

HERE



2016 President's Report

EREH

HEMISPHERIC
EXCELLENT
RELEVANT
EXEMPLARY

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 and is committed to securing its future. Over the past year, 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.

As we look ahead to the centennial, 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.

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 RELEVANT UNIVERSITY. As we pursue the advancement of fundamental knowledge and



the search for meaning, we must make a deliberate effort to serve our local and global communities by translating science and scholarship into solutions.

THE EXEMPLARY 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, disciplines, and beliefs—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 *Momentum2* campaign. We also secured an extraordinary \$100 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 Batchelor Foundation, Inc. for the Batchelor Pediatric Chair Initiatives and other health care and education support;
- Over \$5 million from Marta S. Weeks Wulf for the Debbie School Term Endowment Fund and Educational Enhancement Fund and other University special initiatives;
- Over \$5 million from the Dolphins Cancer Challenge to support research at Sylvester Comprehensive Cancer Center at the Miller School of Medicine; and

■ \$4 million from The Pap Corps, Champions for Cancer Research to support research at Sylvester Comprehensive Cancer Center.

I am proud to report that the University of Miami is among *U.S. News & World Report's* 2017 national universities with the lowest average student debt; we are meeting more than 90 percent of demonstrated financial need for the class of 2020. This is a pivotal step toward ensuring that regardless of economic circumstance, the most talented and promising students can attend our University. One of the most powerful ways we can support upward social mobility is to increase access to high-quality post-secondary education.

The class of 2020, which has a mean GPA of 3.6, is a remarkable group of people. They come from 43 American states and 67 countries. When it comes to racial and ethnic diversity, our campus is more diverse than the country as a whole.

The talent at the University of Miami continued to draw increased support for research. Funding for over 2,100 externally funded projects grew by nearly \$15 million to \$323.8 million in sponsored grants and contracts. This included more than \$99 million from the National Institutes of Health (NIH), making the Miller School once again the top NIH-funded medical school in the state. The School of Nursing and Health Studies, which conducts

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 increase 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 competitors 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 diving 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





UM Celebrates Inauguration Week



Left to right: Harvard University President Drew Gilpin Faust delivers remarks at the inauguration ceremony; Trustee Arva Moore Parks leads “Firsts at UM,” a conversation about University milestones; Rosenstiel School Professor Kenny Broad delivers one of ten ‘Cane Talks; President Julio Frenk with Stuart Miller, then chair of the UM Board of Trustees; Trustee Phillip Frost, Miami Institute for the Americas Director Felicia Knaul, President Frenk, and Patricia Frost. Facing page: Other faculty members delivering ‘Cane Talks are, clockwise from top left, Margaret Fischl, Miller School; Frost School of Music Dean Shelton Berg (introduced by School of Communication Dean Gregory Shepherd, on right); Amishi Jha, College of Arts and Sciences; and Alberto Cairo, School of Communication.

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 ‘Canes 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.

Earlier in the week, the University honored its history at “Firsts at UM,” an expansive conversation between President Frenk and UM Trustee Arva Moore Parks, M.A. ’71, exploring UM milestones. “New Century of Medical Education and Innovation” commemorated the importance of the Miller School of Medicine and UHealth—the University of Miami Health System at a celebration in the heart of the medical campus. It also featured a ceremonial 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 at 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.



‘Cane Talks Create a New UM Tradition

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.

Hemispheric

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.



Assistant Professor Elvira Maria Restrepo is advising Colombian President Juan Manuel Santos on the peace process between the Colombian government and the FARC.

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. “Truth helps healing and allows them to move forward.”

How Colombia moves forward after the October 2 plebiscite is still unclear, but with all sides saying peace is the goal, Restrepo’s

task of helping such a divided nation reconcile is even more important.

“Sadly, the plebiscite showed a divide among Colombians that would have impeded reconciliation and that bodes ill for lasting peace,” she says. “Fifty percent of all peace agreements fail after five years because they are unable to achieve societal reconciliation.”

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 elusive. “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 condi-

tions—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.



Aid to Ecuador: Miller School of Medicine physicians assist victims of Ecuador’s 7.8-magnitude earthquake.



Miller School physicians teamed up with community volunteers to bring much-needed medical care to Ecuadorians who lived in this shelter after the powerful temblor.

Fortunately, the UM physicians, who were inspired by UM’s unprecedented response in Haiti, were familiar with the region’s prevalence of diabetes and hypertension. So along with supplies to treat wounds and infections, they had collected duffle bags full of medications for those and other chronic illnesses before leaving Miami. Among the 500 patients they saw during their initial five-day trip, most had depleted or lost their medication supply when they lost their homes. In the chaos of disaster, replenishing them was not a priority.

By their second trip, the doctors and their community partners had expanded the makeshift clinic (it now has lab tests and a pharmacy) and mobilized medical brigades, community health workers, and government officials to continue rendering aid. Knowing that in disaster, the chronically ill will choose to protect their meager belongings over their health, they are bringing telehealth capabilities to Bahia so doctors there can consult with UM specialists by video conference.

“To get specialized care, patients would have to leave Bahia, and we know they will not do that,” Tamariz says.

By their third trip, Tamariz, Palacio, and Cely happily noticed their patients were taking the medications the physicians had brought earlier, and their diabetes and blood pressure were better controlled.

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 signed last March between the University’s Center for Computational Science (CCS)



The University’s Center for Computational Science signs a memorandum of understanding with the Yucatan State Government, bringing its technological expertise to the region.

and the Yucatan State Government, in partnership with its Information Technologies Innovation Center—known as Heuristic and located in the Yucatan Science and Technology Park.

The collaboration will create the Center for Computational Science for the Americas within Heuristic, which aims to establish a consortium of academic institutions, research agencies, and industry partners across the region and become a central hub for research and technology. The center will concentrate on research as it relates to smart cities, transformative health care technologies, energy, and the environment.

“The focus of this collaboration will be a shared research and development infrastructure based on computational science and research and innovation projects using that infrastructure,” says UM Executive Vice President and Provost Thomas J. LeBlanc. “We are especially excited about the potential for joint research and innovation in the area of smart cities, work that has the potential to engage faculty and students at UM from many different disciplines.”

Since 2012, the Yucatan government has invested in new infrastructure 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, CCS 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.



Guyana could soon see its workforce of nursing educators swell thanks to a SONHS certificate course aimed at addressing the nurse shortage there.

Transforming Nursing Education in Guyana

Expanding its 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. All 26 participants 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 educational levels among nurses correlate with better patient outcomes.

The initiative is a partnership between the SONHS’s Pan American Health Organization (PAHO)/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 directors from Guyana to meet with faculty and certificate course co-instructors Mary Mckay, B.S.N. ’88, D.N.P. ’10, and Deborah Salani, B.S.N. ’86, M.S.N. ’89, D.N.P. ’13, as well as with Dean Nilda (Nena) Peragallo Montano. From November 2015 to June 2016, Mckay and Salani delivered a weekly e-lecture via Blackboard Collaborate and traveled to Guyana four times to conduct on-site clinical simulation training.

“We assisted the participants in creating simulation scenarios specific to their own hospital and clinical environments,” Mckay emphasizes.

In addition to focusing on the theory and principles of nursing education, participants developed tools to customize their own curricula and learned how to develop different measures of evaluation, including clinical evaluation. The course culminated with a practicum 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 new online certificate course is already impacting Guyana’s nursing education community. 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.



By unlocking the mechanisms of viruses and viral pathways, cell biologist Glen Barber is finding new ways to combat disease.

Taking the STING Out of Cancer and Autoimmune Disorders

How does the human body protect itself against microbial infection? Glen N. Barber hasn’t resolved this timeless mystery, but in his quest to unlock the secrets of immunity, he pioneered the development of novel therapies, including the use of recombinant viruses, to treat cancer.

Barber, the Eugenia J. Dodson Chair in Cancer Research at Sylvester Comprehensive Cancer Center and the chair of the Department of Cell Biology at the Miller School of Medicine, discovered a key molecule that recognizes virus infections and activates the body’s immune system to fight them. He named the molecule STING—

for stimulator of interferon genes—because it triggers production of interferon, a protein that interferes with virus replication by signaling other cells to create an army of antiviral genes. Eventually, the army attacks and kills the virus.

Barber and his lab discovered STING—and opened a new field in cell biology and immunology—after noticing that cancer cells lose their ability to defend themselves against viruses. The researchers began exploiting that defect by using quickly replicating

viruses to combat cancer. The so-called oncolytic viruses shrink tumors by invading and multiplying inside cancer cells until the cells burst. As a result, the Miller School, in collaboration 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 knew that normal cells defended 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 chronically overactive, triggering the production of too much interferon, it leads to systemic lupus, or other severe auto-inflammatory diseases. Now researchers are searching for compounds to regulate the STING pathway in hopes of designing a new class of anti-inflammatory drugs.

“It turns out STING is really important for a number of things,” Barber says. “It’s opened the field of how we understand microbe pathogenesis, 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 Tap 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, in which players must fill orders 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 communication, where a \$110 billion global video game industry and emerging disciplines like web design and computer programming 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 The Princeton Review’s 2016 list of top 25 best graduate schools to study video game design.

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

“In many ways games are becoming the movies of the future,” says Kim Grinfeder, 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 viewers themselves control. The School of Communication is really the perfect place to teach this.”



Beyond fun and games: School of Communication faculty Clay Ewing, top, and Lien Tran design games with serious social impact.

Organs on Chips

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

Ashutosh Agarwal, assistant professor in UM's departments of Biomedical Engineering and Pathology and a member of The Dr. John T. Macdonald Foundation Biomedical Nanotechnology Institute of the University of Miami (BioNIUM), is creating "Human Organs on Chips." With support from the National Institutes of Health and other sources, he combines traditional engineering materials such as metal or plastic with cells from rodents and humans to create a heart, a pancreas, and lungs that mimic the real organ—both normal and diseased. The chips, about the size of a USB stick or credit card, are created through 3-D printing and milling.

"By building models of human disease, we enhance the understanding of the underlying disease pathways,"



Manmade materials combine with cells to create Human Organs on Chips, a new model for studying disease pathways.



Agarwal says. "Once we get interested in a disease model, we start with a physiology textbook. We study the template of how the body builds that organ and use that as a 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. Secada as a teen. Now NASA is looking to Secada for insight. In March the professor and senior associate dean of the School of Education and Human Development was appointed to an inaugural seat on NASA's 15-member National Advisory Council Science Committee.

"As a childhood immigrant, I see it as an honor to be

asked to serve my country in any capacity," says Secada. "However, this particular appointment has that overlay of cool that is beyond the wildest dreams of that high school geek who watched the moon landing on black-and-white TV."

Born in Peru and raised in Miami, Secada earned a B.A. in philosophy from the University of Notre Dame and a master's degree in mathematics and a Ph.D. in education from Northwestern University. His research interests include equity in education, mathematics and bilingual education, school restructuring, professional development of teachers, student engagement, and reform. In his new role at NASA, Secada looks forward to helping the committee translate new knowledge from space exploration into an educational mission.

"This is the first time an advisory committee at this level has an educator on it," Secada says of his two-year term. "I hope to give substantive advice on how space science might interface with education. Meanwhile, my efforts will

help to shape and define the future function of this seat."

Since joining the UM faculty in the fall of 2003, Secada has been associate director and co-principal investigator (PI) of the original Promoting Science among English Language Learners (P-SELL) study, which introduced a hands-on method of learning that dramatically improved test scores among English-language learners in Miami schools.

Secada also served as associate director and co-PI of Science Made Sensible, which pairs doctoral students in the STEM fields with middle school teachers, and as director and PI of Language in Mathematics, designed to help teachers better facilitate mathematics for English-language learners. Currently he is associate director and co-PI of Cognitively Guided Instruction, a large-scale randomized control trial replication of an Institute of Education Sciences-funded program that gives primary school teachers knowledge about how children reason when they do mathematics.

Taking the Titles in Athletics

Excellence is also reflected in the University's athletics program, with teams that consistently vie for conference and national titles. The 2015-16 season was no exception.

The Department of Athletics made one of the biggest coaching decisions in the history of its storied football program when it hired Mark Richt, B.B.A. '82, who played quarterback at the U under legendary coach Howard Schnellenberger and then went on to achieve his own stardom as the University of Georgia's head football coach.

Both men's and women's hoops teams advanced to postseason play. For the second time under head coach Jim Larrañaga, the Hurricanes returned to the NCAA Men's Basketball Tournament, securing the No. 3 seed in the South Region and advancing to the Sweet 16. The women's

squad, led by head coach Katie Meier, earned a berth in the NCAA Women's Basketball Tournament for the 11th time in program history.

The familiar mantra of "On to Omaha!" rang true again for the Hurricanes baseball team, as the ACC regular season champions advanced to the College World Series in 2016 for the 25th time in program history.

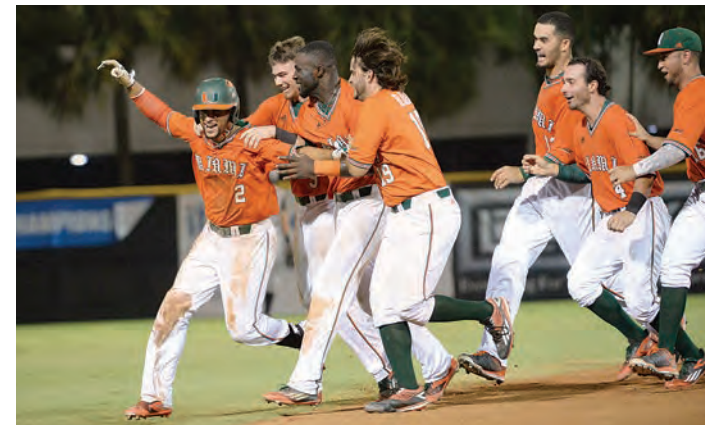
The women's track and field squad won the ACC Indoor Championship title in February, and two Hurricanes—Shakima Wimbley (200 meters and 400 meters) and Alysha Newman, B.S.Ed. '16 (pole vault)—won individual championships at the 2016 ACC Outdoor Track and Field Championships.

The women's tennis team, which finished the season ranked 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 track to the pool, several student-athletes competed on the world stage. Wimbley won gold and silver medals at the 2015 Pan American



Soccer goalie Catalina Perez represents her country and the U at the 2015 FIFA Women's World Cup and the 2016 Summer Olympics in Rio. Miami Hurricanes baseball advances to Omaha for the 25th time.



Games in Toronto. A standout goalkeeper for the Hurricanes, Bogotá-born Catalina Perez suited up for the Colombian women's national soccer squad in the 2015 FIFA Women's World Cup in Canada. Freshman David Dinsmore captured bronze in the men's 10-meter platform at the 2016 FINA Diving World Cup in Rio de Janeiro, while sophomore Briadam Herrera won the bronze for Team USA in the men's 1-meter springboard at the 2015 World University Games in Gwangju, South Korea.

'Canes also shone brightly at the 2016 Summer Olympics in Rio. Two UM student-athletes represented their respective countries—Croatian diver Marcela Maric and Colombian soccer goalie Perez. Alumni who competed included Canadian pole vaulter Newman; American diver Sam Dorman, B.S.M.E. '15, who, with diving partner Michael Hixon, won a silver medal in the synchronized 3-meter springboard; swimmer Heather Arseth, B.S. '16 (Mauritius), track and field star Murielle Ahouré, A.B. '11 (Côte d'Ivoire), and rower Aisha Chow, B.S. '99 (Trinidad and Tobago).

Relevant

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.



Michael Alessandri, executive director of the UM-NSU Center for Autism and Related Disabilities, is a torchbearer for research-based efforts to help those with autism.

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 assistant professor of psychology, and her College of Arts and Sciences colleagues Anibal Gutierrez and Michael Alessandri—assistant 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 Texas Christian 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.

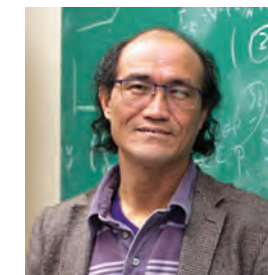
CARD also works to improve opportunities for adults with autism. A \$515,000 multi-year grant awarded this year from The Taft Foundation supports “Awakening the Autism Entrepreneur,” an initiative to help those interested in creating businesses that employ people with autism.

“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.”



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



Mathematician Shigui Ruan, top, and geographer Douglas Fuller are among an interdisciplinary cadre of UM researchers advancing what we know about the spread of Zika.

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, teamed up with John Beier, a Miller School of Medicine professor of public health sciences, on a project in Costa Rica focusing on the distribution of breeding sites of the *Aedes aegypti* mosquito—the primary vector for Zika.



Infectious disease expert Mario Stevenson and colleagues at the Miller School have developed a rapid, cost-effective blood test for Zika.

Beier has also worked with ministry of health officials in Guayaquil, Ecuador, to field test a new mosquito-control strategy that targets the sugar-feeding behavior of male and female *Aedes aegypti*.

Other Miller School researchers are working to develop diagnostic tests and preventative and therapeutic treatments for Zika.

Mario Stevenson, professor of medicine, chief of the Division of Infectious Diseases, and director of the Institute of AIDS and Emerging Infectious Diseases, and colleagues have developed a diagnostic blood test for Zika that costs a fraction of current tests, delivers results quickly, and can be performed on the spot in any hospital or outpatient clinic.

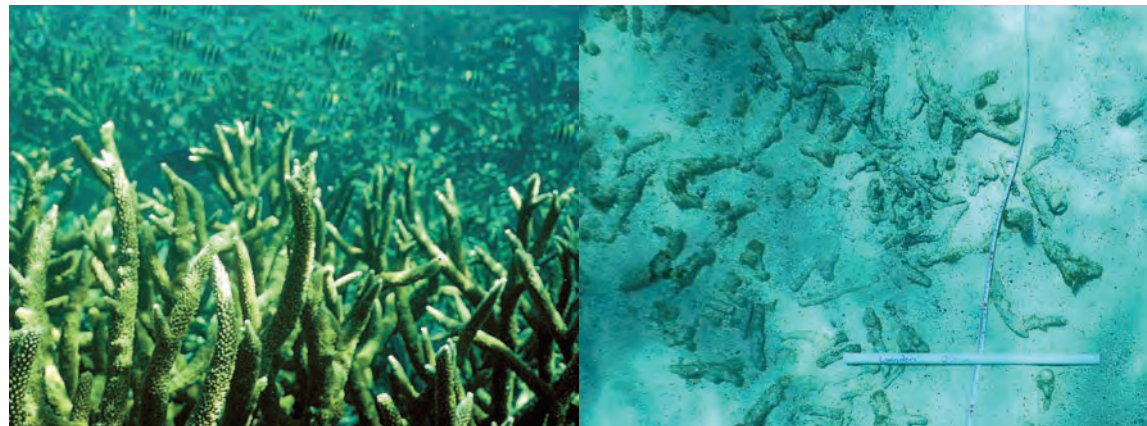
David I. Watkins, a pathology professor who first sounded the alarm in 2015 about Zika's spread and consequences in South Florida, has been working with biochemistry and molecular biology department chair Sylvia Daunert and professor Sapna Deo to develop an even simpler, cheaper test that requires no processing from a lab and delivers a simple "yes" or "no" verdict as to whether the virus is present, or whether the patient has ever been exposed to it.

Working with Miller School pathologist Ronald C. Desrosiers and infectious disease specialist Paola Lichtenberger, as well as with investigators at the University of São Paulo, Brazil, and the Scripps Research Institute in La Jolla,

California, Watkins is looking at how antibodies from Zika patients can be used in a prevention therapy. Glen N. Barber, chair of the Department of Cell Biology, is pursuing a novel approach to a Zika vaccine.

The Miller School's Christine L. Curry, assistant 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 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."



Rosenstiel School scientist Chris Langdon is discovering that coral reefs in the upper Florida Keys are dissolving, as shown in the current photo on right. Left photo is the same reef, taken in 1976.

Sounding the Alarm on Vanishing Coral Reefs

One of the world authorities on ocean acidification (OA), Chris Langdon, head of the Coral and Climate Change Laboratory at the Rosenstiel School of Marine and Atmospheric Science, used to accept the scientific consensus that the ocean's increasing absorption of carbon dioxide from the atmosphere wouldn't imperil coral reefs for another half century.

But his recent field research in the upper Florida Keys shows that the limestone foundations of coral reefs already 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 this around."

As Langdon notes, already-stressed reefs, a key fish habitat and driver of Florida's tourist economy, can recover from occasional bleaching events brought on by hot spells

but are hard-pressed to recover from OA, which is chronic. "That's one reason we have to reduce CO₂ emissions sooner than later," he says.

It's another reason the Rosenstiel School collaborated with the Ocean Conservancy in June to host a forum about the invisible threat to Florida's coral reefs, fisheries, and tourism economy. The event brought some welcome news from U.S. Congresswoman Ileana Ros-Lehtinen, Ed.D. '05, who announced that she and fellow Rep. Carlos Curbelo, B.B.A. '02, M.P.A. '12, are sponsoring the CORAL (Conserving Our Reefs and Livelihoods) Act to increase funding for reef monitoring and restoration efforts.



Display capabilities of the Center for Computational Science include a large-format 3-D monitor.

Seeing Is Understanding

Research at the University of Miami has taken on a new dimension this year, thanks to the new Visualization Lab at the Center for Computational Science (CCS), a tool that allows students and faculty members to display high-resolution images, data, charts, and other information in visually stunning formats.



As director of the UM Center for Urban and Community Design, Sonia Chao, above left, is helping South Florida neighborhoods find strategies for resilience against the impact of sea-level rise. Above center, actor and environmentalist Leonardo DiCaprio tours the Rosenstiel School and talks climate change with Ben Kirtman, professor of atmospheric sciences.



"Researchers can display their data like never before, but not only that—do something with that data such as perform live analysis," explains Joel Zysman, director of advanced computing for CCS.

The lab's visual capabilities include a 22-foot-long 2-D monitor that can showcase one large image or break up different components of data into as many as ten individual screens. A smaller 3-D monitor is also available, but content for that system must be specially created, and special glasses are required to experience the 3-D effect.

Being able to see new angles on research topics is especially relevant for South Florida, a region uniquely vulnerable to greater extreme weather and sea-level rise.

"Just imagine what can be done with hurricane tracks and climatological data," says Nick Tsinoremas, director of the CCS.

Addressing the Reality of Climate Change

The University is marshaling its collective problem-solving muscle to help answer a mosaic of complex questions about the science of climate change and

its countless implications, including sea-level rise.

Climatologists, architects, engineers, public health scientists, and other researchers are exploring new technologies and new ways to live in this changing world. Educators are reaching out to local schools to share the latest science with young learners, the next line of defense against climate change.

"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 (climate.miami.edu) encompasses more than 40 articles, photo galleries, videos, and interactive polls and social engagement—and delves into such topics as ocean and atmospheric research; sustainable design and infrastructure; renewable energy; health impacts; and political, social, and economic ramifications.

Exemplary

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.



Van Bailey, inaugural director of the new LGBTQ Student Center, is working to ensure everyone feels valued, respected, and safe.

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



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

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-Northridge, 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 see 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

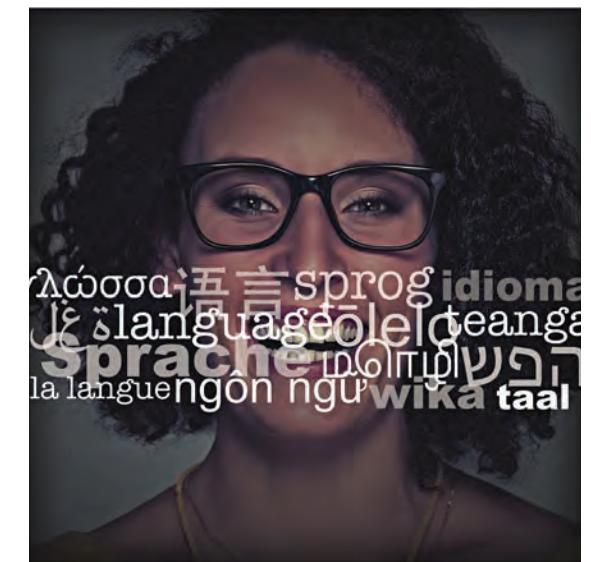
The College of Arts and Sciences' Creative Writing Program is housed in the Department of English, but English isn't the only language its writers use to tell their stories. Whether it's Tagalog or Punjabi, German or Arabic, Spanish or French, most faculty members write and publish in multiple tongues,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

“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 Maureen Seaton encourages students to write in every language they know, but she also has them digging into the meat of poems by attempting translations into unfamiliar languages. In the process, she expands the very definition of language: “I love symbols and musical notation as language, as well as silence and negative space.”

Associate Professor Chantel Acevedo, A.B. '97, M.F.A. '99, 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 *fait 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.



“When the language is one that other students can’t understand, we spend time reading aloud and discussing the relationships between sound and meaning,” Leonin says.

Learning to read polyglot texts is as important as learning to write them. It’s not necessary to understand every word, Galang explains, but rather to allow the unfamiliar words to “carry the energy of the moment and the emotional content as they are drawn on the page, surrounded by other words and breathing through the characters.” Texts built on more than one language, she continues, “expose our own sensibilities to the world at large and invite us to intimate spaces of understanding. And isn’t that what great literature does? It brings us to places we’ve never been, allows us to understand the complexity of the human experience, and gives us reasons to believe we are all somehow standing on the same page.”

Nurturing Imagination and Empathy

The problem with the world today, says Tarell 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?”

McCraney, a MacArthur Fellow and professor of theatre and civic engagement in the College of Arts and



Tarell Alvin McCraney mentors young black women at Liberty City’s African Heritage Cultural Arts Center.

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

Now he leads a ten-week Summer Artistic 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 *Antigone*, the Greek mythological play by Sophocles about the daughter of Oedipus. Over the next two summers, they will be crafting original works.

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 hook into empathy are all tied to the arts.”

Fostering 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 Brother/Sister Plays*, *Head of Passes*, *Choir Boy*, and *Wig Out!* As he described in his ‘Cane Talks presentation (canetalks.miami.edu), he wants to help Miami retain its cultural capital.

“We have a booming music industry, a booming visual arts community, and people film here all the time,” he 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 scholarly 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. Founded by Yale and Howard universities in 2005, the society was named for Edward A. Bouchet, who in 1876 became the first African-American to earn a Ph.D. in any



UM President Julio Frenk receives the Bouchet medal from Yale President Peter Salovey.

discipline from an American university. The society also presented its Bouchet Leadership Award Medal this year to President Julio Frenk, who delivered the keynote address, “Beyond Goodwill: Committing to Diversity, Inclusion, and the Scholarship of Belonging.”

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 now-annual student survey that keeps the University attuned to changing perceptions and ways to best address student needs. Halstead also volunteered to help the UM

Counseling Center revise its Sexual Assault Response Team (S.A.R.T.) manual, thus strengthening resources for victims. Students who call the 24-hour S.A.R.T. hotline reach a trained advocate who walks them through the process of reporting the assault and obtaining important health care and counseling services.

As one of ten student leaders nationwide named “It’s On Us White House Champions of Change,” Halstead traveled to Washington, D.C., in April to join White House officials and policymakers in a roundtable discussion and series of panels about student-led initiatives to lower the prevalence of sexual assault at U.S. colleges and universities. Halstead spoke about the UM coalition’s efforts to engage students in an ongoing dialogue about sexual assault and the importance of providing victims with appropriate health care resources. The event closed with remarks by Vice President Joe Biden, who launched the “It’s On Us” campaign with President Barack Obama in 2014.



Nursing Ph.D. student Valerie Halstead is one of ten student leaders nationwide named “It’s On Us White House Champions of Change” for her efforts to address sexual assault on college campuses.

Milestones

THE YEAR IN REVIEW



2015

JUNE

Omaha Bound

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

JULY

Gold and Silver 1

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 2

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 3

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 4

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.

Closer to a Cure 5

The Diabetes Research Institute successfully tests a novel technique in its FDA-approved clinical trial for transplanting insulin-producing cells, an important step toward developing a bioengineered mini organ that can restore insulin production in people with type 1 diabetes.

Proudly Out and Online

The University launches miami.edu/lgbtq, featuring programs, events, and campus resources for lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) students.

SEPTEMBER

Frenk Hosts Town Hall 6

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 Produces a Winning Effort 7

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 8

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 rate among poor women and young children in Mexico and other Central American nations through advanced training for health care professionals.



Fate Bridge Opens 1

Spanning the eastern portion of Lake Osceola, the 210-foot-long Fate Bridge, made possible by the generosity of UM student Hannah Weese and her mother, Elizabeth Grass Weese, opens, improving access to the Student Center Complex and increasing campus mobility.

Prolific Scholar 2

Yadong Luo, the School of Business Administration's Emery Findley Distinguished Chair and professor of management, is named the world's most prolific Chinese strategy

scholar outside of mainland China in the October 2015 issue of the *Asia Pacific Journal of Management*.

Studio Will Foster Design Innovation 3

The School of Architecture breaks ground on the Thomas P. Murphy Design Studio Building, a 20,000-square-foot structure that will facilitate student collaboration.

NOVEMBER

A Golden Anniversary 4

The Miller School of Medicine's Department of Family Medicine and Community Health, the first academic family

medicine department in the United States, celebrates its 50th anniversary.

Opening a New Chapter 5

For its scholarly achievements and promotion of diversity and excellence in graduate education, UM is recognized as an institutional member—the first in Florida—of the prestigious Edward A. Bouchet Graduate Honor Society, founded by Yale and Howard universities to commemorate the first African-American to earn a doctorate in the U.S.

A New Name for Building E 6

The School of Law's Building E is renamed the Laurie Silvers and Mitchell Rubenstein Hall in recognition of the couple's generosity to the school, which includes a gift to the Miami Scholars Public Interest Program.

New Leadership for UHealth 7

Steven M. Altschuler, who served as president and chief executive officer of The Children's Hospital of Philadelphia and The Children's Hospital 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.

Simulation Hospital Breaks Ground 8

The School of Nursing and Health Studies breaks ground on its 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.

Mastering the Challenge

A team of MBA students from the School of Business Administration takes first place in the 2015 Lincoln MBA Challenge, a two-week long national competition against top-tier students in creating authentic marketing strategies and implementing those strategies in a test-drive challenge. UM tops teams from Wharton, Yale, UCLA, the University of Virginia, Brigham Young, Berkeley Haas, Michigan, George Washington, Northeastern, Penn State, and Ohio State.

DECEMBER

\$25 Million Donation for Stem Cell Institute 1

The Interdisciplinary Stem Cell Institute announces a \$25 million donation from the Soffer Family Foundation to support the continued exploration of new cell-based therapies for cardiology, sports medicine, and aging-related conditions. In recognition of this gift, the Clinical Research Building is named the Don Soffer Clinical Research Center.

Miller School and UHealth Dedicate Infectious Disease Unit 2

Researchers and physicians from UHealth—the

University of Miami Health System and the Miller School of Medicine dedicate a new Infectious Disease Research Unit at Jackson Memorial Hospital to conduct comprehensive human research and help advance state-funded efforts to develop a vaccine and cure for HIV/AIDS.

Richt Comes Home 3

Mark Richt, who played quarterback at the U under legendary coach Howard Schnellenberger and went on to achieve coaching stardom at one of the SEC's most storied programs, is named UM's 24th head football coach.

Expanded Braman Miller Center for Jewish Student Life Opens

On the fourth night of Hanukkah, students, alumni, parents, donors, and others celebrate the newly renovated Braman Miller Center for Jewish Student Life at University of Miami Hillel. Made possible by two of Miami's most philanthropic families and Hillel International, it is a space where students can deepen connections with fellow Jewish students and Jewish culture.

2016 JANUARY

Julio Frenk Inaugurated as UM's Sixth President

Julio Frenk is inaugurated as the University's sixth president on January 29, the pinnacle event of Inauguration Week, encompassing events ranging from a Celebration of Women's Athletics to a series of lively ten-minute 'Cane Talks.

Frosts Pledge \$100 Million for Science and Related Fields 4

UM Trustee Phillip Frost and Patricia Frost pledge \$100 million to support basic and applied science

and engineering, one of the largest gifts announced at a presidential inauguration.

New Century of Medical Education and Innovation 5

The Miller School of Medicine commemorates President Frenk's inauguration with an event featuring his remarks, a ceremonial groundbreaking for the medical education building made possible by a gift from the Miller family, and the naming of the Don Soffer Clinical Research Center.

500th Stem Cell Transplant 6

Sylvester Comprehensive Cancer Center celebrates its

500th stem cell transplant to treat disorders such as leukemia and lymphoma.

Beautiful Minds

Four UM scholars are included in Thomson Reuters' "The World's Most Influential Scientific Minds" 2015, which recognizes researchers who have contributed high numbers of top-cited papers over a ten-year period. They are: Brian Soden, in the Rosenstiel School of Marine and Atmospheric Science; Lucina Uddin and Shigui Ruan, in the College of Arts and Sciences; and Philip Harvey, in the Miller School of Medicine.



Renowned Film

Composer Joins Frost School's HMI ¹

Grammy-winning, Emmy-winning, and Oscar-nominated composer James Newton Howard becomes artistic director of the Frost School of Music's Henry Mancini Institute, which brings genre-blending recording and performance opportunities to graduate-level Mancini Fellows, as well as interactive experiences to all Frost School students. To date, Howard has more than 120 film scores to his credit, including *Defiance*, *The Fugitive*, *The Prince of Tides*, and *The Dark Knight*.

FEBRUARY

UM Mourns President Tad Foote ²

Edward Thaddeus "Tad" Foote II, who significantly elevated the University of Miami's academic and research standing and improved its campus infrastructure during his 20-year tenure as president, dies on February 15 at the age of 78. More than 400 people attend a memorial service in his honor in April at Gusman Concert Hall on the Coral Gables campus.

Justice Stevens Visits Campus

Retired U.S. Supreme Court Justice John Paul Stevens draws on his 45 years on the bench to discuss seminal cases on student speech at the University of Miami Law Review's 2016 Symposium, "The Constitution on Campus: Do Students Shed Their Rights at the Schoolhouse Gates?"

Sylvester Comprehensive Cancer Center Installs Two New Chairs ³

The W. Jarrard Goodwin Jr., M.D. Endowed Chair in Head and Neck Oncology Surgery, estab-

lished by the Harcourt M. and Virginia W. Sylvester Foundation, is presented to Donald T. Weed. The Virginia M. Horner Endowed Chair in Head and Neck Oncology Research is presented to Francisco J. Civantos.

Taking the Fight against Cancer to the Streets ⁴

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 at the Miller School

of Medicine. Over \$5 million is raised for the sixth edition of the Dolphins Cancer Challenge.

Graduate School Gets New Dean ⁵

UM alumnus Guillermo "Willy" Prado, the Leonard M. Miller Professor of Public Health Sciences and the director of the Division of Prevention Science and Community Health at the Miller School of Medicine, is appointed dean of the Graduate School.

MARCH

GOP Debate ⁶

Five days before Florida's pivotal presidential primary,

candidates Donald Trump, Ted Cruz, John Kasich, and UM alumnus Marco Rubio face off in the CNN Republican Presidential Debate on the Coral Gables campus, sparring over issues ranging from the economy and immigration to education reform and social security.

Clinical Trial to Treat Alzheimer's

Neurologists at UHealth start a clinical trial to treat Alzheimer's disease using mesenchymal stem cells.

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.

APRIL

Climate Change Special Report ¹

Debuting in advance of Earth Day, the University of Miami unveils its Climate Change Special Report (climate.miami.edu), 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.

A Faculty Senate First ²

For the first time, the Faculty Senate bestows a Special Faculty Senate Award posthumously,

honoring the accomplishments of Eckhard Podack, the distinguished cancer researcher and educator at Sylvester Comprehensive Cancer Center who died on October 8, 2015.

UM Sponsors eMerge Americas ³

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.

Legal Innovation

The School of Law's LawWithoutWalls "ConPosium" hosts teams of graduate law and busi-

ness students from around the world who present their Project of Worth, a prototype or business plan for a legal start-up that solves a problem in legal education or practice. Led by School of Law Professor Michele DeStefano, LawWithoutWalls brings together a global contingent of students, faculty, practitioners, and entrepreneurs.

MAY

Celebrating Academic Achievement ⁴

More than 3,500 graduates receive newly minted degrees at six commencement

ceremonies May 5-7 featuring speakers from around the world, including Nobel Peace Prize laureate Oscar Arias, the former two-time president of Costa Rica.

Gift Establishes Chair in Atheism, Humanism, and Secular Ethics ⁵

Entrepreneur Louis J. Appignani makes a \$2.2 million gift to establish a permanent endowment and create the Appignani Foundation Chair for the Study of Atheism, Humanism, and Secular Ethics in the College of Arts and

Sciences. It is one of the only chairs of its kind in the country.

Richard Fain Named UM Board of Trustees Chair ⁶

The gavel is passed to 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.

Steady Operating Performance and Investments for the Future

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 \$23.1 million, or 3.1 percent. At the same time, the University invested in its future by adding facilities, programs, and capabilities.

Total operating revenue increased by \$147.8 million, or 5.5 percent, to more than \$2.8 billion.

Tuition revenue, net of increased scholarship and fellowship costs, increased by \$12.4 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 in several years, increasing by \$31.1 million, or 6.5 percent. The University’s world-class research faculty competed effectively for federal funds, which have not grown in real dollars since 2003, and pursued funds from industry and other sources.

Patient care revenue across UHealth—the University of Miami Health System, including medical professional practice revenues, specialty hospitals and clinics, and the

University of Miami Hospital, increased by a robust \$105.2 million, or 7.3 percent, due to organic growth and geographic expansion throughout South Florida. UHealth and the Miller School of Medicine spearhead South Florida’s ambitions to be a global medical destination that benefits from the best that our academic medicine has to offer.

Patient care revenue of more than \$1.5 billion now represents 54 percent of the University’s total operating revenues. Faculty practice plan revenue increased \$22.0 million, or 5.7 percent.

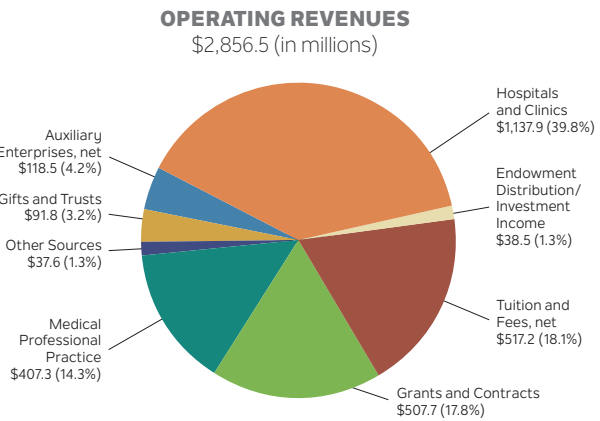
Net operating revenues at the Sylvester Comprehensive Cancer Center/University of Miami Hospital and Clinics (UMHC) increased by \$81.7 million, or 14.9 percent. Sylvester combines world-class care and research with the latest technology to provide superior outcomes for cancer patients. Patients treated at Sylvester have the best five-year survival rates and significantly less one-year mortality when compared to other types of cancer centers.

The State of Florida, which designated Sylvester as one of four Cancer Centers of Excellence in the state, has awarded it a \$1.5 million grant to expand its precision

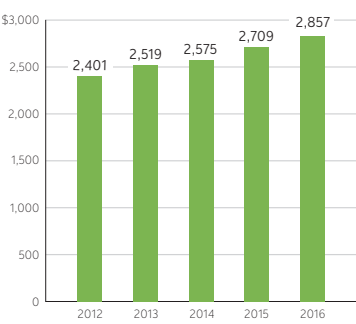
medicine efforts and an annual \$16 million appropriation to support its research mission.

Sylvester faculty and staff are making great progress in the pursuit of National Cancer Institute designation. Over the last several years, Sylvester has recruited more than 80 clinician/scientists from the finest institutions in the country, building industry-leading programs in pancreatic cancer, sarcoma, leukemia, lymphoma, and stem cell transplantation, as well as interventional oncology—leading to the creation of the first Department of Interventional Radiology in the country.

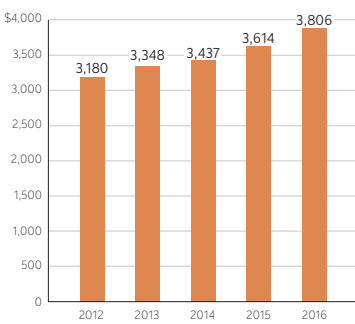
Net operating revenues at the Anne Bates Leach Eye Hospital increased \$12.4 million, or 10.4 percent. Bascom Palmer Eye Institute extended its reign as the No. 1 ophthalmology program in the nation as recognized by *U.S. News & World Report*. This is the 13th consecutive year Bascom Palmer has received the nation’s top ranking from the magazine. 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 design and construction of a 70,000-square-foot ambu-



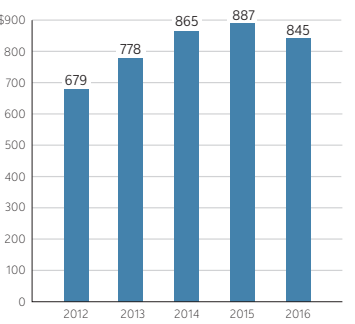
TOTAL OPERATING REVENUES
(in millions)



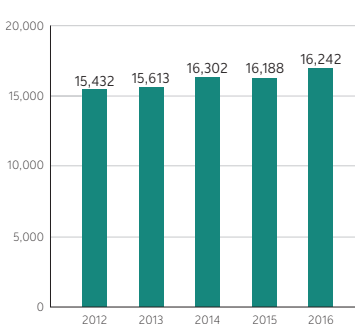
TOTAL ASSETS
(in millions)



ENDOWMENT FUNDS
(in millions)



ENROLLMENT
(FTE)



latory care facility in Abu Dhabi, United Arab Emirates, scheduled to open in 2018.

Net operating revenues at the University of Miami Hospital decreased \$9.4 million, or 2.4 percent. Clinical volumes were strong, but revenues were negatively impacted by reduced reimbursement from governmental programs such as the Low Income Pool, which provides state support for academic medical centers that care for large numbers of Medicaid participants.

Total operating expenses for the University increased by \$147.1 million, or 5.5 percent.

Compensation and benefits increased \$99.3 million, or 6.2 percent, due primarily to additional staff at UHealth and a university-wide merit pool increase of 3 percent.

Supplies and services increased \$53.4 million, or 8.4 percent, driven primarily by increased expenditures on medical supplies. Other expenses decreased by \$5.6 million, or 1.2 percent, due mainly to insurance recoveries related to medical malpractice claims.

Unrestricted net assets from non-operating activities decreased by \$35.4 million due to negative investment returns

and a loss on the early retirement of debt. The University’s Growth Pool investments, comprised of the endowment and a portion of working capital, declined by 4.4 percent.

The University refinanced and restructured much of its existing bond debt and lines of credit, taking advantage of historically low interest rates and creating access to substantial liquidity via a consortium of lenders and multiyear commitments. A \$661.1 million bond issuance retired \$448.4 million of existing bonds, while lowering overall interest rates and extending maturities. The debt retirement resulted in the recognition of a \$16.8 million loss; however, on a present value basis, the refunding yields significant savings.

Total unrestricted net assets were also reduced by post-retirement related changes other than net periodic benefit costs of \$65.8 million, primarily related to the defined-benefit pension plan. 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. At year-end, plan assets were \$697.3 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 investing strategies for both the endowment Growth Pool portfolio and pension assets. It is in the process of transitioning investment consultants 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 uses totaled \$173.6 million, a decrease of 11.8 percent, but an impressive total in the first year following the successful culmination of the \$1.6 billion *Momentum2* fundraising campaign.

Overall, net assets decreased \$69.5 million due to non-operating events and weak investment returns.

On the capital project front, opening is on track in December 2016 of The Lennar Foundation Medical Center, a four-story, 206,000-square-foot ambulatory care clinic on the Coral Gables campus that will dramatically



improve access to a wide range of UHealth’s academic medicine for University employees, students, and the community. We are grateful for The Lennar Foundation’s incredibly generous \$50 million naming gift to the center.

Phase one of a multiyear plan to expand, replace, or renovate on-campus residential housing is in design. Phase one will add 1,100 beds to the existing inventory of 4,200 beds. The project includes unique programming elements on the ground level, both indoor and outdoor, that will energize the campus across Lake Osceola from the Shalala Student Center and contribute to an improved living and learning environment for all students. Phase one is expected to open in Fall 2019.

To provide students, patients, faculty, and staff with the best tools to do everything from the extraordinary to the mundane, the University continued to invest in information technology.

Over the past year, the Workday Finance team completed design and moved into the configuration phase of the new financial management system, with a target implementation date of June 2017. Upon completion, the

University will have replaced all legacy business systems with state-of-the-art technology for students, human resources, and finance.

The Miller School of Medicine/UHealth continued the implementation of Epic’s UChart, UM’s electronic medical record (EMR) system. This year, additional UChart modules were implemented at the Sylvester Comprehensive Cancer Center/UMHC and Bascom Palmer Eye Institute for anesthesia, operating room systems, and interventional radiology. Up next is the implementation of Epic as the EMR and billing system for the University of Miami Hospital, after which all of UHealth will be on a single EMR, providing improved access to patient data.

To better meet student needs in a rapidly changing technological environment, the Academic Technologies team has worked with Laureate Education and UM schools and colleges to launch online master’s degrees in Finance, Accounting, Business Administration, Communication, Sport Administration, Public Administration, Health Informatics, and Nursing Informatics.

Protecting sensitive data continues to be a priority for

the University’s Information Technology (IT) security staff. In the last year, IT implemented a variety of tools, including Duo Multi-Factor Authentication (MFA) (to protect digital information), Proofpoint (to protect UM email), Splunk (to detect/remediate security attacks), BlueCat (to block malicious websites), and Nexpose (to find server and endpoint vulnerabilities).

The administration and the University of Miami Police Department work tirelessly to provide a safe campus environment for each and every member of our UM community. In calendar year 2015, the number of serious crimes tracked by the FBI’s uniform crime reporting system decreased by 17 percent. This continues a multiyear trend with regard to campus safety.

The University’s Human Resources division continues its focus on improving the employee experience. Most notably, the HR team supported the University’s culture transformation initiative by hosting more than 4,500 faculty and staff at trainings to create a shared understanding of the University’s common purpose, values, leadership expectations, and service standards.

As we bid adieu to Fiscal 2016, we turn our attention to supporting the Roadmap to Our New Century, the University’s plans for the next decade as it approaches its centennial celebration in 2025. The Roadmap, whose concepts were first articulated by President Julio Frenk in his inaugural address, will actualize shared ambitions throughout the University—ambitions to be hemispheric, excellent, relevant, and exemplary in all that we do.

Joseph Natoli
Senior Vice President for Business and Finance and Chief Financial Officer

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 portfolio, including the consultant and the investment process, to ensure the University’s investments provide optimum risk-adjusted returns to support current and future generations. As a result of this review, the following “building block” improvements are in the implementation stage.

- The University is:
- transitioning its 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 Growth Pool investments with one custodian;
 - restructuring certain investments with a focus on returns net of fees paid; and
 - refining its investment policies.

At the same time, the University is positioning its investments in appropriate investment vehicles. As you

REPORT ON THE ENDOWMENT

have seen in past President’s Reports, the University has comingled working capital cash in the Growth Pool with Endowment investments. In April 2016, with approval of the Board of Trustees’ Executive Committee, the University removed \$102 million of working capital cash from the Endowment Growth Pool and invested it in the Short-Term Investments Pool, leaving the Endowment Growth Pool as a more traditional long-term investment vehicle.

The Endowment Growth Pool return was down 4.4 percent at fiscal-year-end May 2016. This was below the University’s benchmark (down 2.7 percent) and the S&P 500 (up 1.7 percent). Historically, the investment strategy has emphasized diversification across asset classes and geography to ensure that the Endowment was not exposed to outsized risks. Unfortunately, geographic diversification worked against us last year, as both emerging and developed international markets were down, nearly 15 percent and 7.5 percent, respectively, with China growth and European Union uncertainty leading to underperformance. Domestically, small cap equity was down 6.3 percent, as it underperformed large cap equity, which was down 3 percent. On the positive, diversifying with fixed income helped to stabilize the portfolio, as returns were up 3.3 percent.

While these results are disappointing, the University is excited about the future as the changes outlined above will provide enhanced resources and tools for evaluating market conditions, investment opportunities, and managers across asset classes.

Geoffrey Kirles
Vice President and Treasurer

Time Period	Growth Pool Returns	Benchmark Returns 5/31/16			
		Total Portfolio	S&P 500	Barclay’s Aggregate Bond Index	CPI Increase Rate
10 Year	4.5%	4.6%	7.4%	5.0%	1.6%
5 Year	4.5%	5.6%	11.7%	3.3%	1.2%
3 Year	3.7%	5.2%	11.1%	2.9%	1.0%
1 Year	-4.4%	-2.7%	1.7%	3.0%	0.9%

GROWTH POOL STRATEGIC ASSET ALLOCATION May 2016		
Asset Class	Allocation (percent)	
	Policy Target	May 2016
U.S. Large/Mid Cap Equity	22.5	25.4
U.S. Small Cap Equity	6.0	6.8
International Equity	19.0	23.1
Emerging Markets Equity	7.5	7.5
Global Fixed Income	5.0	5.3
Aggregate Fixed Income	5.0	6.4
Hedge Funds	20.0	12.8
Private Equity	5.0	3.2
Real Assets	10.0	4.6
Cash Equivalents		4.9

ENDOWMENT GROWTH AT MARKET (in millions)				
	One Year	Five Years	Ten Years	Fifteen Years
Beginning Balance	\$887.3	\$719.9	\$620.4	\$457.8
Return, including unrealized appreciation (depreciation)	(37.4)	163.2	289.5	417.9
Distributions to operations, etc. *	(41.2)	(176.2)	(334.8)	(445.9)
Gifts and other net additions	35.9	137.7	269.5	414.8
Net increase (decrease)	(42.7)	124.7	224.2	386.8
Ending Balance	\$844.6	\$844.6	\$844.6	\$844.6
*For most endowments, this is pursuant to the University’s Endowment Spending Policy.				



About the U

Private research university established in **1925**
.....

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

No. 37 on the Wall Street Journal/Times Higher Education College Rankings
.....

No. 4 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.

miami.edu

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