

## Hemispheric University Consortium

### SUMMARY

#### **Initial Charge**

As an excellent and relevant university, the University of Miami seeks to leverage its unique location to provide opportunities for research and educational collaboration across the hemisphere—in Latin America, the Caribbean and North America, as well as worldwide where synergies exist. The Hemispheric University Consortium working group was charged with proposing the organizing structure to attract scholars and promote partnership with other universities and research organizations.

#### **Guiding Principles**

- The University of Miami has an opportunity to further distinguish itself among its peer institutions by creating a platform for institutions of higher learning to convene, to share respective strengths, to exchange knowledge and to offer training and professional development.
- The Hemispheric University Consortium (HUC) will grow as one part of a broader UM-wide strategy to become *the* hemispheric university.
- There is a significant amount of ongoing work at UM's schools, colleges and divisions that speaks to hemispheric partnerships, but this work is not reinforced as a university-wide priority.
- Relationships established through the HUC must meet the primary criterion of being mutually beneficial.

#### **Proposals**

The proposals in this consultation paper cut across the following areas:

- Structure: Establish the Hemispheric University Consortium as a UM-led platform that facilitates knowledge exchange and collaboration among universities across the hemispheres.
- Leadership: Appoint senior leadership to oversee, organize and align UM's hemispheric activities both internally and externally. Appoint leadership for the Hemispheric University Consortium.
- Information: Gather, measure, analyze, share data on UM activities related to the hemisphere to inform a more efficient and strategic approach.
- Membership: Establish criteria for consortium members and select potential partner institutions.

#### **Measuring Progress**

The primary measure of progress for this initiative will be the establishment of the University of Miami as the nexus of a Hemispheric University Consortium. Secondary measures of progress will include:

- the number and diversity of participating members
- the number of successful collaborative research and education projects launched
- UM's ability to attract visiting faculty, students, and researchers to participate in launched projects
- UM's ability to create joint degree programs with other institutions in the consortium

# Hemispheric University Consortium

## Introduction

A central component of becoming the hemispheric university will be to establish the University of Miami (UM) as a focal point for research and educational exchanges between institutions of higher learning in Latin America, the Caribbean, and North America, and in other geographic areas where synergies exist. This paper provides a set of proposals supporting this aspiration by establishing UM as the home of a **Hemispheric University Consortium (HUC)**.

The principles that have guided these proposals include:

- UM has an opportunity to further distinguish itself among peer institutions by becoming a convener for higher education and related research institutions enabling them to benefit from their respective strengths, exchange knowledge and develop collaborative training opportunities.
- The HUC will grow as one part of a broader UM-wide strategy to become the hemispheric university.
- There is a significant amount of ongoing work at UM's schools, colleges and divisions that speaks to hemispheric partnerships, but this work is not reinforced as a university-wide priority.
- Relationships established through the HUC must meet the primary criterion of being mutually beneficial.
- The HUC will be developed and implemented in stages.

## Proposal 1: Establish the Hemispheric University Consortium at UM

In considering the possible formulations for a Hemispheric University Consortium at UM, the working group conducted a field scan of existing educational and research consortia in higher education. There are a plethora of university consortia ranging from single issue research partnerships, to multi-university groups focused on educational and teaching excellence. Yet there are very few organizations striving to connect research and educational activities within a hemisphere.

This as an opportunity for UM to further distinguish itself with excellence and relevance, and the working group proposes the following mission for the consortium: *The Hemispheric University Consortium (HUC) promotes the advancement of research and learning through strategic partnerships with institutions of higher learning and foundations throughout the globe. Through mutually beneficial partnership and collaboration, the HUC facilitates intersections for transformational research and education.*

There are several options for structuring the HUC, each with different advantages:

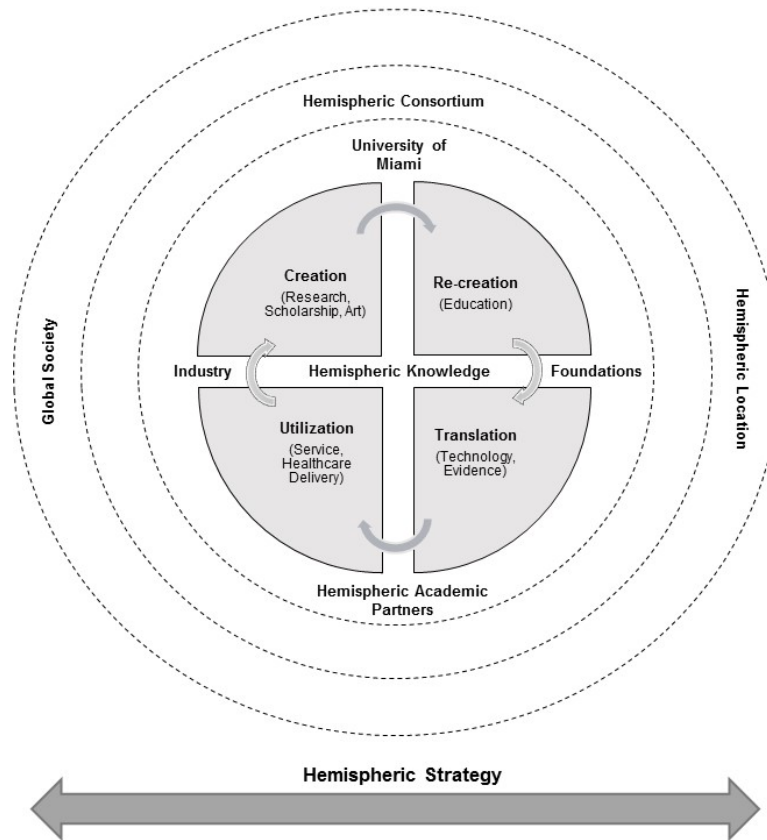
- UM-wide Consortium: The HUC would be an independent entity at UM, with a university-wide focus, a direct reporting relationship to the appointed hemispheric leadership and independent finances. UM would lead on operations and govern all partnerships. Researchers, students and instructors would receive a HUC secondary appointment, while maintaining primary appointments.
- Independent Consortium: The HUC would be an external entity to UM's governance structure. UM, along with consortium partners, would govern the operations of the HUC with shared resources. Administrators, students and instructors participating in the consortium would maintain appointments at respective institutions and engagement would be project-based.
- School-Based Consortium: The HUC would be housed at a UM school, college or division, with resources tied to the school. The UM school, college or division would lead on operations and govern all partnerships that fall under the HUC with a direct reporting line to the appropriate dean.

# Hemispheric University Consortium

**Recommendation:** The HUC should be established using the UM-wide Consortium Model. In considering the possible structural formulations for the HUC at UM, the UM-wide model was preferred due to its autonomy and ability to connect directly to UM's leadership and advance the reputation of UM as a whole. The HUC should be established as a new organizational structure at UM, with visibility across the institution and should have director-level leadership, adequate physical space, and support personnel.

Structurally, the HUC will reside in UM's broader hemispheric strategy and contribute centrally to the University's creation and recreation of knowledge.

## Circle of Hemispheric Knowledge



The HUC should work with the University of Miami community to:

- Facilitate the organization, coordination, and development of hemispheric educational and research activities across UM's schools, colleges, and campuses, including:
  - Oversight and implementation of joint degree and accreditation programs with partner institutions.
  - Guidance for UM educators on opportunities for hemispheric collaboration, including study abroad programs and student mobility.
  - Working with the UM community to overcome financial, professional and structural obstacles to hemispheric collaboration.
- Identify, pursue, and maintain mutually beneficial partnerships among institutions of higher learning and research throughout the hemisphere and in other geographic areas as appropriate. This will include managing relationships on an administrative level and ensuring academic rigor on an education and research level.

## Hemispheric University Consortium

UM should serve a critical role for the HUC by hosting the secretariat or governance function of the consortium. In this capacity, UM would support the overall operations of the consortium by convening bi- or tri-annual meetings of membership and overseeing administrative responsibilities. Once established, HUC leadership along with University administration should consider the utility of and options for establishing HUC satellite offices in consortium member countries. HUC satellite offices could serve an integral administrative support function at the partnership country level and provide on-the-ground insights on potential consortium members and other opportunities.

### **Proposal 2: Cataloging UM's hemispheric work**

As a first step in its work, the working group inventoried ongoing work at UM that involves research and education in partnership with other institutions in the hemisphere. The data demonstrated that every college, school, and division at UM is currently engaged in such partnerships. In conducting the initial inventory, it became evident that while a breadth of work exists, most of this work is known only to those directly involved or to their immediate colleagues. Faculty members working in the same country may be unaware of one another's research. To be strategic, UM must encourage heightened transparency of existing activities to encourage collaboration, maximize resources and limit duplication.

The University of Miami should develop an accessible database to serve as a resource for UM's educators and researchers engaged in hemispheric activities and for individuals interested in becoming engaged or learning more. The database should be:

- Usable, accessible and sortable by areas including school, region, type of project and discipline
- Easily queried, to allow users to look for specific data and connections
- Visual, to enable users to see geographic areas of activity and potential connections
- Regularly updated as new projects are initiated and others are concluded, retaining the history of work in a given region or discipline
- Overseen by UM's hemispheric leadership and maintained by a small team of researchers/administrators.

### **Proposal 3: Criteria for consortium members**

Establishing a set of criteria for members of the Hemispheric University Consortium was a central task for the working group. Clear standards for members of the consortium will contribute to both the excellence and relevance of the HUC and of UM. Proposed criteria include:

- Location: Latin America/Caribbean and North America regions. Potential to expand globally as HUC becomes more established.
- Geographic Balance: Membership will be balanced across countries and regions.
- Potential for mutually beneficial collaboration: Partnerships in research and education will be based on priority and complementary substantive areas of focus.
- Excellence: Based on multiple external measures including rankings by US News, Shanghai, Center for World University, and QS World University.
- Existing Relationships: Organizations with a record of partnership with UM on research or educational programming, including Laureate partners.
- Existing Capacity/Resources: Members with capacity to enhance the consortium and attract funding.
- Geographic Context: Consideration will be given to the relative stability of the region and the extent of legal and financial risks.

## Hemispheric University Consortium

The substantive areas for partnership under the HUC should be determined by UM’s hemispheric leadership and personnel appointed once the HUC is established. The operations of the HUC should be implemented in a phased manner, starting with a small set of pilot collaborations and building toward a larger range of operations over the course of its first five years.

Potential areas for pilot partnerships that leverage UM’s strengths include:

- Health education, including nursing, medicine, and global health studies.
- Humanities and social sciences, capitalizing on the ongoing work in Latin America and the Caribbean.
- Marine and atmospheric science research.

### Proposal 4: Potential consortium members

Based on the criteria above, the following institutions of higher learning have potential for membership in the Hemispheric University Consortium. Where available the school’s QS World University ranking is noted below in parentheses.

<b>Country</b>	<b>Potential partner universities</b>
Argentina	Universidad de Buenos Aires (15)
Barbados, Trinidad, Jamaica	University of the West Indies
Brazil	Universidad de Sao Paulo (1), UNICAMP (2), PUC Rio
Canada	University of Toronto; McGill University; Dalhousie University
Chile	Universidad Andrés Bello (93 L), Universidad de Chile, PUC Chile (3)
Colombia	Universidad de los Andes (7), PU Javeriana (27)
Costa Rica	Universidad Nacional de Costa Rica (21)
Cuba	Universidad de la Habana (83), Universidad de las Artes
Mexico	Universidad Nacional Autónoma de Mexico (6), TEC de Monterrey (9), CINVESTAV
Peru	Universidad Peruana Cayetano Heredia (64)
Puerto Rico	Universidad de Puerto Rico (62)

Based on the criteria above the following Centers are also strong potential members for the consortium:

- |  |  |
|--|--|
| • British Academy  | • Goethe Institute                             |
| • China Institute for Latin American Studies             | • Institute Pasteur                            |
| • Erasmus program  | • Shanghai Institute for International Studies |
| • FLACSO (Facultad Latinoamericana de Ciencias Sociales) |  |

Consortium members may elect to participate as **core members** or **associate members**. A core member acknowledges capacity and infrastructure to participate in ongoing research and educational collaborations; an associate member may elect to participate in limited and specialized projects.

### Proposal 5: Proposed timeline

<b>Proposal</b>	<b>Timeline</b>
Hemispheric Database	Summer/Fall 2016, continue collecting UM data on hemispheric work. Spring 2017, launch database.
Hemispheric Consortium (space and operational costs)	Spring 2017, begin 3-4 pilot collaborations with external institutions. Measure and assess performance during 2018. Launch expanded operations in 2019.

# Hemispheric University Consortium

## **Proposal 6: Appointment of hemispheric leadership**

Considering the breadth and volume of hemispheric work at the University of Miami, this work would benefit from increased infrastructure to support both a Hemispheric University Consortium and an overall strategy for hemispheric work at UM.

The success of the Hemispheric University Consortium will rest on UM's ability to organize itself internally as well as collaborate effectively with external partners. Leadership may be required to cultivate a university environment where hemispheric priorities are underscored, external relationships are nurtured and good ideas are acted upon.

The University of Miami should create a leadership position responsible for UM's overall hemispheric strategy with resources and support from UM leadership. Hemispheric leadership at the University should be appointed with an emphasis on the service function of the position. It is expected that appointed leadership will not be an approval instrument, but would work with the various components of the overall hemispheric strategy to facilitate partnerships and attract financial support.

The individual appointed to this leadership role should meet criteria including:

- A proven track record of establishing partnerships and engagements in multiple sectors throughout the hemisphere.
- The ability to identify areas of educational and research strengths across the University and select partners that can further supplement those areas.
- Capacity for innovation and for creating partnerships that overcome traditional barriers confronting research and educational exchanges, mutual accreditation programs, and enhanced study abroad options.

### **Submitted for consideration by:**

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