

The background of the image is a large, stylized arrow pointing to the right. It is composed of numerous parallel diagonal stripes in various shades of green, ranging from dark forest green to bright lime green. The stripes are arranged in a way that creates a sense of depth and movement, converging towards the right edge of the frame. The text "ROADMAP TO OUR NEW CENTURY" is centered horizontally across the middle of the image, overlaid on the green stripes.

ROADMAP TO OUR NEW CENTURY

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FROM THE PRESIDENT

Proudly and with great anticipation, we at the University of Miami look forward to our centennial in 2025.

With that milestone in mind, we have developed a comprehensive strategic plan, Roadmap to Our New Century, presented in the following pages. It is no less than a roadmap to our future—a plan that will guide us down new avenues of opportunity and across new geographic, cultural, and intellectual borders, while ensuring our operations are sustainable to provide the platform for our success.

As a 93-year-old institution—mature by some measures, youthful by others—we are immensely proud of our roots. We are resilient, enduring, and growing through times of turmoil, threat, and uncertainty. And we have an extraordinary capacity for renewal—reinventing ourselves and leading the way in the face of unprecedented changes affecting all of higher education.

We are driven by a commitment to reach new heights. The pages that follow highlight how we will prepare the U for its next century as an advanced comprehensive research university that serves our local, national, hemispheric, and global communities—a great university with great schools and colleges.

I thank all who have contributed to this plan and who continue to shape our path to accomplish our ambitious goals, and I welcome your continued participation.

Julio Frenk

Julio Frenk
President
University of Miami





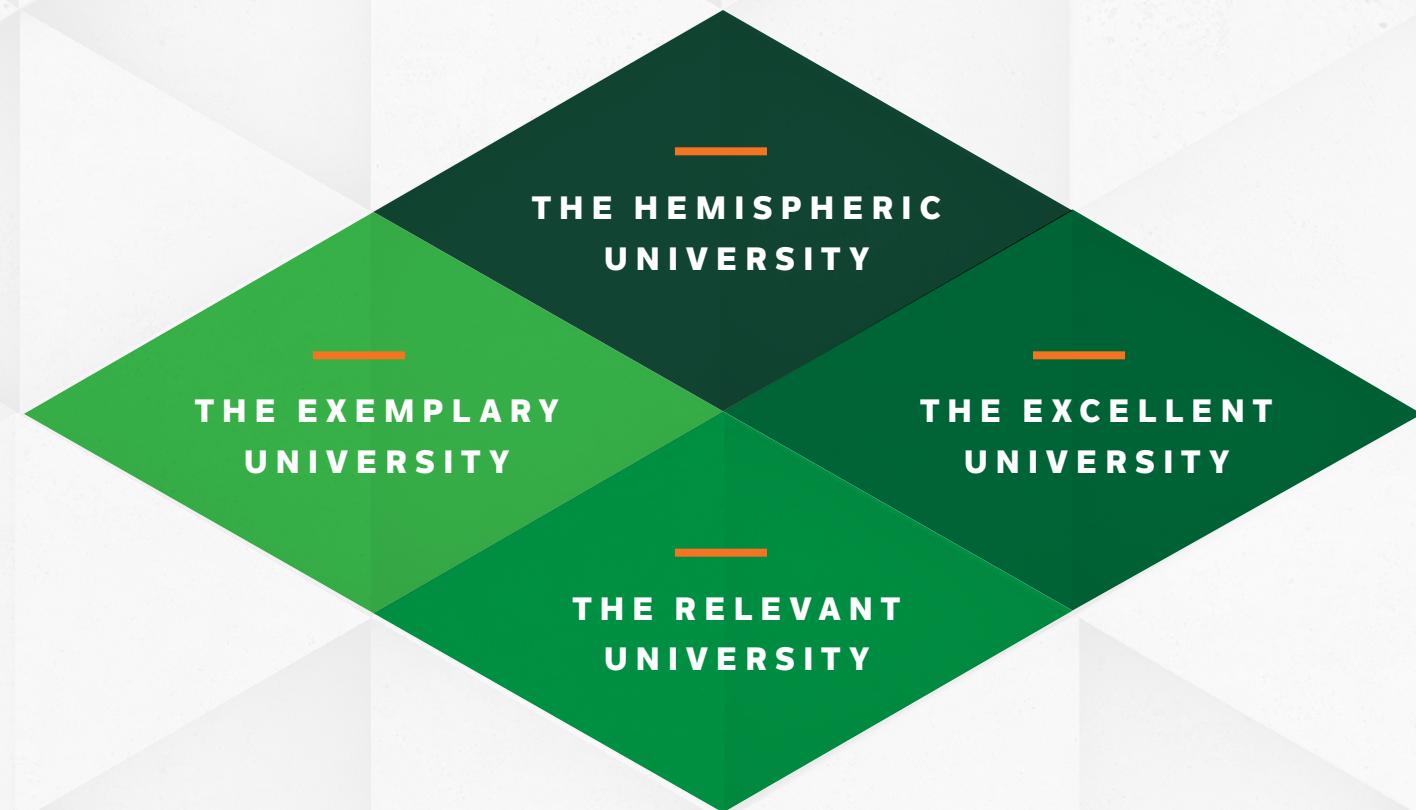
UNIVERSITY OF MIAMI

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ASPIRATIONS

OUR ASPIRATIONS

As we approach our second century, the University of Miami will build new bridges across geographic, cultural, and intellectual borders, bringing a passion for scholarly excellence, a spirit of innovation, a respect for including and elevating diverse voices, and a commitment to tackling the challenges facing our world.



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Four aspirations guide the vision for our future. The University of Miami aspires to be:

THE HEMISPHERIC
UNIVERSITY

Our location in Miami gives us a distinct geographic capacity to connect institutions, individuals, and ideas across the Americas and throughout the world. Many universities seek international engagement, but the University of Miami is uniquely positioned to be a global university with a distinct hemispheric advantage.

THE EXCELLENT
UNIVERSITY

A drive for excellence permeates every domain of our work—from research to public service, from teaching to athletics, from health care to the arts. The continued pursuit of excellence will be marked by building bridges across our schools and colleges, across disciplines, and across modes of learning.

THE RELEVANT
UNIVERSITY

From its very origins, the University has served the local and global communities to which it belongs. As we pursue the advancement of fundamental knowledge and the search for meaning, we must make a deliberate effort to translate science and scholarship into solutions.

THE EXEMPLARY
UNIVERSITY

Integrity, respect, diversity, tolerance, and resilience are qualities at the heart of the University. As we seek to expand opportunity for all, we will also work to foster inclusive, respectful, and safe environments throughout our campuses, where reflective and challenging conversations can be held and where both similarities and differences can be celebrated.



UNIVERSITY OF MIAMI

STRATEGIC PRIORITIES

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OUR PRIORITIES

The Roadmap to Our New Century summarizes our commitment, ambition, and areas of focus. It outlines innovative initiatives, cross-cutting platforms for success, and a data-driven, performance-based, sustainable approach to delivery. Its contents reflect an active process of listening, deliberating, benchmarking, and collaborative design.

The Roadmap lays out a plan to deliver the university that Miami and the world will need in 2025 and beyond. It addresses acute operational issues, and it responds to critical trends and changing demands impacting our community and higher education.

Based on a careful examination of our evolving context, we have embraced five strategic priorities: mission-driven research, education for life, preeminent academic health system, hemispheric leadership, and administrative excellence.

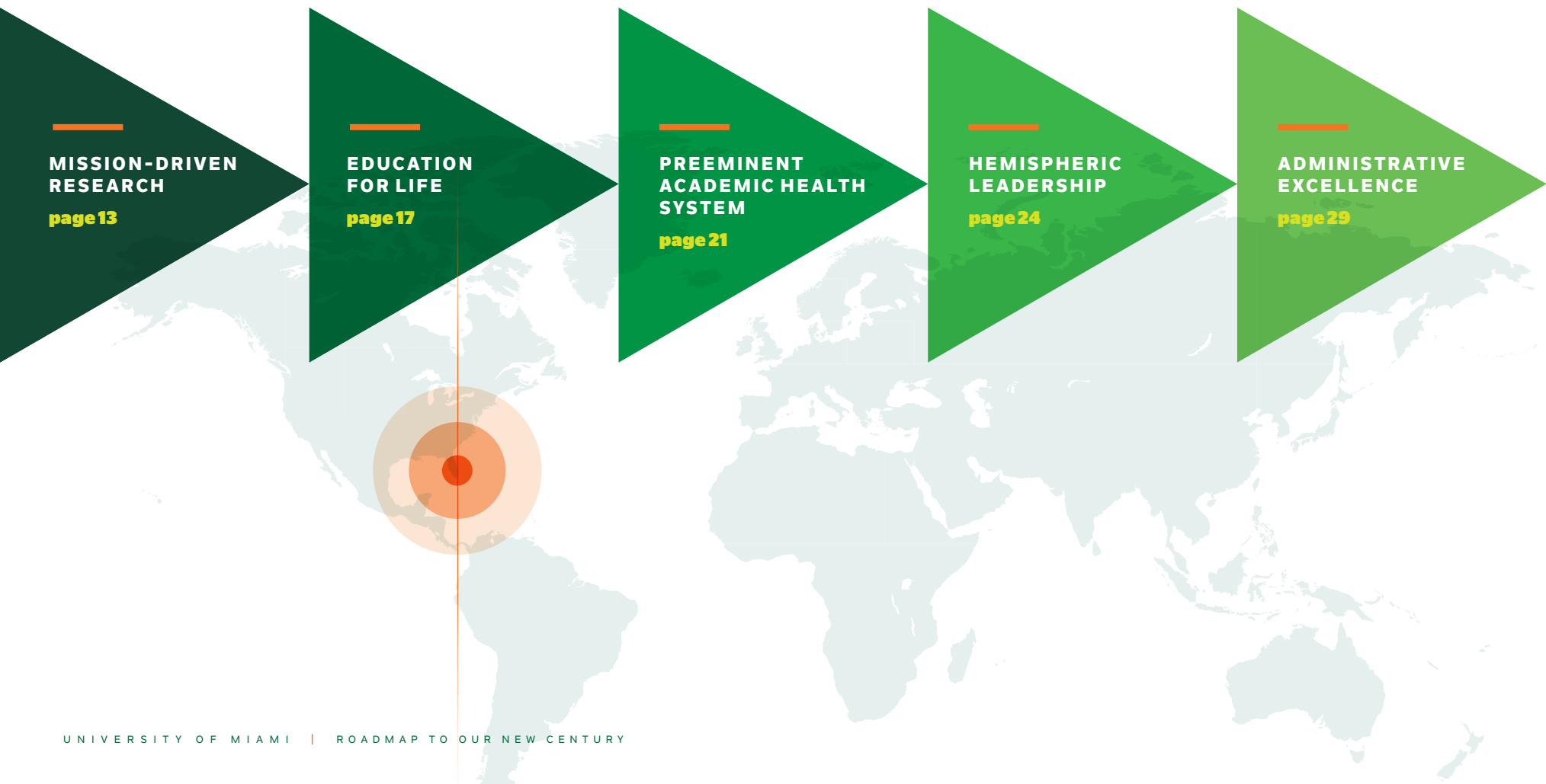


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OUR PRIORITIES

To act on these priorities, we will embrace two kinds of complementary approaches. We will build a **platform for success**—investments and innovations to ensure that we achieve excellence and pursue continuous improvement in administration, finance, and operations. And, building upon our commitment

to the foundational principles of diversity, sustainability, excellence in teaching and research, scholarship, and artistic creation, we will implement a portfolio of **transformative initiatives**—bold new ideas that will make us both distinguished and distinctive.



THE PLAN AT A GLANCE



UNIVERSITY OF MIAMI

TRANSFORMATIVE INITIATIVES

MISSION-DRIVEN RESEARCH

The array of disciplines throughout our 11 schools and colleges positions the University of Miami to serve as a model for scholarly and artistic endeavors, and for integrated and interdisciplinary research that translates into actionable solutions.

Mission-driven research—which may begin with basic discovery—aims to advance knowledge as the best way to develop innovative solutions to complex problems. It does so through three types of integration: first, across disciplines in the natural sciences, the social sciences, and the humanities; second, across levels of analysis, from the atomic and molecular to the societal and planetary; and third, between the values of excellence and relevance, so that inquiry—carried out with strict adherence to the highest standards of scholarship—is translated into actionable solutions in pursuit of a mission.

MISSION-DRIVEN RESEARCH

This priority will be achieved through these *transformative initiatives*:

100 Talents

The University will increase the number of endowed faculty chairs to attract, retain, and recognize excellence in research, scholarship, policy, practice, and artistic creation, both through full-time and innovative flexible arrangements.

By our centennial, we will fund at least 100 new endowed faculty chairs, including a mix of senior, junior, and recurring visiting professorships.

The University already is a magnet for talent, and endowed chairs will enhance that appeal. They will also help spark a virtuous circle: endowed positions build a base of faculty talent that enriches the academic environment, which in turn attracts excellent students, which in turn helps attract great faculty.

STEM@UM

The University of Miami is known for excellence in areas such as medicine and marine and atmospheric science, and our commitment to these and other fields provides the potential for the University to become a world leader in scientific inquiry. But continued excellence cannot be sustained without critical investments in basic and applied science and engineering.

To enhance our potential as a world leader in research, we will embark on an unparalleled effort to elevate the basic and applied sciences and engineering by establishing a series of prominent institutes, including the Frost Institutes for Science and Engineering, which will catalyze teamwork across departments, labs, and clinics, and position us at the forefront of the next wave of scientific revolution.

Interdisciplinary Inquiry

As a leading research institution, the University of Miami has established a reputation for interdisciplinary work. The breadth of our work across the humanities, arts, and sciences is remarkable, and we must build on these achievements to foster solution-driven, interdisciplinary collaboration that addresses the complex challenges of society.

One of the highest purposes for universities is to serve as centers of inquiry where scholars from the humanities, arts, and sciences can work together. To that end, we have created the University of Miami Laboratory for Integrated Knowledge—U-LINK—to aid our faculty in creating interdisciplinary teams that respond to pressing challenges and accelerate our problem-solving and innovation.

We will exercise geographic inquiry as an institution with preeminent scholarship about the hemisphere by bringing together leading scholars, furthering policy dialogue, and building knowledge partnerships to address challenges faced by the Americas in the 21st century.

And we will create and share knowledge bridging the Americas, strengthening all areas of the University engaged in research and other scholarly activities relevant to the hemisphere.



EDUCATION FOR LIFE

The University of Miami will emerge as a leader in shaping the future of education.

We will do so by providing an outstanding undergraduate experience and high-quality graduate programs, by covering the entire adult life cycle, and by using innovative pedagogical approaches that promote student success through engaged learning.

This priority will be achieved through these *transformative initiatives*:

Enabling Educational Excellence

We aspire to excellence. This means, in part, that we are committed to admitting, enrolling, and graduating the most talented students.

Excellent universities expand opportunities for students. In that spirit, we must continue to build the kinds of bridges that allow talented and deserving students from all backgrounds to join our academic community.

Sobering national statistics clearly demonstrate the financial challenges students face in going to and completing college. Inspired by past philanthropic support for scholarships, we will address this national challenge by expanding funded scholarships, matriculating and graduating excellent students, and preparing students for successful lifelong careers so that all of them achieve their full potential.

Shaping the Educational Revolution

The University of Miami will be a global leader in shaping the educational revolution by advancing the art of teaching and the science of learning in partnership with students, alumni, and others across the entire adult learning life cycle, and by investing in academic technology, new pedagogical approaches, and educational outcomes research.

We will draw on the expertise of our Applied Learning Sciences faculty to improve student learning across our three campuses, and we will develop a personalized learning support system to enhance the undergraduate educational experience. By so doing, we will prepare our students to enter a diverse society and adapt to a changing workforce, armed with skills that allow them to utilize critical thinking as emerging technologies and industries result in novel careers.





PREMINENT ACADEMIC HEALTH SYSTEM

Anchored by nationally and globally recognized clinical programs, the University of Miami's academic health system will lead a new era in health care through the optimal mix of high-quality services, outstanding patient experience, cutting-edge research, and the education of professional leaders.

As the sole academic health system in the region, and with internationally recognized clinical research programs in multiple areas, the University is well positioned to lead the transformation of health care.

This priority will be achieved through this *transformative initiative*:

Leading the Transformation of Health Care

Our system, UHealth, is composed of more than 30 ambulatory care centers and outpatient satellites, nine school-based clinics, 1,200 physicians and scientists, and more than 10,000 employees.

To reach our potential, UHealth will explore a number of vital areas, including developing focused clinical programs; establishing destination programs; enhancing patient access, care, and experience; and optimizing operational and financial performance.

We will identify and grow *focused clinical programs* that are unique because of their quality and ability to deliver novel therapies not available at other health systems.

These unique clinical programs will make UHealth a *destination medical community*, not only for residents of South Florida but also for patients from across the state, the nation, and the hemisphere. A critical foundation in developing destination programs is the ability to provide quality access and outstanding care and experiences for all of our patients.

And finally, *operational and financial sustainability* is key to becoming a first-in-class academic health system.





HEMISPHERIC LEADERSHIP

Our distinct geographic location positions the University of Miami as a connector between institutions, individuals, and ideas across the Americas and throughout the world.

The University will generate new modalities for engagement and exchange in education, research, technological innovation, and health services delivery. And we will provide opportunities for research and education across the hemisphere in ways that no single institution can do alone.

HEMISPHERIC LEADERSHIP

This priority will be achieved through these *transformative initiatives*:

Hemispheric Innovation Hub

To serve as the hemispheric leader, the University will create a Hemispheric Innovation Hub that stimulates and supports the efforts of our faculty to translate research and teaching into innovations, while taking advantage of our geographic location to strategically seek partnerships that promote innovation, entrepreneurship, and new ventures in Miami and throughout the hemisphere.

This initiative has two dimensions. One dimension is focused on creating a pipeline through technological transfer, installing innovation as a core competency, and enhancing internal operations

to facilitate innovation. The other dimension aims to develop partnerships to attract innovators from throughout the Americas.

We will intentionally foster a culture of innovation across the institution through the development of spaces for faculty and student interaction and entrepreneurship. And we will catalyze University-wide collaborations, such as U-LINK, to generate increases in technology commercialization and new innovation.

South Florida consistently ranks at or near the top for startup activity across the nation, with

much of that activity focused on technology. Through the University's partnership in the Converge Miami center, we are helping to develop a thriving innovation district for the region. We will build on this foundation to partner with government, business, and civic leaders, not only in Miami but across Latin America and the Caribbean, to develop the Hemispheric Innovation Hub.

Hemispheric University Platform

The University will create the Hemispheric University Platform to leverage its unique geographic position to promote student exchange and collaborative research. The platform will also support University-wide hemispheric activities in health care, innovation, and the study of the hemisphere.

By building the Hemispheric University Consortium with a select group of institutions from Canada to South America, the University of Miami will become a fulcrum of exchange among educational and research organizations.

UNIVERSITY OF MIAMI

PLATFORM FOR SUCCESS

ADMINISTRATIVE EXCELLENCE

Our future progress—including the transformative initiatives we will pursue—is contingent upon achieving a high level of administrative excellence.

Addressing the changing landscape of higher education, research, and health care demands leading-edge operational and financial systems, superior planning, strategic decision-making, efficient use of resources, and more directed change.

These measures will help build the platform for success that will enable our transformative initiatives to deliver on our core mission.



ADMINISTRATIVE EXCELLENCE

As we progress toward our centennial, the University of Miami will implement a fiscally sustainable approach that allows for strategic investments and targeted growth.

This priority will be achieved through these *strategic initiatives*:

Operational Efficiency

Administrative excellence comprises both high performance and accountability for results. We will improve the effectiveness and efficiency of administrative and operational processes that are critical to our long-term success and aligned with our mission.

We will further expand our commitment and the major efforts already underway to advance environmental responsibility across our University and reduce our carbon footprint.

Financial Sustainability

We will grow our endowment to provide financial stability while enabling us to make strategic investments, pursue opportunities, and respond to challenges. Through a combination of approaches, we will expand and enhance our sources of revenue to strengthen the University not only academically but also financially.

Culture of Belonging

We will deepen our commitment to diversity and inclusion by improving faculty, student, and staff experiences; by fostering an environment that embraces the principles of transparency and accountability; and by building a culture of belonging where all members of the University community feel valued and can add value. Developing an inclusive culture that incorporates divergent perspectives is not only an ethical imperative, it is also critical for solving complex problems.

**We have a bold vision
for the future of the
University of Miami, one that
will animate our strengths and
lead the way in the face of challenges.**

We invite you to join us in imagining
our university, our city, our hemisphere,
and our world as we move
toward a new century.

▶ Learn more and share in our progress at **roadmap.miami.edu**.



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