or 10.2 percent, in fiscal year 2018, driven by investment returns of 9.4 percent, improved operating results, and the continued support from philanthropy.

The fiscal year 2018 result signals a second straight year of \$200 million-plus growth in net assets, contributing to the University's overall financial position of over \$2.2 billion in net assets.

Operating activities for the year contributed to the overall increase of net assets, as total operating revenue growth outpaced the year-over-year growth of operating expenses, resulting in an operating surplus of \$74.6 million, or 2.3 percent operating margin.

Total operating revenues increased by \$303.8 million, or 10.3 percent, to \$3.3 billion.

Tuition revenue, net of scholarship and fellowship costs, increased by \$22.0 million, or 4.3 percent, as a result of increasing graduate enrollments

and a modest tuition increase, partially offset by the University's commitment to providing financial assistance to its students.

Net patient service revenues across UHealth, the University of Miami Health System, increased by a robust \$269.5 million, or 16.9 percent.

The reorganization of our three hospitals into a single, multifacility hospital operating under the same state license and Medicare numbers resulted in greater efficiencies in the utilization of clinical space, streamlined clinical and managerial operations, and continued enhancements in the coordination of patient care. The venture allowed UHealth to convert information technology systems into a consistent platform,

including those related to patient care. These efforts, amongst others, have led to success in maintaining a dynamic position in the regional health care market.

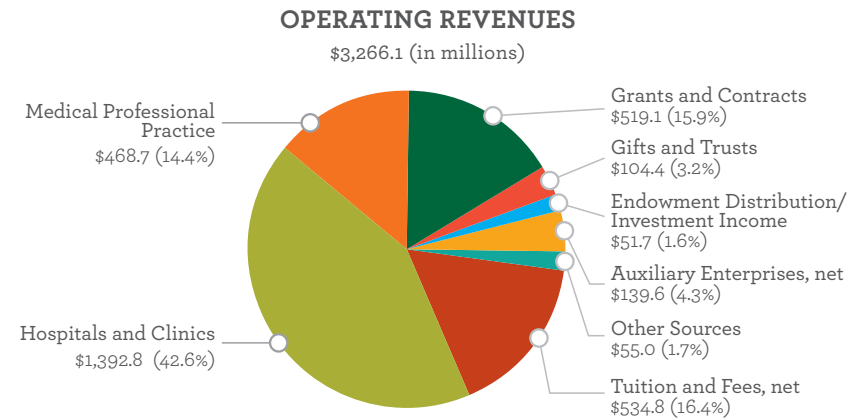
Sylvester Comprehensive Cancer Center/University of Miami Hospital and Clinics, with its leading-edge treatments, growing outreach and education activities, and expansion of basic and transdisciplinary research, continued to build a platform of success for the pursuit of the National Cancer Institute designation.

The Bascom Palmer Eye Institute continued its standing as the No. 1 ophthalmology program in the nation as recognized by *U.S. News & World Report*. This is the 17th time Bascom

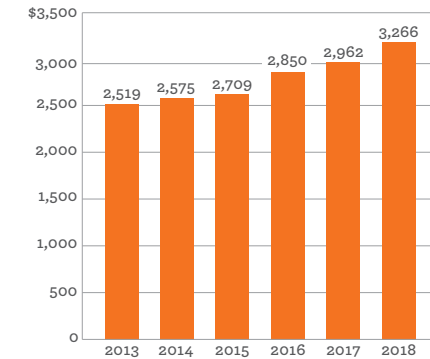
Palmer has received the nation's top ranking.

In the recently issued *U.S. News & World Report* rankings, UHealth Tower (formerly University of Miami Hospital) was ranked the third best hospital in the Miami-Fort Lauderdale metropolitan market and the 13th best in the state of Florida.

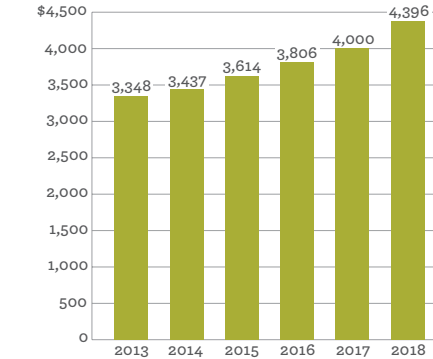
The Lennar Foundation Medical Center (LFMC) continues steady growth in clinical operations in its first full year of operations. LFMC was honored with the 2018 Press Ganey Guardian of Excellence Award for superior patient experience and the 2018 Chamber South Business Excellence Award for Innovation and Technology.



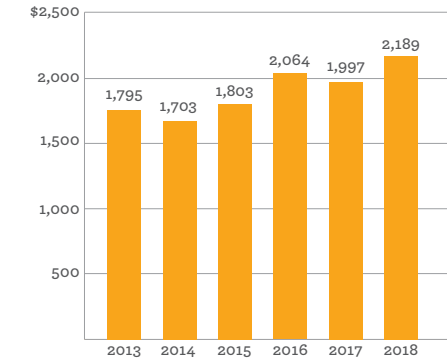
TOTAL OPERATING REVENUES
(in millions)



TOTAL ASSETS
(in millions)



TOTAL LIABILITIES
(in millions)



UHealth continued to expand its presence in the Miami-Dade market with the opening of two additional urgent care centers in partnership with the Jackson Health System and the delivery of health care at 16 clinic locations in partnership with Walgreens throughout the tri-county area of southeast Florida.

Grants and contracts revenue was stable compared to the previous year, increasing slightly by \$1.0 million, or 0.2 percent, to a total of \$519.1 million.

Auxiliary enterprise revenue, which is derived from housing, dining, and athletics, increased \$18.5 million, or 15.3 percent. The increase was primarily attributable to football operations.

Total operating expenses for the University increased by \$181.8 million, or 6.0 percent, compared to the prior fiscal year. Compensation and benefits increased \$96.6 million, or 5.4 percent, while supplies and services increased \$51.1 million, or 6.8 percent. These increases are primarily related to increased patient services and a full year of operations at LFMC.

Depreciation, utilities, and interest increased by \$13.5, \$10.7, and \$0.6 million, respectively. These increases were expected based on new construction and maintenance of new facilities.

Other expenses increased by \$9.3 million, or 4.2 percent.

The change in unrestricted net assets from non-operating activities was

\$10.5 million. Investment return on the University's Growth Pool was 9.4 percent compared to last year's gain of 13.5 percent.

The change in unrestricted net assets due to post-retirement related changes other than net periodic benefit costs was \$53.7 million, a decrease of \$22.2 million. The defined-benefit pension plan, which has been frozen to new participants since June 2007, was positively impacted by a change in the interest-crediting rule that lowered the pension obligation and investment returns. At year-end, plan assets were \$800.2 million, and the plan's unfunded liability was \$98.4 million.

For the fiscal year, total donations for operating, non-operating, and restricted uses totaled \$139.2 million,

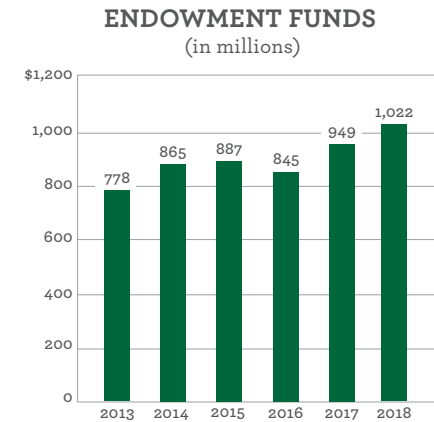
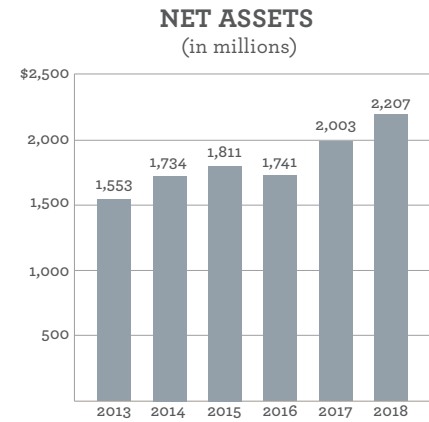
a decrease of \$145.0 million; this decrease was to be expected as last fiscal year included Dr. Phillip and Patricia Frost's transformational gift of \$100 million.

The University's total assets increased by \$395.7 million, or 9.9 percent, primarily contributed by increases in cash and cash equivalents, deposits with bond trustee, and property and equipment, net.

Cash and cash equivalents increased \$75.4 million compared to the prior fiscal year, primarily attributable to operating activities, resulting in an improvement in days cash on hand. Deposits with bond trustee increased \$193.8 million due the 2018 bond issuance supporting the Student

Housing Village and Proton Therapy Center projects. Property and equipment net increased \$50.0 million due to the University's ongoing investment in its facilities. Other increases in assets include accounts and loans receivable, net by \$30.2 million, contributed by the single license agreement and associated growth in patient volume. Additionally, investments increased \$34.5 million attributed to continued support from philanthropy and investment returns. The University's endowment market value crossed the \$1 billion mark in fiscal year 2018.

With regard to the University's ongoing investment in its facilities, construction on the Carol Soffer Indoor Practice Facility,



an 88,800 square-foot facility that houses a 65-yard field with two end zones, 60-foot clear height for kicking, and a 20-yard skill area, progressed well during fiscal 2018, and the building was delivered on time. A mezzanine in the facility houses football coaches’ offices and meeting rooms. The first phase was completed in August 2018, and further enhancements will continue taking place while the facility is being utilized.

Construction is also underway for phase 1 of the University’s housing strategic plan, the Student Housing Village, which is slated to open in fall 2020. The project was supported by a bond issuance. The 12-acre project comprises 25 interconnected buildings and

a multitude of outdoor spaces, including a grand courtyard, study spots, recreational spaces, and outdoor terraces. In addition to five floors of student housing for 1,115 upperclassmen, the first floor and mezzanine level of the main structure are planned to serve as retail, event, and office spaces. The project includes programming elements on the ground level, both indoor and outdoor, that will energize the campus area across Lake Osceola from the Shalala Student Center and contribute to an improved living and learning environment for all students.

Groundbreaking for the Sylvester Comprehensive Cancer Center proton therapy program took place in spring 2018. The Varian

ProBeam system is a highly advanced single-room system capable of fully rotational intensity modulated proton therapy (IMPT). It includes integrated cone beam CT imaging for positioning the patient based on high quality anatomical images with excellent soft tissue resolution. This project was also supported by the aforementioned bond issuance.

The University’s total liabilities increased by \$191.4 million, or 9.6 percent, which was primarily related to increases in bonds and notes payable, and accounts payable and accrued expenses. Bonds and notes payable, totaling \$1.3 billion, increased \$255.7 million attributed to a bond issuance for capital investments, including the Student

Housing Village and Proton Therapy Center. The University holds credit ratings of A3 and A- with Moody’s and Standard and Poor’s, respectively, and the University’s average cost of debt was 4.5 percent.

Accounts payable and accrued expenses reflects an \$11.7 million increase, contributed by payroll-related liabilities as well as an increase in supplies and services expenses at the hospitals, which is directly correlated to the increase in patient volume. Accrued pension and post-retirement benefit costs decreased by \$67.7 million primarily related to the University’s defined benefit pension plan. The plan’s obligations decreased by \$45.9 million due to cash contributions, investment returns,

and changes in certain assumptions, most notably the discount rate used to calculate benefits.

Our fiscal year 2018 results provide a layer of strength to the University’s financial platform, strengthening and enabling the progress of our strategic Roadmap to Our New Century. As we progress toward achievement of the goals of the Roadmap, the Division of Business and Finance will continue to pursue operating efficiencies, administrative excellence, and revenue-generating initiatives to support a perpetually strong U.

Jacqueline A. Travisano
Executive Vice President for Business and Finance and Chief Operating Officer

Endowment Growth Pool Tops \$1 Billion with Strong Returns and Generous Philanthropy

Building on the shift in strategy implemented in fiscal year 2017, the University of Miami Endowment Growth Pool (GP) posted another year of strong results. The portfolio is managed with the goal of maximizing long-term global risk-adjusted returns, while maintaining a streamlined fee profile. Highlights for the year include:

- The endowment crossed the \$1 billion mark for the first time in its history, thanks to generous philanthropic support and investment returns
- 9.40 percent Net Investment Return
- Continued momentum in domestic equities and tactical overweight in international equities fueled outperformance

On a relative basis, the GP exceeded the 60 percent equity/40 percent fixed income benchmark by 2.51 percent, the second largest outperformance in the past five years. The portfolio’s tilt toward equities helped drive excess returns given strong performance across strategies. The Total Portfolio benchmark only narrowly eluded the GP, yielding 9.65 percent. We continue to invest in asset classes and managers where there is conviction that the long-term results will be optimal for the University.

The preceding two fiscal years were marked by high levels of manager turnover and reallocation among asset classes. As a result of these efforts, the GP was able to enjoy a full year of reduced fees and increased liquidity. New and existing managers are continually screened based on their ability to improve portfolio positioning, considering not only fees and liquidity, but also total portfolio and sub asset class risk and return efficiency.

The University’s GP strategy is to ensure that current and future spending requirements are supported while preserving purchasing power through asset growth. Under the guidance of the Board of Trustees, portfolio construction is cognizant of the importance of asset allocation in driving returns, while utilizing selective active management where an opportunity is definable and probable. We remain confident that our current investment framework will prove fruitful in enabling the GP to have the maximum possible impact.

Charmel Maynard
Associate Vice President and University Treasurer

HISTORICAL GP PERFORMANCE vs. BENCHMARKS

	Actual ¹	Benchmarks	
		Total Portfolio	60/40
2014	12.92%	14.43%	11.29%
2015	3.42%	5.00%	4.36%
2016	-4.40%	-2.71%	-1.87%
2017	13.52%	13.75%	10.93%
2018	9.40%	9.65%	6.89%

¹ Net of Fees

POLICY PORTFOLIO TARGET AND RANGES

	Range	Target	May 31, 2018
Public Equity	50-70%	60%	66%
Absolute Return	5-20%	13%	16%
Private Equity	5-10%	8%	2%
Real Assets	0-15%	4%	1%
Fixed Income	5-15%	13%	14%
Cash	0-5%	2%	1%

ENDOWMENT GROWTH AT MARKET (in millions)

	One Year	Five Years	Ten Years	Fifteen Years
Beginning Balance	\$ 948.6	\$ 777.9	\$ 736.2	\$ 413.7
Return, Including Unrealized Appreciation (Depreciation)	87.3	280.2	377.1	646.4
Distributions to Operations, etc. ¹	(44.3)	(200.8)	(362.0)	(489.8)
Gifts and Other Net Additions	29.9	164.2	270.2	451.2
Net Increase (Decrease)	72.9	243.6	285.3	607.8
Ending Balance	\$ 1,021.5	\$ 1,021.5	\$ 1,021.5	\$ 1,021.5

¹For most endowments, this is pursuant to the University’s Endowment Spending Policy.

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