

**2022 State of the University Address
President Julio Frenk
Shalala Student Center Ballrooms
Thursday, September 15, 2022**

Good evening.

Thank you, Jamie, for your leadership of our amazing student body, and thank you all for being here.

I also want to recognize our wonderfully gifted students from the Frost School of Music for sharing their considerable talents with us today.

I am delighted to welcome all our special guests, including members of the Board of Trustees, both here in the room and watching online.

Nearly one year ago, when we last gathered to reflect on the State of the University, I used three words to describe the trajectory of our institution.

I declared that we were innovative, connective, and determined.

Through a pandemic, in a world colored by uncertainty, our creativity, our loyalty to the U, and our focus on solutions enabled us to navigate unprecedented circumstances.

Today, I want to update you on where our determination has led and where I believe it can take us in the years to come.

We are 935 days away from the University of Miami's 100th birthday.

We share our centennial with the City of Coral Gables, whose Mayor Vince Lago will be featured in a video and whose City Manager Peter Iglesias—a proud Cane—we are honored to have with us this evening.

From its inception, the University of Miami was intended to exist in perpetuity.

Our founders viewed our potential as endless. As your President, I share that perspective.

We can only realize our founders' aspiration of perpetuity if we champion sustainability through a comprehensive lens that includes the more traditional notions of financial and environmental sustainability, along with what could be called "strategic sustainability," meaning the ability to articulate a compelling vision, translate it into transformative initiatives, and implement them through peerless execution.

We at the U are determined to finish our first century well, and to set a course for even greater achievements in our second century.

Sustaining our beloved U and delivering on its mission will demand three things of us: bold decisions, hard work, and above all else, integrity.

Bold decisions got us through the pandemic. When it comes to doing the right thing, this university is not afraid to be original.

That was the case when we opened our classroom doors in the fall of 2020, when we persuaded our colleagues to proceed with intercollegiate athletic competition, and when we found a way to continue serving patients whose wellbeing was as threatened by clinical closures as by COVID-19.

Now, as headlines warn of college enrollment declines fueled by demographic shifts, of economic pressures on health care providers, of technology developing at a faster pace than humanity can fully grasp, and of blurred lines in college sports that amount to what some call a wild west, we are determined to lead, not follow, in each of our areas of endeavor.

The pandemic changed many things, but it did not stop time. Our deadline for the ambitious goals we set in our strategic plan—the Roadmap to Our New Century—remains 2025.

We can make excuses, or we can make waves. We are choosing the latter.

Determination requires resilience, and this is the approach we are taking to reframing the Roadmap.

Resilience is a quality the U knows well. Throughout our history, we have repeatedly overcome challenges by adapting to changing circumstances.

Our strategy is no exception. If we are to reach our goals by 2025, the status quo will not suffice.

The pandemic created dramatic disruptions and opportunities that are shaping each area of endeavor at the U: education, research, health care, innovation, and intercollegiate athletics.

Weathering disruptions and leveraging opportunities takes more than strategy or even effective operations; it requires laser-focused execution.

This is why—at my request and with support from our Board of Trustees—on June 1, Joe Echevarria became the University of Miami’s first Chief Executive Officer, reporting to me as President.

We are the first comprehensive research university to create such a position, the need for which became apparent as we emerged from the pandemic.

The term CEO is not typically used in higher education. Some consider it taboo, bemoaning what they see as a corporatization of universities.

Yet, if the charge of a position is to lead execution across the organization, then whatever critics may opine, the intellectually honest title is Chief Executive Officer.

Execution is the bridge between strategy and operations.

Our strategic plan charts a course towards excellence and relevance. Joe and I spent this summer working with the leadership team to clearly define exactly what that will look like in 2025, and how we will get there.

We boiled down—to one page—what we are trying to achieve.

We started by clearly articulating what it is we do at the University of Miami. This is the essence of our work. You



have heard me refer to what you see in the middle of this image as our four verticals or four pillars.

While the four pillars are distinct, they are interconnected aspects of who we are. Success in one supports, enhances, and helps drive success in others.

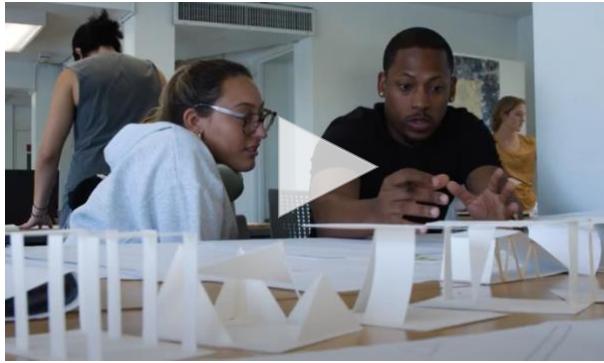
Our innovation in the classroom draws accomplished scholars. Our school spirit—driven by exciting wins in every field of competition—cements our passion for the U. Our life-changing discoveries in the lab give us the tools to improve health, to partner with visionaries, and to serve our communities.

Rather than telling you who we are and what we do, today I want to show you—through the eyes of our colleagues, classmates, and supporters.

What we call the academic core of the University of Miami consists of education, research, scholarship, and artistic creation. These are the ways we impart and create knowledge.

Across our four verticals, knowledge is what differentiates us, it is our reason for being. Families entrust us with providing students the knowledge they need to succeed in life—both professionally and personally. Society looks to us to explore new ideas and generate solutions that require thinkers, creators, and doers from different fields to work together, to test theories, to validate approaches.

Let's take a moment to hear from one of our students, one of our faculty members, and one of the generous donors who have chosen the University of Miami as the place from which they are building their legacies.



[Click here to learn about our Academic Core.](#)

Our academic mission is what differentiates us in our second vertical: health care. As the only academic health system in South Florida, we offer patients access to the latest cutting-edge prevention, treatment, and rehabilitation.

It is in the nature of UHealth to take on the most complex clinical cases—we view them as an opportunity to learn, to advance medicine, to find cures, to equip new health professionals with the tools necessary to care for patients from all walks of life.

Over the past two years, the world realized just how profoundly health impacts every aspect of our lives. We are proud to have been on the front lines, and we have taken the lessons learned during the pandemic to continue improving patient care.



[Click here to learn about our
commitment to Health Care.](#)

Many improvements in clinical settings—and indeed, in every aspect of our everyday lives—have required effective deployment of new technologies.

The ideas that result in those technologies—whether in medicine, in business, or in any other field—almost always have their roots in basic research.

That means that as a research university in one of the hottest tech hubs in the world, we have a unique role to play in building the ecosystem that will yield new opportunities and power the future.

Our research teams are asking complex questions—and helping answer them. Some of our faculty, students, and alumni are already deeply engaged as founders and entrepreneurs. Our message to them—and to all the visionaries with eyes set on Miami—is clear: We are ready to work with you.



[Click here to learn about our aspirations as a tech innovation hub.](#)

Part of what draws people to Miami is the dynamic, fast-paced, can-do vibe of our city. That energy springs from the mosaic of cultures that have made this place home, combined with time-honored traditions that make it unlike anywhere else.

We at the University of Miami are the stewards of one of those time-honored traditions: our vibrant city's hometown college team, the Miami Hurricanes.

This year, we have renewed our commitment to prominence in intercollegiate athletics. The excitement has been palpable at our first two football games this season, and we are counting on it to grow.

Investment in our student-athletes from every sports discipline, in our coaches and athletics staff, in our facilities is ultimately an investment in our community.

Don't take my word for it, let's hear it from them.



[Click here to learn why it's great to be a Miami Hurricane.](#)

Determination precedes success, and as Coach Cristobal encouraged us last spring, “Canes gotta get to work!”

While the aspects of what we do at the University of Miami are distinct, excellence and relevance in each of our pillars requires a strong foundation. There is no substitute for hard work.

This means being deliberate not just about what we do, but about **how** we do it.

In what we have dubbed Roadmap 2.0, how we carry out our mission underscores all of our pillars.

There's another phrase from our inspirational new football coach that has stuck with me: how you do anything is how you do everything.

This is true for us as individuals. And it is true for us as a community.

We are committed to doing everything sustainably and efficiently.

As an organization in the knowledge business, we must work both hard and smart.

We are each responsible for building a University of Miami that thrives into its second century and beyond. Unless we prioritize financial, environmental, and strategic sustainability, we cannot achieve the ambitious goals we are pursuing.

We are also committed to building a culture of belonging.

This is one of the qualities that sets us apart. Diverse backgrounds, points of view, and life experiences have built this institution. They make us a microcosm of the world we live in, and we have an opportunity to lead by example.

In addition, we are committed to fostering global connection.

Miami is a global city. As a university, we have the ability to convene great minds around pressing issues—and we are not limited by geography.

We draw 3,400 international students to South Florida each year.

We serve 6,600 international patients at UHealth each year. We host heads of state and business leaders from around the world.

We are a point of connection, and we will leverage that to continue to drive excellence.

Finally, determination demonstrates our individual and collective integrity.

If our four pillars are **what** we do, and their foundation is **how** we do it, our north star must be **why** we do it.

We do it for our students. For our patients. For our community.

And we do it with integrity.

The word integrity has two meanings. The first is relentlessly adhering to a set of values.

Our values have not changed. We still value and include people from all cultures, identities, and backgrounds in the pursuit of our common goals. We still demonstrate honesty and fairness in our words and actions.

We still exhibit pride and accountability in the performance of duties to ensure the long-term success of our University. We still strive to accomplish our goals with quality, rigor, passion, and distinction. We still behave in a caring, humane, and empathic way.

We still embrace innovation, flexibility, and originality in the pursuit of our vision and mission. We are still a team, engaging and working well together to achieve optimal results.

In fact, teamwork is at the heart of integrity's second definition: the state of being whole.

If the U is to endure perpetually—forever—that is and must be the *state* of our University as we approach the centennial: undivided.

When an individual or organization emerges from crisis, from transformation, they are often changed but, if they act with integrity, they are also whole.

I am proud of how this University has navigated change over the past seven years. When the stakes have been high, we have not blinked.

The world has been disrupted. Across our verticals, we are choosing to lead disruption, rather than be led by it.

I am confident in our ability to finish our first century strong and to set the stage for even greater accomplishments in our next century.

We are bold. We are willing to do things differently. We are focused.

We are undaunted.

We are—now and forever more—One U.