At the University of Miami

Our Future Begins HERE

At the University of Miami
The University of Miami is magnetic. From the moment I arrived just over a year ago, I felt connected—to the people, to the landscape, to the pulse of this very special place. This is one of the most diverse, energetic places my family and I have ever lived. The vibrant spirit of the University of Miami brought me here and continues to draw talented students, faculty, researchers, physicians, staff, administrators, trustees, donors, and other leaders from around the world.

Knowing the depth of talent here, I dedicated my first 100 days to an intensive process of listening. I held meetings with over 5,000 people from every corner of the University and received over 1,500 written suggestions from passionate supporters on and off campus. I learned quickly that our community has an immense pride in the U. These ambitions—are so deeply invested in the U. These ambitions— and continue to dream of new horizons.

As we look ahead to the centennial, the University of Miami aspires to be:

**The Relevant 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. These four aspirations—which we can refer to by the acronym HERE—were drawn from listening to the many people and organizations who are so deeply invested in the U. These ambitions require all of us to work together to create not just a set of programs and initiatives, but a shared belief in one another and our capacity as an engine for change in the world. It is the University of Miami way to dream big—but also to do the hard work that converts aspiration into achievement.

Shortly after my inauguration, small working groups of faculty, staff, and students met to explore these aspirations and specific ways to bring them to life through the Roadmap to Our New Century. The groups issued draft Roadmap Initiative proposals that were shared with the UM community over the last three months for debate and review. A series of Town Hall meetings in the fall helped finalize the proposals as we move from consultation to action.

The Roadmap will enhance the University of Miami’s existing strengths, and these are considerable. Our U is a diverse U. Embracing that diversity—of identities, backgrounds, discipline, and belief—is not only the right thing to do; it is the smart thing to do. The people who make up the UM community are the reason we achieve great accolades—including ranking among the top 50 universities in the nation by U.S. News & World Report—and continue to dream of new horizons.

In this report you will read about people who have brought their talent to UM, are developing their talent here, and are committed to sharing that talent in ways that will transform society. Supporting their growth requires resources. I am very pleased to report that in FY 2016, we raised more than $236 million in cash, an increase of 22 percent from the previous year and a new philanthropic record for the University. This includes a generous gift from the Miller family for medical education that helped close the Montenmous campaign. We also secured an extraordinary $300 million commitment from Phillip and Patricia Frost—one of the largest single pledges ever announced at a presidential inauguration—to accelerate advances in science, engineering, and related fields.

Other key gifts and commitments received during the past year included:

- Over $7.6 million from The Butcher Foundation, Inc. for theButcher Pediatric Chair Initiatives and other health care and education support;
- Over $5 million from The Pap Corps, Champions for Cancer Research to support research at Sylvester Comprehensive Cancer Center;
- Over $4 million from The Pap Corps, Champions for Cancer Education support at Sylvester Comprehensive Cancer Center.

The Roadmap to Our New Century, a plan to propel the University of Miami toward its next great moment, is committed to securing its future. Over the last three months, we have worked together to develop the Roadmap to Our New Century, a plan to propel the University of Miami toward its next great aspirations by its centennial in 2025.
pioneering research to reduce health disparities, is No. 22 nationwide and the top nursing school in the state for NIH funding. In November of 2015, the School of Nursing and Health Studies broke ground on a 41,000-square-foot Simulation Hospital that will revolutionize health care education and improve patient safety.

For the 13th consecutive year, the Miller School’s Bascom Palmer Eye Institute was ranked the nation’s No. 1 program in ophthalmology by U.S. News & World Report. The Miller School is ranked in the top 50 of the nation’s best research medical schools. Other UM graduate programs in the top tier of U.S. News rankings include physical therapy (No. 10) and the School of Law’s tax law program (No. 12), as well as clinical psychology, health care management, and earth sciences. The School of Nursing and Health Studies’ Master of Science in Nursing and Doctor of Nursing Practice programs are also among the nation’s top 50.

For the third year in a row, our Frost School of Music was featured in Musical America’s report of top music schools around the world. I am so proud of the expertise that UHealth—the University of Miami Health System brings to patients, to aspiring health professionals, and to the wider field of health research. I greatly anticipate the December opening of The Lennar Foundation Medical Center, the new Coral Gables location of the University of Miami Health System. The 200,000-square-foot diagnostic and treatment center on our Coral Gables campus will give our local community more convenient access to phenomenal care at UHealth.

Strong leadership is a foundation of the University of Miami. There have been just five presidents before me, and each has advanced this University in visionary ways. My transition into the role of president was greatly facilitated by the guidance of our committed Board of Trustees and its chairs, first Stuart A. Miller, J.D. ‘82, and now Richard Fain. This year we welcomed a new dean of the Graduate School, Guillermo “Willy” Prado, M.S. ’00, Ph.D. ’05, who is working closely with our exceptional cadre of deans throughout the University on strategies to attract the next generation of scholars and researchers to the U. We also welcomed a new senior vice president for health affairs and CEO of UHealth, Steven M. Altschuler, who will continue to advance our world-class work in medicine. And we welcomed a new football head coach, Mark Richt, B.B.A. ’82, who cultivates excellence on and off the field.

A snapshot of the year’s high points would be incomplete without our Miami Hurricanes. We had 11 athletic programs qualify for postseason play and 31 student-athletes recognized as All-Americans. Men’s basketball and women’s tennis advanced to the NCAA Sweet 16 bracket, and other NCAA championship competitions included women’s basketball, baseball, golf, men’s and women’s track, swimming and diving, and volleyball. All 18 programs scored at least a 960 out of 1,000 on the NCAA Academic Progress Report, demonstrating that high-level athleticism and scholarly excellence are not mutually exclusive. We were extremely proud that two students and five alumni represented the U at the 2016 Olympics in Rio, including diver silver medalist Sam Dorman, B.S.M.E. ’15. In reading the stories of this report—and any time you hear about a breakthrough scientific discovery, a major achievement in the arts, a student taking a creative entrepreneurial leap, or a ‘Cane reaching out to support a community need—I urge you to celebrate each success as if it were your own. We are one U, and the magnetism that drew us to this great University bonds us to one another. This community is the basis for our resilience and renewal through time. As we advance the Roadmap to Our New Century, we will invigorate our ability to transform lives, including our own.

Julio Frenk
President
Inaugurations are singular moments in history, but an event held the day of Julio Frenk’s installation as sixth president promises to become an ongoing UM tradition. Modeled after TED Talks, ‘Cane Talks are engaging ten-minute presentations illuminating the major topical issues facing our world—and all are available online.

“The idea behind this is to showcase the enormous breadth and depth of talent in our faculty, the great, amazing students that we have, and the success and devotion of some of our alumni,” Frenk explained as he introduced the inaugural event.

The first ten speakers, who presented on January 29 at the Shalala Student Center on the Coral Gables campus, included a student, an alumna entrepreneur, a cave-diving anthropologist, a pioneering HIV/AIDS researcher, two deans, a neuroscientist, an award-winning playwright, an expert in data visualization, and a professor specializing in the law as it relates to education, race, and identity.

Another ‘Cane Talk was held on campus in September, and many others are being planned. Several also will be held on the road as part of the We Are One U tour, which will bring President Frenk and faculty scholars to major U.S. and global cities to meet with alumni.

View the archived talks at canetalks.miami.edu and sign up to be notified about future talks.

UM Celebrates Inauguration Week

The University of Miami’s Inauguration Week, which culminated with the installation of Julio Frenk as the University’s sixth president, was held January 24-30, 2016. It was a momentous week, showcasing brilliant past and present facets of a dynamic institution while providing a glimpse of a bright future being forged.

Special events held on all three campuses—ranging from athletic competitions and a look at University milestones to talks by leading UM thinkers, a building groundbreaking, a community reception, and much more—provided numerous opportunities for the ‘Cane family and friends to unite in the spirit of celebrating the inauguration of President Julio Frenk.

In his inspiring inaugural address on January 29 at the Watsco Center, formerly known as the BankUnited Center, attended by more than 3,000 people, including delegates from 99 universities and learned societies, President Frenk outlined a new course for the University. Noting the institution is “driven by a deep commitment to reach new heights,” Frenk said it must aspire to be a hemispheric, excellent, relevant, and exemplary university to fulfill its potential by the time it reaches its 100th birthday less than a decade from now. He also announced a transformational $100 million gift to support basic and applied sciences and engineering from UM Trustee Phillip Frost and Patricia Frost, who served as presidential inauguration honorary co-chairs.

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Earlier in the week, the University honored its history at “Firsts at UM,” an exquisite conversation between President Frenk and UM Trustee Arva Moore Parks, M.A. ’71, exploring UM milestones. “Note Century of Medical Education and Innovation” commemorated the importance of the Miller School of Medicine and UHealth—the University of Miami Health System as a colosseum in the heart of the medical campus. It also featured a cinematic groundbreaking for the new medical education building and the naming of the clinical research building, both made possible by major gifts from the Miller and Soffer families. Throughout the week, alumni gathered in locations nationwide for parties to view televised and webstreamed events. A program at the Rosenstiel School of Marine and Atmospheric Science on “Our Global Future” closed out the Inauguration Week festivities.

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Whether it’s research partnerships that fuel innovation, academic exchange programs that engage and enlighten, or scholars and medical professionals who repair health conditions and political strife in nations of greatest need—the University builds bridges that connect the hemisphere. Uniquely positioned to be the hemispheric university, we are a force for integration across the Americas and ultimately throughout the world.

Helping Colombia Reach Peace, Find Truth

Most of the eight million Colombians who registered as victims of the half-century conflict between left-wing guerrillas, right-wing paramilitaries, and the Colombian government seek truth and redress, not revenge. Of this, Elvira Maria Restrepo remains certain, even after Colombians narrowly rejected the peace accord President Juan Manuel Santos forged with the FARC.

“‘They want to know: Where are my daughter’s remains? How did you recruit my son?’ says Restrepo, assistant professor of geography and regional studies who took a year’s leave from the University of Miami to help implement the agreement with her homeland’s largest left-wing rebel group.

Restrepo, who holds a Master of Laws from Harvard and a Ph.D. in politics from Oxford, will continue developing the interactive public and virtual forums aimed at helping Colombians reduce long-held prejudices and look from different perspectives at the thorniest issues, including whether FARC members should be allowed into the political mainstream and how they should pay for their atrocities. “Isn’t a demobilized FARC aspiring to Congress better than FARC using violence to reach their political ends?” she asks.

In addition to learning the truth about human rights abuses, which claimed more than 220,000 lives, the agreement gave survivors the right to reparations and to a special justice aimed at repairing crimes through service. For example, rebel leaders who destroyed villages could have avoided prison by confessing and reconstructing the villages.

And that, Restrepo says, could have made Colombia’s peace accord a model for the world—one that, the vote showed, Colombians in the rural areas who suffered most from the violence were ready to accept. But without the support of a resounding majority of Colombians, lasting peace would remain elusively. “This is why civil society needs to be involved,” Restrepo says. “No peace agreement alone can reconcile a society that is so deeply divided.”

The Forgotten Need of Disaster Relief

They had no time to grieve or to process the wreckage left by the 7.8-magnitude earthquake that leveled many fishing villages on Ecuador’s northern coast five days earlier. Once the three Miller School of Medicine physicians—Leonardo Tamariz; his wife, Ana Palacio; and their friend, Cynthia Cely—arrived in Bahia de Caraquez, the trio was whisked to a makeshift clinic where hundreds of patients soon gathered.

Trained as internists at UM, the Ecuador-born doctors brought an orthopedic surgeon from nearby Guayaquil to assist them. But to their surprise, his expertise was not as needed as theirs.

“The surprise was that there weren’t a lot of injuries,” Tamariz says. “We saw a lot of people with chronic conditions—people who needed medications for out-of-control diabetes or blood pressure.”

Thanks in part to its better infrastructure, fewer high-rises, and coordinated government/military emergency response, Ecuador lost fewer than 800 lives during the April 16, 2016, quake—a fraction of the more than 220,000 that Haiti’s temblor claimed in 2010. Most Ecuadorians were able to escape their collapsing homes, and by the time the UM doctors arrived in the town where Tamariz had spent much of his childhood, the most seriously injured had been transported elsewhere.
**Collaboration Boosts IT Innovation in the Hemisphere**

Bridges that the University of Miami is building throughout the Americas are primed to accelerate international research and technology. One such junction is a memorandum of understanding with the Yucatan State Government, in partnership with the Yucatan State Government, the University of Miami’s Center for Computational Science, and the Pan American Health Organization (PAHO) for the Americas within Heuristic, which aims to establish a consortium of academic institutions, research agencies, and industry partners across the region to work on new infrastructures and provided funds for companies to engage faculty and students at UM from many different disciplines.

Since 2012, the Yucatan government has invested in new infrastructures and provided funds for companies to position itself as Mexico’s leading research and development hub, with an emphasis on information and communication technology. Founded in 2007, C3S is engaged in interdisciplinary research programs that aim to solve complex technological problems using computational science. It is a resource to UM faculty and others, including national and international partners, who work in fields such as smart cities, big data analytics, precision medicine, climate change and environmental hazards, computational economics, and social systems informatics. The collaboration will create the Center for Computational Science and Research and Innovation Projects, which will pursue basic and applied research in areas such as smart cities, transformative health care technologies, energy, and the environment.

**Transforming Nursing Education in Guyana**

Expanding in hemispheric reach to address a severe nursing shortage in the Caribbean country of Guyana, the School of Nursing and Health Studies (SONHS) created an online 24-week, four-course Certificate in Nursing Education for Guyana’s Nurse Educators. Educators who participate in the inaugural course are faculty at Guyana’s four schools of nursing, and now they are the bedrock of sustainable improvements to Guyana’s nursing education infrastructure. It’s a “teach the teacher” approach that will translate to better patient care, as research on U.S. hospitals shows that higher education levels correlate with better patient outcomes.

The initiative is a partnership between the SONHS’s PAHO/World Health Organization (WHO)/World Health Organization (WHO)/ Collaborating Center, Guyana’s Ministry of Health, the PAHO regional office in Guyana, and PAHO headquarters in Washington, D.C. In preparation for the launch of the course, the SONHS welcomed two delegations of faculty and discussion from Guyana to meet with faculty and certificate course co-instructors Mary Mckay, B.S.N. ’89, M.D. ’96, and Deborah Salani, B.S.N. ’86, M.S.N. ’10, D.N.P. ’15, as well as with Deon Nida (Nida) Panganui Montano. Since November 2015 to June 2016, Mckay and Salani delivered a weekly lecture via Blackboard Collaborate and traveled to Guyana four times to conduct on-site clinical simulation training.

“We invited the participant to create simulation scenarios specific to their own hospital and clinical environments,” Mckay explained.

In addition to focusing on the theory and principles of nursing education, participants developed tools to customize their own curricula and learn how to develop different measures of evaluation, including clinical simulation. The course culminated with a practical simulation requiring participants to design and conduct a simulation education scenario.

Guyana’s health and nursing leaders hope to identify certificate course participants who will go on to complete master’s degrees. They want to see advanced practice nurses working in Guyana within ten years, as well as postgraduate training in nursing education and other much-needed specialty areas.

By highlighting the importance of helping faculty improve their teaching skills, the SONHS’s online certificate course is already impacting Guyana’s nursing education system. Individual faculty are identifying their strengths and weaknesses—and changing the way they approach their work as teachers.
Excellent

The University of Miami is a magnet for talent—
attracting and retaining people who pursue excellence
in our classrooms, research labs, clinical settings, and
playing fields, as well as on the global stage. Their
commitment to completing every task with passion
and rigor ensures their success and the University’s
ability to transform lives through teaching, research,
and service.

Taking the STING Out of Cancer and
Autoimmune Disorders

How does the human body protect itself against microbial
infections? Glen N. Barber and his lab discovered a signal
mechanism that cancer cells lose their ability to defend
themselves against viruses.

Barber and his lab discovered STING—and opened a new
field to cell biology and immunology—after noticing
that cancer cells lose their ability to defend themselves
against viruses. This research began explaining that defect
by using quickly replicating viruses to combat cancer. The so-called oncogenic viruses
produce interferon by invading and multiplying inside cancer
cells until the cells burst. As a result, the Miller School, in
cooperation with the Mayo Clinic, is now using viruses in
phase 1 clinical trials for liver cancer.

"We were trying to understand what was broken in the
cancer cell that enabled viruses to replicate," says Barber.
"We know that normal cells defend themselves by making antiviral proteins, but we didn’t know what the triggers were.
That’s when we discovered the STING pathway. It turns out it’s a major host defense mechanism that protects against
viruses and bacteria and perhaps parasites such as malaria.

"Soon after that discovery, the researchers noticed
something vitally important for the 20 percent of Americans
who suffer from inflammatory disease. When the STING
pathway is chemically inactive, triggering the production
of too much interferon, it leads to systemic lupus, or other
severe auto-inflammatory diseases. Now researchers are
searching for compounds that regulate the STING pathway in
hope of designing a new class of anti-inflammatory drugs.

"It turns out STING is really important for a number of
things," Barber says. "It opened the field of how we
understand microbes, how we understand and treat inflammatory disease, the causes of the cancer, and how we can
find new compounds to treat them."

Top Place to Top Game

Design Opportunities

Bringing to light a public health issue affecting millions annually, Clay Ewing and his students at the School of Communication’s NERDLab created
Unsavory, a video game that educates consumers about the lack of paid sick time
for U.S. restaurant workers. The game, which players must fail missions at the fictitious Rocket Taco restaurant just as
flu season arrives, won a Gold Award at the International Serious Play Awards in
2015, as well as a special emphasis award at the Serious Games Showcase.

"The fact that you can teach people to design games that are about society,
about ideas and social impact—and not just about entertainment—that’s very
exciting to students when they first hear the concept," says
Ewing, an assistant professor in the Department of Cinema
and Interactive Media. "They see it as a whole new way to
create interventions."

Welcome to the cutting edge of 21st-century commu-
ication, where a $110 billion global video game industry
and emerging disciplines like web design and computer pro-
gramming blend with more traditional fields like journalism,
filmmaking, social advocacy, and public relations.

That’s the thrust of the school’s M.F.A. in interactive media, unveiled
in Fall 2013 and ranked No. 23 on Top
Princeton Review’s 2016 list of top 25
game design programs.

Ewing and Lien Tran, also an
assistant professor of interactive media,
have been at UM since 2012. Together
they’ve created games addressing every-
thing from the risks of indoor tanning
to the implications of insect-borne
diseases and climate change around
the globe.

"In many ways games are becom-
ing the reverse of the fence," says Kim
Grieffenhagen, A.B. ’94, who directs the
school’s Interactive Media Program.
"They allow you to interact with
complex, long-form storytelling, and
have a multitude of characters that the
television age has not seen. The School of Communication is really the perfect
place to teach this."

The University of Miami and its partners
School of Communication, Film, Drama, and
Interactive Media, publish groundbreaking work in various academic fields.
Organ on Chips

Imagine a heart beating outside of the human body, able to be handled and studied like any other object. New artificial models with human organ-level complexity are enabling researchers to test drug molecules before running clinical trials, deep into disease mechanisms, and create better stem cell therapies.

Ashutosh Agarwal, assistant professor in UM’s Department of Biomedical Engineering and Pathology and a member of the School of Education and Human Development was selected by the National Science Foundation to receive a 2016 CAREER Award from the NSF’s Division of Materials Research.

Agarwal says, “Once we get interested in a disease model, we start with a pathology workbook. We study the template of how the body builds that organ and see that as our design template for our efforts in the lab. We then populate these devices with cellular material sourced from human patients or stem cells. Based on the behavior of engineered tissues, we modify and optimize our devices.”

Current projects include chips to study type 1 diabetes, stage IV lung cancer, cardiac diseases, and idiopathic pulmonary fibrosis.

Lunar-Based Learning

Watching astronauts walk on the moon inspired Walter G. Scadurra as a teen. Now NASA is looking to Scadurra for insight. In March the professor and senior associate dean of the School of Education and Human Development was appointed as an investigatory team on NASA’s 19-member National Advisory Council on Science Education. The familiar mantra of “On to Omaha!” rang true for the Hurricanes baseball team, as the ACC regular season champions advanced to the College World Series for the 11th time in program history. The women’s track and field squad went to the ACC Indoor Championship title in February, and two Hurricanes—Shakina Wimbly (200 meters and 400 meters) and Alyshia Nunez, B.S. ‘16 (pole vault)—won individual championships at the 2016 ACC Outdoor Track and Field Championships. The women’s tennis team, which finished the regular season No. 10 in the country, made it to the Sweet 16 of the NCAA Team Championship for the 11th consecutive year. From the soccer field to the pool, several student-athletes competed on the world stage. Wimbly won gold and silver medals at the 2015 Pan American Games in Toronto. A standout goalkeeper for the Hurricanes, Bogust-born Catalina Perez suited up for the Colombian women’s national squad in the 2015 FIFA Women’s World Cup in Canada. Freshman David Ditomasso captured bronze in the men’s 10-meter platform during the 2016 FINA Diving World Cup in Rio de Janeiro, while senior Adrián Herrero won the bronze for Team USA in the men’s 1-meter springboard at the 2015 World University Games in Gwangju, South Korea.

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Lunar-Based Learning

Watching astronauts walk on the moon inspired Walter G. Scadurra as a teen. Now NASA is looking to Scadurra for insight. In March the professor and senior associate dean of the School of Education and Human Development was appointed as an investigatory team on NASA’s 19-member National Advisory Council on Science Education. The familiar mantra of “On to Omaha!” rang true for the Hurricanes baseball team, as the ACC regular season champions advanced to the College World Series for the 11th time in program history. The women’s track and field squad went to the ACC Indoor Championship title in February, and two Hurricanes—Shakina Wimbly (200 meters and 400 meters) and Alyshia Nunez, B.S. ‘16 (pole vault)—won individual championships at the 2016 ACC Outdoor Track and Field Championships. The women’s tennis team, which finished the regular season No. 10 in the country, made it to the Sweet 16 of the NCAA Team Championship for the 11th consecutive year. From the soccer field to the pool, several student-athletes competed on the world stage. Wimbly won gold and silver medals at the 2015 Pan American Games in Toronto. A standout goalkeeper for the Hurricanes, Bogust-born Catalina Perez suited up for the Colombian women’s national squad in the 2015 FIFA Women’s World Cup in Canada. Freshman David Ditomasso captured bronze in the men’s 10-meter platform during the 2016 FINA Diving World Cup in Rio de Janeiro, while senior Adrián Herrero won the bronze for Team USA in the men’s 1-meter springboard at the 2015 World University Games in Gwangju, South Korea. Miami, noting that her country and the UAE have a longstanding friendship, says she hopes to study at least four more universities in the future. In 2016, the orchestra performed in Smallwood Stadium, which was the site of ABC’s television show American Idol. The orchestra, which has been a part of the University of Miami since 1946, has performed at numerous events on campus and throughout the world. The orchestra, which has been a part of the University of Miami since 1946, has performed at numerous events on campus and throughout the world. The orchestra, which has been a part of the University of Miami since 1946, has performed at numerous events on campus and throughout the world. The orchestra, which has been a part of the University of Miami since 1946, has performed at numerous events on campus and throughout the world.
As a top-tier research university in a global city, the University of Miami is poised to translate cutting-edge discoveries into actionable policies and practices. Whether it’s designing smart ways to mitigate the impact of sea-level rise, implementing innovative technologies, or developing new approaches to affordable, integrated health care— the University is deeply committed to pursuing relevant solutions that serve local and global communities.

Leading Autism Research Locally and Nationally

With one in 68 American children on the autism spectrum—a ten-fold increase in prevalence over the last 40 years, according to the Centers for Disease Control and Prevention—there is a tremendous need to advance knowledge of what causes the condition and how to manage it. In April 2016 researchers from the University of Miami-Nova Southeastern University Center for Autism and Related Disabilities, or UM-NSU CARD, helped launch SPARK (Simons Foundation Powering Autism Research for Knowledge), an online research initiative designed to become the largest autism study ever undertaken in the United States. SPARK will collect information and DNA for genetic analysis from a diverse community of 50,000 individuals with autism and from their families. Melissa Hale, clinical associate professor of psychology, and her College of Arts and Sciences colleagues Ashish Gunatilaka and Michael Alessandri, associate director and executive director of UM-NSU CARD, respectively, are leading the SPARK effort locally.

Alessandri has conducted extensive research on autism, particularly in South Florida. Working with Hoa Lam Schneider, a graduate student in the child clinical psychology program, and with TCU-Chattanooga University researchers, Alessandri this year published a study on the relationship between optimism, coping strategies, and depressive symptoms among Hispanic mothers and fathers of children with autism. “Our hope is that by identifying [these] stress-buffering qualities, we may be able to tailor clinical interventions for families in a way that affords them the opportunity to strengthen these personal characteristics and responses,” Alessandri says.

Why did the psychologists choose to focus on Hispanic families? Not only does South Florida provide a rich source of data on Hispanic parents, there is a dearth of autism research that focuses on ethnicity. “Our mission is to change the paradigm of how the world thinks of people with disabilities,” Alessandri says. “We think of them as people with unique abilities, and we need to create employment opportunities that embrace their uniqueness and strengths as opposed to exploit their disabilities.”

Relevant

Tackling Zika with Teamwork

With its diverse populations from throughout the hemisphere, Miami is often described as the “Gateway to the Americas.” The city thus lies at a crucial crossroads with the continuing spread of Zika. University of Miami researchers in multiple disciplines have been collaborating for years to study how vector-borne illnesses like Zika spread and could be controlled. Inspired by a 2011 article describing the first documented case of sexual transmission of an insect-borne disease, Shigui Ruan set out to learn more. In a study published this June in the journal Scientific Reports, Ruan, professor of mathematics in the College of Arts and Sciences, and colleagues created a first-of-its-kind mathematical model to determine how much of a role sexual transmission plays in the spread of Zika.

Douglas Fuller, a professor of geography and regional studies in the College of Arts and Sciences, and colleague created a first-of-its-kind mathematical model to determine how much of a role sexual transmission plays in the spread of Zika.
President’s Report University of Miami 2016

Mario Stevenson, professor of obstetrics and gynecology, helps guide her patients—men, pregnant women, and non-pregnant women—through concerns about the Zika virus, including prevention and control measures they can take.

"We are all looking at similar kinds of questions but through the lenses of different disciplines," says Chris Cosner, a professor of mathematics who has worked with Ruan and Beier on a project focused on vector-borne diseases. "Then we have a few good teams that are putting the pieces together, and then we go through a few different disciplines. Biologists, epidemiologists, mathematicians, geographers—everybody brings a different set of tools and insights to the problem."

Infectious disease expert Mario Stevenson and colleagues at the Miller School of Medicine have been working to develop different strategies for Zika prevention and control measures they can take.

"We've lost decades we thought we had to turn this around," says Langdon, professor and chair of marine biology and ecology. "This is happening now," says Langdon, professor and chair of marine biology and ecology. "We've lost decades we thought we had to turn this around."

"That's one reason we have to reduce CO2 emissions soon—before it's too late for the reefs," says Langdon. "And that's why the Rosenstiel School was founded in the first place."

"This is exactly the kind of transformative, global contribution that Miami can and should be making to the search for sustainable solutions," President Julio Frenk said at his inaugural address in January.

The Climate Change Special Report, an interactive website launched in April by University Communications, showcases the breadth of multidisciplinary climate change and sustainability work throughout the University’s 11 schools and colleges and several centers and institutes. The report’s climate issues index encompasses more than 40 articles, photo galleries, videos, and interactive polls and social engagements—and dozens more tips on how to respect and care for our beautiful planet. The site also highlights Miami’s commitment to sustainability and its countless implications, including sea-level rise. "Seeing is Understanding" is the website’s tagline.

Seizing the Alarm on Vanishing Coral Reefs

"Climate change was not just a problem for the future," says Barber, chair of the Department of Cell Biology, is pursuing a project focused on vector-borne diseases in South Florida, has been working with biologists, mathematicians, geographers—everybody brings a different set of tools and insights to the problem."

Sounding the Alarm on Vanishing Coral Reefs

One of the world’s authorities on ocean acidification is University of Miami Rosenstiel School scientist Chris Langdon, who recently field research in the upper Florida Keys showed that the limestone foundations of coral reefs are dissolving faster seasonally than they are growing, a consequence of increasingly acidic waters. "This is happening now," says Langdon, professor and chair of marine biology and ecology. "We've lost decades we thought we had to turn around."

As Langdon turns, already stressed reefs, a key fish habitat and home of Florida’s tourism economy, remain at risk from occasional bleeding events brought on by hot-springs conditions, coral bleaching and disease outbreaks in the Middle East. "Vector-borne diseases are complicated enough that it's pretty hard to get a good handle on them with one set of tools. You have to go through a few different disciplines. Biologists, epidemiologists, mathematicians, geographers—everybody brings a different set of tools and insights to the problem."

Researchers can display their data like never before, but only now do—something with that data as they are doing right now. "This is exactly the kind of transformative, global contribution that Miami can and should be making to the search for sustainable solutions," President Julio Frenk said at his inaugural address in January.

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Integrity, respect, diversity, tolerance—qualities like these define members of the UM community. By always grounding actions in ethical intent and benevolence toward others, we serve as an example: an exemplary university. Here are some of the many ways the University is fostering inclusive environments, challenging negative stereotypes, and building the culture of belonging that aims to be a model for society at large.

Supporting All Genders, Orientations, and Expressions

The University of Miami has never been more committed to ensuring that its lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ) students thrive on an inclusive campus that nurtures their academic and personal goals. Dozens of students, faculty, staff, and alumni volunteered their time throughout the year to develop the framework for the University’s first LGBTQ Student Center.

In February, the Division of Student Affairs brought LGBTQ scholar and civil rights advocate Ronni Sanlo to campus to lead strategic planning sessions that shaped the mission, vision, and goals for the center. Sanlo is perhaps best known as the founder of Lavender Graduation, an event hundreds of colleges and universities—including the University of Miami—host annually to celebrate the accomplishments of graduating LGBTQ and ally students.

Following a nationwide search, the University hired Van Bailey as the inaugural director of the LGBTQ Student Center, which opened in August. Formerly the inaugural director of BGLTQ Student Life at Harvard College, Bailey holds an Ed.D. in educational leadership from California State University-Northeast, an M.A. in higher education and student affairs from The Ohio State University, and a B.A. in black studies and English from Denison University.

“I see myself as a practitioner,” says Bailey, who serves on the executive boards of the National Center for Transgender Equality and the Consortium of Higher Education LGBT Resource Professionals. “And while I came into this work as a higher education professional, I saw myself as just trying to make the world a better place for us to be able to show up—and be safe. People ask why I do this work, and I say it’s life or death. There are students out there who are contemplating their worth every day.”

In a recent statement, President Julio Frenk reiterated the University’s policy of encouraging all individuals to use restrooms and live in housing that corresponds to their gender identity. Bailey and other LGBTQ Student Center staff members will work closely with the LGBTQ Task Force, created in 2013, to continue implementing practices that ensure everyone feels valued, respected, and safe.

Polyglot Program Ensures All Voices Have a Place on the Page

The College of Arts and Sciences’ Creative Writing Program is housed in the Department of English, but English isn’t the only language its writers use to tell their stories. Whether it’s Tagalog or Punjabi, German or Arabic, Spanish or French, most faculty members write and publish in multiple tongues, and the program is distinguished nationally for its broad multilingual focus.

“A team effort: UM faculty, staff, students, and alumni help to build the framework for the LGBTQ Student Center.

“Miami is a global city—diverse, international, and polyglot in every way,” says program director M. Evelina Galang. “Our university is the perfect gateway to reading and writing that honors and plays with language to bring us closer to one another.”

Professor Marsha Souto encourages students to write in every language they know, but she also has them digging into the roots of poems by translating them into unfamiliar languages. In the process, the students explore the very definition of language. “I love symbols and musical notation as language, as well as silence and negative space.”

American Professor Chantal Acsadi, A.B. ’87, M.F.A. ’95, has her students write a story that incorporates the regional dialect of their hometown. Students of Professor A. Manette Ansay practice a short form of French journalism called faits divers, but they’re researching articles in English, Spanish, Creole, and Punjabi to use as springboards. And recently, two students of faculty lecturer Mia Leonin, M.F.A. ’95, wrote a collaborative poem in English, Mandarin, and Afrikaans.
This ability to imagine people, situations, and feelings beyond the self, McCraney explains, is critical because “in order to understand yourself, you have to understand those around you. Entitlement falls when you say, ‘Oh my God, this empowerment, my privilege is actually based on the humiliation and oppression of the people around me.’” The tools to recognize that and bring into empathy are all tied to the arts.

“Imagination is the bridge that connects us,” McCraney says. “It’s the water that connects us. Not just, ‘What are we learning?’ How do we understand, we spend time reading aloud and discussing the relationship between sound and meaning.”

Learning to read polyglot texts is as important as learning the content as they are drawn on the page, surrounded by other words and breathing through the characters.”

Texts built on more than one language, the continuing, “pose our own sensibilities to the world at large and invite us to traverse spaces of understanding.” And isn’t that what great literature does? It brings us to places we’ve never been, to intimate spaces of understanding. And isn’t that what allows us to understand the complexity of the human experience, and give us reasons to believe we are all somehow standing on the same page.

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**Nurturing Imagination and Empathy**

The problem with the world today, says Ta’neil Alvin McCraney, is lack of empathy.

“If you can’t imagine what other people’s lives are like,” he says, “and if you can’t walk in someone else’s shoes, even in your own mind for a second, how are you a good doctor, a good lawyer, a good scientist?”

McCraneys’ mentor, James Baldwin, “If you can’t imagine the African Heritage Cultural Arts Center in Liberty City.

Sciences, posed the question during his lunch break at the African Heritage Cultural Arts Center in Liberty City. Twenty-five years ago, he founded a refuge of safety and belonging in this world of art and theater programs. That's what he calls a path to high school at the New World School of the Arts, college at The Theatre School at DePaul University in Chicago, graduate degree at the Yale School of Drama, and two years in London at the Royal Shakespeare Company’s International Playwright in Residence.

Now he leads a six-week Summer Arts Leadership Program at the center, which partnered with the University of Miami, Miami-Dade County Cultural Affairs, and Arts for Learning to broaden the imaginations of 14 young black women over three consecutive summers. This year the students, ages 13 to 17, wrote and performed an adaptation of Sophocles’ Greek mythological play by Antigone, the glove, and the self, McCraney explains, is critical because “in order to understand yourself, you have to understand those around you. Entitlement falls when you say, ‘Oh my God, this man people who can say, ‘What are we doing to make sure those industries can catch all of the talent that’s homegrown? It goes right back to that notion of empathy. If you have people who can say, ‘I was raised, nurtured, and educated by my community,’ says. “What are we doing to make sure those industries can catch all of the talent that’s homegrown? It goes right back to that notion of empathy. If you have people who can say, ‘I was raised, nurtured, and educated by my community,’ then they will want to do better by the community.”

**UM Named First Bouchet Graduate Honor Society Member in Florida**

In recognition of its outstanding scholarship achievements and promotion of diversity and excellence in graduate education, the University of Miami has been recognized as an institutional member—the first in Florida—of the prestigious Edward A. Bouchet Graduate Honor Society. The society was founded in 2014, to honor and promote diversity among graduate students, especially black women.

McCraney, a MacArthur Fellow and professor of arts and sciences at the University of Miami, Miami-Dade County Cultural Affairs, college at The Theatre School at DePaul University in Chicago, and the UM President Julio Frenk receives the Bouchet Medal from Yale President Peter Salovey.

It’s the task to foster empathy among young people through the arts is not the only reason McCraney returned to Miami after taking the world by storm with such acclaimed works as The Brothers Size, Head of Passes, and Wig! Out.” He described in his ‘Cane Talks presentation, he wants to help Miami retain its cultural capital.

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Taking ‘It’s On Us’ to Heart

As part of her dissertation, School of Nursing and Health Studies Ph.D. student Valerie Halstead, B.S.N. ‘12, reviewed sexual assault screening practices at Florida colleges and universities, including the University of Miami. But for her, addressing campus responses to sexual assault is more than a research topic—it’s a call to action.

As a member of the President’s Coalition on Sexual Violence and Prevention at the University of Miami and its Campus Climate subcommittee, Halstead helped pilot a new sexual assault response team that keeps the University attuned to changing perceptions and ways to best address sexual assault on campus campuses.

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The Year in Review

Milestones

2015

JUNE

Omaha Bound

For the 24th time in program history, the Miami Hurricanes lead to Omaha, Nebraska, for the 2015 College World Series.

JULY

Gold and Silver

Hurricanes track star Shakima Wimbley wins a gold medal at the 2015 Pan American Games in Toronto, helping the United States finish first in the women’s 4x400-meter relay. The then-sophomore sensation also wins a silver medal in the individual 400 meters.

Breakthrough Discovery

University of Miami researchers discover and characterize a previously unknown disease gene linked to the degeneration of optic and peripheral nerve fibers, which has implications for all forms of neurodegeneration, including Lou Gehrig’s and Parkinson’s diseases.

Renewed Funding for CREATE

The National Institute on Aging awards Sara J. Czaja, the Leonard M. Miller Professor of Psychiatry and Behavioral Sciences and director of the Center on Aging, renewed funding for the Center for Research and Education on Aging and Technology, bringing CREATE’s funding to more than $30 million over 21 years.

AUGUST

A New Era of Leadership Begins

Julio Frenk, former dean of Harvard’s T.H. Chan School of Public Health and minister of health of Mexico, begins his role as the University’s sixth president on August 16.

September

Frenk Hosts Town Hall

New UM President Julio Frenk hosts a Town Hall at the Watsco Center, formerly known as the BankUnited Center, giving thousands in attendance and watching via live stream the opportunity to ask questions and get a clearer sense of his leadership approach.

OCTOBER

Sports Legends Produce a Winning Effort

The 30th annual Great Sports Legends Dinner, which is hosted by Nick and Marc Buoniconti and honors philanthropic heroes and sports icons who inspire those affected by spinal cord injuries, raises more than $12 million for research at The Miami Project to Cure Paralysis.

Improving Health Care in Mesoamerica

Under an agreement signed by President Julio Frenk, the University joins forces with the Carlos Slim Foundation and the Inter-American Development Bank to reduce the high mortality rates among poor women and young children in Mexico and other Central American nations through advanced training for health care professionals.
Prolific Chinese strategy is named the world’s most prolific Scholar outside of mainland China in the October 2015 issue of the Asia Pacific Journal of Management.

Studio U4 Foroutan Design Innovation:
The School of Architecture breaks ground on the Thomas P. Murphy Design Studio Building, a 20,000-square-foot structure that will facilitate scholarly and professional mobility.

President’s Report University of Miami 2016

A New Name for Building C:
The School of Law’s Building C is renamed the Lavin-Justin and Mitchell Rabinowitz Hall in recognition of the couple’s generosity; UM is recognized as an institutional member of the American Bar Foundation, which provides funding to bar-approved law schools.

A New Leadership for UHealth:
Steven M. Alschuler, who served as president and chief executive officer of The Children’s Hospital of Philadelphia and The Children’s Hospital of Philadelphia Foundation for the past 15 years, is named senior vice president for health affairs at the University of Miami and chief executive officer of UHealth—the University of Miami Health System.

Mastering the Challenge:
A summit of MBA students from the School of Business Administration takes place in the 2015 Innosight MBA Challenge, a two-week long national competition against top-tier students in creating authentic marketing strategies and implementing those strategies in a two-week challenge.

When it opens in 2017, the 41,000-square-foot Simulation Hospital, which, when it opens in 2017, will replicate the true flow of activities in a clinical practice and hospital.

November A Golden Anniversary:
The Miller School of Medicine’s Department of Family Medicine and Community Health, the first academically family medicine department in the United States, celebrates in 50th anniversary.

Opening a New Chapter:
For its scholarly achievements and promotion of diversity and excellence in graduate education, UM is recognized as an institutional member of the prestigious Edward B. and Howard universities to commemorate the first African-American to earn a doctorate in the U.S.

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President’s Report

URGE President’s Report University of Miami

Dark Knight

FABRICATION

Justice Steven Visits Campus Retired U.S. Supreme Court Justice John Paul Stevens dropped by on his 90th birthday to discuss seminal cases on student speech at the University of Miami Law Review’s 2016 Symposium, “The Constitution on Campus: Do Students Shout Their Rights at the Schoolhouse Gates?”

Sylvester Comprehensive Cancer Center Installs Two New Chairs The W. James Goodstein Jr. M.D. Endowed Chair in Head and Neck Oncology Research is presented to Francisco J. Cimarron. Taking the Fight Against Cancer to the Streets Thousands of South Floridians cycle, walk, and gather to honor loved ones lost to cancer, celebrate victories over the disease, and raise funds to support research at Sylvester Comprehensive Cancer Center. The gavel is passed to Board of Trustees Chair Richard D. Fain, marking the beginning of a two-year term as chair of the University of Miami Board of Trustees. A leader in the global cruise line industry, Fain has served as vice-chair since 2014, and he chaired the search committee that named the new University of Miami president last year.

New Partnership The University of Miami’s Center for Computational Science and the Yucatan State Government, on behalf of its Information Technologies Innovation Center, known as Heuristic, sign a memorandum of understanding to formalize research collaborations and establish the Center for Computational Science for the Americas within Heuristic.

Climate Change Special Report Debuting in advance of Earth Day, the University of Miami unveils its Climate Change Special Report (seventh edition), featuring more than 40 science and research articles; dozens of interviews with UM faculty, alumni, and students; and social and interactive engagement with polls and graphics.

New Dean UM alumnus Guillermo Arias, the former two-time National Constitution Center at the Miller School of Medicine. Over $5 million will go toward establishing the endowed chair in head and neck oncology research at Sylvester Comprehensive Cancer Center who died on November 22, 2015. Neelofa Rice lays out Oscar Arias, the former two-time president of Costa Rica. UM Mourns President University of Miami president last year.

UM W. Jarrard Goodwin Cancer Center Installs Oncology Surgery, established by the Harcourt M. and Virginia W. Sylvester Foundation, is presented to Donald T. Wood. The Virginia M. Hunter Endowed Chair in Head and Neck Oncology Research is presented to Francisco J. Cimarron. Taking the Fight Against Cancer to the Streets Thousands of South Floridians cycle, walk, and gather to honor loved ones lost to cancer, celebrate victories over the disease, and raise funds to support research at Sylvester Comprehensive Cancer Center.

Campus Health

Biden, and President Barack Obama. In 2016, he served as chair of the search committee that named Richard Fain as UM’s new president. Fain has served as vice-chair since 2014, and he chaired the search committee that named the new University of Miami president last year.

GOF Establishes Chair in Atheism, Humanism, and Secular Ethics in honor of the 57th annual B2B conference of the Americas, the annual B2B conference that brings together a global contingent of students, researchers, and educators; and social and interactive engagement with polls and graphics. A Faculty Senate Event First for the first time, the Faculty Senate hosts a Special Faculty Senate Award posthumously, honoring the accomplishments of Edward Dolin, the distinguished cancer researcher and educator at Sylvester Comprehensive Cancer Center who died on October 8, 2015.

UM Sponsor eMerge Americas For the third year, UM is a global sponsor of eMerge Americas, the annual B2B technology conference that positions Miami as the technology and innovation hub of the Americas. It is one of the only chairs of its kind in the country.

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Operating revenue grew in each of our primary services—health care, research, and teaching—producing an increase in unrestricted net assets from operating activities of $255.1 million, or 5.7 percent. At the same time, the University invested in its future by adding facilities, programs, and capabilities.

Total operating revenue increased by $347.8 million, or 5.5 percent, to $6.2 billion. Revenue, net of increased scholarship and fellowship costs, increased by $124.5 million, or 2.5 percent, due to increased graduate and medical school enrollment and a modest tuition rate increase.

Grants and contracts revenue had its best performance when compared to other types of cancer centers. Patients treated at Sylvester combine world-class care and research with the best that our academic medicine has to offer.

Sylvester faculty and staff are making great progress in the pursuit of National Cancer Institute designations. Over the last several years, Sylvester has recruited more than 90 clinicians/scientists from the four Institutions in the country, building industry-leading programs in pancreatic cancer, prostate, lung, lymphoma, and stem cell transplantation, as well as institutional oncology—leading to the creation of the first Department of Radiation Oncology in the country.

Net operating revenues at the University of Miami Hospital increased $12.4 million, or 10.4 percent. Bascom Palmer’s new 20,000-square-foot, state-of-the-art eye care center opened in Naples, Florida. The Institute is also partnering with August Medical on a $1.5 million grant to expand its precision medicine effort and an annual $16 million appropriation to support in-house research.

Sylvester faculty and staff are making great progress in the pursuit of National Cancer Institute designations. Overall, net assets decreased $69.5 million due to the refunding yields significant savings. Total unrestricted net assets were also reduced by post-retirement plan liability changes other than net periodic benefit cost of $58.0 million, primarily related to defined benefit pension plans. The plan, which has been frozen to new participants since June 2007, was negatively impacted by both a 25 basis point reduction in the discount rate used to calculate the plan liability and investment losses of $15.6 million. By year-end, plan assets were $507.4 million and the plan’s unfunded liability was $256.2 million.

For the year ended June 30, 2016, total unrestricted net assets decreased $69.5 million due to the following items:

- $3.3 million due to the refunding yields significant savings.
- Total unrestricted net assets were also reduced by post-retirement plan liability changes other than net periodic benefit cost of $58.0 million, primarily related to defined benefit pension plans. The plan, which has been frozen to new participants since June 2007, was negatively impacted by both a 25 basis point reduction in the discount rate used to calculate the plan liability and investment losses of $15.6 million. By year-end, plan assets were $507.4 million and the plan’s unfunded liability was $256.2 million. During the year, University administration, in concert with the Board of Trustees Investment Committee, performed a comprehensive review of investment strategies for both the endowment Growth Pool portfolio and pension assets. It is in the process of transitioning investment constraints for both portfolios and ensuring that asset allocation, manager selection, and investment policies provide optimum risk-adjusted returns.

Temporarily and permanently restricted net assets increased by $8.6 million primarily due to new gifts. For the fiscal year, total donations for both operating and non-operating purposes increased by $715.3 million, a decrease of 11.8 percent, but an impressive total in the first year following the successful culmination of the $1.6 billion Millennium fundraising campaign. Overall, net assets decreased $69.5 million due to non-operating events and weak investment returns.

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A Year of Review and Strategic Positioning

Fiscal year 2016 was a year of thorough review of the Endowment Growth Pool, positioning fiscal year 2017 as a year of transition. During 2016, the Board of Trustees Investment Committee and the administration reviewed all aspects of the Endowment Growth Pool portfolios, including the managers and the investment process, to ensure the University’s investments provide optimal risk-adjusted returns to support current and future generations. As a result of this review, the following “building block” improvements were implemented:

- Transitioning our outside consultant to a global advisory firm that will provide detailed research and investment recommendations for a global allocation strategy.
- Increasing efficiencies by consolidating all Endowment investments with one custodian.
- Restructuring certain investments with a focus on increasing efficiencies by consolidating all Endowment investments with one custodian.
- Refining our investment policies.
- Allocating working capital cash in the Term Investments Pool, leaving the Endowment Growth Pool investments with one custodian.

While these results are disappointing, the University is excited about the future as the changes outlined should provide enhanced returns and reduce for evaluating market conditions, investment opportunities, and management across asset classes.

Gerald Kutsie
Vice President and Treasurer
Private research university established in 1925.

No. 1 in Florida and No. 44 in the nation on U.S. News & World Report 2017 Best Colleges list.

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No. 1 in Florida and No. 44 in the nation on Wall Street Journal/Times Higher Education College Rankings.

No. 4 in the nation by The Princeton Review for Lots of Race/Class Interaction.

Three campuses: Coral Gables, Miller School of Medicine, and Rosenstiel School of Marine and Atmospheric Science; plus the Richmond Facility, home to the Center for Southeastern Tropical Advanced Remote Sensing (CSTARS).

11 schools and colleges: School of Architecture, College of Arts and Sciences, School of Business Administration, School of Communication, School of Education and Human Development, College of Engineering, School of Law, Frost School of Music, Miller School of Medicine, Rosenstiel School of Marine and Atmospheric Science, and School of Nursing and Health Studies.

10,800 undergraduate students.

5,900 graduate and professional students.

Student Race and Ethnicity (self-reported): 42% White, 26% Hispanic or Latino, 12% Asian or Pacific Islander, 8% Black, 3% Two or More Races, 9% Unknown.

15% of students are international.

12:1 student-faculty ratio.

275 undergraduate student organizations.

12,500 students completed more than 157,000 community service hours in 2015-2016.

15,000 employees.

$323.8 million in sponsored grants and contracts to fund more than 2,100 research projects.

UM Libraries include the Otto G. Richter Library and architecture, business, law, medicine, music, and marine and atmospheric science libraries, providing access to nearly 4 million volumes and more than 1 million digital images and documents.

UHealth—the University of Miami Health System is a comprehensive network of three hospitals and more than 30 outpatient facilities serving the communities of Miami-Dade, Broward, Palm Beach, and Collier counties.

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