The University of Miami seeks a bold and visionary intellectual, with a proven record of success as a transformational leader, to take the helm of this outstanding, comprehensive research university. Unique among the nation’s pre-eminent universities, the University of Miami has experienced tremendous growth in its stature and reputation over the last decade, as reflected in the dramatic rise in rankings, the increase in extramural research funding, and the palpable excitement about the University’s future from alumni, faculty, staff, students, and friends of the University.

EXECUTIVE SUMMARY

The qualifications for which the University is searching in their next president include, but are not limited to:

• an appreciation for the depth and breadth of academic excellence now reflected among the faculty, and the ability to define and put into effect an ambitious agenda for increasing this commitment to excellence, and dramatically increasing the stature of all departments and faculty therein;
• an appreciation for the research mission of the University, and the ability to facilitate a major increase in extramurally funded research, particularly NSF and NIH funding, while supporting and appreciating research and scholarship in disciplines in which extramural funding is less an appropriate metric of excellence;
• a record of successfully recruiting outstanding faculty, post-docs, and graduate and undergraduate students, and for facilitating their success;
• a commitment to the importance of maintaining the highest standards of excellence in the full range of undergraduate and graduate programs offered in the 12 colleges, and to all aspects of the University’s student life and educational programs;
• an understanding of the role of the academic medical center and its essential contribution to the University’s financial health and budget, and to the well-being of the community;
• an ability to implement a successful fundraising campaign and to continue the important stewardship initiatives with the University’s generous donors;
• an appreciation for the complexities of college athletics in a major research university and a commitment to an unwavering sense of ethics and integrity in the oversight of athletic programs;
• comfort with a transparent leadership style, and a presidential tenure marked by strong relations with an active and committed faculty;
• an appreciation for the importance and value of the President partnering with the Board of Trustees, many of whom are among the University’s most committed champions;
• an appreciation for the incredible asset of being located in Miami, one of the nation’s most diverse, culturally rich and attractive cities, and a plan for leveraging this unique location for the benefit of the University’s academic and non-academic programs;
• a commitment to leveraging the unique opportunities provided by Miami’s connections and proximity to Latin America, such that the decade ahead is marked by an even greater partnership between the University and peer institutions, and corporate and not-for-profit entities in Latin America;
• a leadership style that is warm and gracious, but with an unbridled ambition for the University; and
• an ability to orchestrate and implement an aggressive strategic plan for moving the University to even greater academic heights, so that, in the decade ahead, the watchwords for the University of Miami will be a university of which all its constituents are incredibly proud and enormously optimistic.

In addition to the above, the University seeks a president who has strong interpersonal skills, who is an articulate speaker capable of making a compelling case for investing and believing in the University of Miami’s future, who has a track record of success in major fundraising campaigns, who shares the University’s commitment to providing a global education and to joining the ranks of the nation’s most globally-oriented universities, who can embrace the technological changes sweeping higher education and leverage them for the benefit of the University of Miami faculty and students, and who can build a strong leadership team to unify the four campuses, such that silos are minimized, and the University becomes One Great University.

The next president should have among his/her priorities a desire to facilitate greater cross-college and interdisciplinary collaboration, the support and/or creation of more interdisciplinary research centers and institutes, a commitment to empower and inspire faculty to be excited about new campus initiatives, a commitment to setting an example for the value of a multi-cultural campus and how it contributes to the overall excellence and
attractiveness of the University, and an infectious level of enthusiasm for all that is outstanding about the University of Miami, among all its constituents.

**PRESIDENT SHALALA’S TENURE**

Donna E. Shalala assumed the presidency of the University of Miami in 2001. During the near decade and a half during which she served as UM’s president, she spearheaded two successful fundraising campaigns; *Momentum* resulted in the University’s raising $1.4 billion; *Momentum2* has thus far raised 90 percent of its $1.6 billion goal, both remarkable accomplishments. While some of the funds raised were used to build the endowment (now estimated at $865 million), many of the generous donations were dedicated to special projects, the creation of and support for which greatly enhanced the University. Examples include the $50 million gift to establish The Lennar Foundation Medical Center; the $10 million donation from Nasser Ibrahim Al-Rashid to establish the interdisciplinary research center at Bascom Palmer Eye Institute; and the Diabetes Research Institute Foundation’s $100 million gift to support diabetes research. In the years ahead, the new president should be committed to raising the endowment, securing the health of the University’s financial future, and continuing to steward and enhance funds for directed projects.

During President Shalala’s tenure, the University also experienced unprecedented growth in their academic stature. Faculty and sponsored research increased 71 percent to $346 million; the Miller School of Medicine climbed to no. 38 in NIH funding; the University witnessed an unprecedented rise in the recruitment of strong faculty, and the rankings of the University of Miami moved up nearly 20 points, according *U.S. News and World Report*, from 67th to 48th among national research universities. The combination of these extraordinary accomplishments has positioned the University to now move expeditiously up the ranks of great universities. Hence, the Board is committed to finding a president who will not rest on the University’s past accomplishments, but who will embrace the goal of the University’s coming together to devise a dynamic, strategic plan for the University’s future, characterized by innovation, academic entrepreneurship, strategic change, and a bold course for the University of Miami to take its place as a leader among Research 1 universities.
CHALLENGES AND OPPORTUNITIES

In contemplating the future of the University of Miami, the following have been identified as some of the key challenges and opportunities for the new president:

- **Increase the University’s Academic Standing across All Colleges and Schools**
  Among the University of Miami’s key aspirations is to become a peer of AAU research universities. Over the past decade, the University has risen in the *U.S. News and World Report* rankings, consistently appearing in the top 50 for the last six years. Through strategic investments and institutional priorities that have focused on interdisciplinary programs, the recruitment of outstanding scholars, and unprecedented fundraising campaigns that have generated billions of dollars to be used toward expanding and enhancing the academic research enterprise, the University has never been closer to achieving its goal. To take the next step, however, the next president will need to understand and value the importance of research and scholarship, continue to improve not only the rankings, but most importantly, the quality of research and scholarship at the University, and set the stage for ever-rising standards. This will require a steady stream of recruitment and retention efforts for outstanding faculty, post-docs, and students.

- **Develop Global Alliances and Partnerships**
  There is no doubt that Miami is a uniquely vibrant, diverse, and culturally rich city. A global community by virtue of its location, with close proximity to Latin America and easy accessibility to the U.S. east coast and Europe, and its commitment to a vibrant art scene (it is home to *Art Basel – Miami Beach*), as well as its attraction as a new logistical home for multinational corporations, the city of Miami offers great opportunity for global alliances and partnerships. The natural geographic assets of the University will enable the next president to leverage the location in the recruitment and retention of world-class faculty and students. In addition, the new president will need to have a vision for expanding the global impact and interactions of the University through technology, networking, and interdisciplinary collaborations.

- **Strengthen the Collaboration with Laureate**
  In the fall 2014, the University of Miami partnered with Laureate Education, Inc. for
the provision of online education services. Laureate is a privately-held, for-profit higher education company, founded in 1998, that owns a network of 72 institutions in 30 countries with over 800,000 students. In Latin America alone, Laureate owns 29 institutions with 158 campuses in 8 countries. With Laureate’s global footprint and strong online presence, the University has the opportunity to leverage its unique location, reputation, and proximity to Latin America to become the university of choice throughout Latin America. Initially, the relationship is focused on online education in the U.S. market. Eventually, however, the University envisions offering UM online and on-location programs throughout the Laureate network of institutions, with a concentration in Latin America. The first set of UM online programs will be launched in January 2015, consisting of masters’ degrees in finance and sports administration.

The future of higher education is increasingly global; through partnerships with Laureate and other entities, the University of Miami has enormous potential for becoming the model of a modern, technologically savvy, global research university.

- **Capitalizing on the University’s Mission and Culture Transformation**

  In 2014, the University initiated a “culture transformation” initiative to strengthen the unification of the University and to create a sense of solidarity and shared purpose throughout the entire UM community – from students and faculty to staff and administration. The culture transformation initiative has been informed by a set of attitudes, behaviors, values, and beliefs defined from within the organization in order to ensure a strong foundation. Guided by the common purpose of “transforming lives through teaching, research, and service,” the University of Miami’s next president will be joining an institution with strong values, and a remarkable spirit of community. It is the Board’s hope that the incoming president will be passionate about the University’s values and will view the culture transformation initiative as part of an ongoing mission to treat all constituencies as vital components to the future success of the University and to society. The values embraced by the University are Diversity, Integrity, Responsibility, Excellence, Creativity, Compassion and Teamwork.
• **Embrace Diversity**
The University of Miami is a diverse campus in a diverse city; it places a great deal of value and pride on celebrating and honoring the full range of represented cultures in the university community. With many programs and events in place to promote cultural and diversity awareness, the University is constantly striving to continue to enrich the campus environment and to increase diversity of thought, gender, race, sexual preference and orientation, country of origin, first language, and belief. The University seeks a president who will fully embrace the importance of diversity, in all its manifestations, not only in principle, but in action, and who will seek to incorporate diversity in all of its various facets throughout university life, academics, and future development.

• **Understand the Changing Landscape of Healthcare**
While the Leonard M. Miller School of Medicine is only one of the twelve schools and colleges that comprise the University of Miami, it is an essential and complex part of the portfolio for the next president to oversee. The new president, while not necessarily needing a degree in medicine, will need to understand the dynamics of health care, academic medical centers, faculty practice plans, etc., and be able to facilitate the success of the University’s hospitals and medical school through the rapidly changing landscape of healthcare in the coming decade. The medical school, and the three University-owned hospitals that comprise UHealth – University of Miami Hospital, University of Miami Hospital & Clinics/Sylvester Comprehensive Cancer Center, and Bascom Palmer Eye Institute – as well as its affiliated hospitals, which include Jackson Memorial Hospital, Holtz Children’s Hospital, and the Miami VA Healthcare System, constitute a major aspect of the University’s research funding and revenue. The University thus seeks a president who can leverage the clinical revenues to provide support for the University’s mission of providing the highest quality of care locally and globally; and whose vision includes building collaborative research and teaching opportunities between the Miller School of Medicine, the Sylvester Comprehensive Cancer Center, and all of the other schools and colleges, that comprise the University of Miami campus. Opportunities abound, for example, to build strength in genomics, genetics, bioinformatics, computational biology, systems biology, etc., as well as translational research, the basic sciences, and in the
work of clinician/scientists. The Board seeks a president who will recognize which are the most promising opportunities and how to build strength in ways that redound to the University’s overall benefit.

• **Strengthen the Resource Base**
  
  With the *Momentum* and *Momentum2* campaigns that have generated close to $3 billion from more than 130,000 donors, the University of Miami has never experienced a more exciting time, in terms of fundraising achievements. Because the *Momentum2* campaign is nearly completed, the new president will have time to develop and implement a new strategic plan before launching the next major campaign. That said, given the ambitious aspirations of the University, and the current size of the endowment, the next president will need to ensure the financial security and success of the University in years to come through continued fundraising efforts, in order to strengthen the resource base and facilitate the improvement and expansion of the academic enterprise and infrastructure. In addition, he/she will need to review the financial model of the university to ensure that the tuition-driven base is sustainable given the changing demographics of students, increased concerns for student loan debt, the changing job market for students, and increased demands for accountability.

The University of Miami enters the next decade with a decided advantage over its peers owing to its size and the momentum and excitement built over the last decade. Relatively small amongst comprehensive research universities, the University of Miami can be nimble and strategic in building academic excellence across all schools and colleges. By making strategic investments in key academic initiatives, by reviewing the balance between STEM and the Humanities, and by making key faculty hires – including cluster hires in strategic areas where excellence and recognition can quickly be accomplished, the University can position itself to be a leader in important scholarly areas.

**ABOUT THE UNIVERSITY OF MIAMI**

**Mission**

The University of Miami’s mission is to educate and nurture students, to create knowledge, and to provide service to the community, the state, the nation, and beyond. Committed to
excellence across the board and proud of the accomplishments and diversity of the University family, the University of Miami strives to develop future leaders of the nation and the world. Indeed, a review of the University’s alumni and their leadership roles in business, law, science, medicine, the arts, culture, sports, public service, government, etc., makes clear that the University has a proud legacy of fostering leaders. Their mission is to enhance and continue this laudable trajectory.

History
Established in 1925 during an early period of growth in South Florida, the University of Miami was born. Almost a century later, it is home to 12 schools and colleges serving undergraduate and graduate students in more than 180 majors and programs. With a student body of approximately 16,000 students from around the world, 10,660 undergraduates and 5,245 graduates FTEs, and more than 3,000 faculty, the University of Miami has become a vibrant academic community. The University of Miami offers the widest range of curriculums of any medium-size private research university in the country, with 115 bachelor’s, 104 master’s, and 63 doctoral (59 research/scholarship and 4 professional practice) degree programs.

The University has expanded from its original 239-acre campus in historic Coral Gables, to include the Miller School of Medicine campus in the Health District near downtown Miami, the Rosenstiel School of Marine and Atmospheric Science campus on Virginia Key, the Richmond facility in South Dade, and satellite facilities in other locations.

Financials
The budget for the University for 2014-15 is $2.8 billion, with $1.9 billion projected for the medical campus. As noted, at the end of FY14, the endowment for the University was valued at $865.4 million. The endowment has grown 82.3 percent in the last 10 years, from $474.6 million in 2005.

Between 2005 and 2014, Sponsored Research Expenditures increased 22.6 percent, growing from $269.9 million to $331 million.

Momentum and Momentum2: Major Campaigns
In 2003, the UM announced Momentum: The Campaign for the University of Miami, which surpassed its $1 billion goal in January 2006, a year and a half ahead of schedule, and ended
December 31, 2007, having raised $1.4 billion – the first university in Florida to successfully mount a billion-dollar campaign. In 2012, the University launched Momentum2: The Breakthrough Campaign for the University of Miami, a $1.6 billion effort, which, to date, has raised more than $1.4 billion.

Schools & Colleges
Comprised of twelve schools and colleges, the University of Miami offers undergraduate, graduate, and professional education programs, enrolling more than 16,000 students annually.

The schools and colleges include:
School of Architecture http://www.arc.miami.edu/
College of Arts and Sciences http://www.as.miami.edu/
School of Business Administration http://www.bus.miami.edu/
School of Communication http://www.com.miami.edu/
School of Education and Human Development http://www.education.miami.edu/
College of Engineering http://www.coe.miami.edu/coenewsite/
School of Law http://www.law.miami.edu/
Rosenstiel School of Marine and Atmospheric Science http://www.rsmas.miami.edu/
Miller School of Medicine http://www.med.miami.edu
Frost School of Music http://www.miami.edu/frost/index.php/frost
School of Nursing and Health Studies http://www.miami.edu/sonhs/index.php/sonhs/
The Graduate School http://www.miami.edu/gs/index.php/graduate_school

More in-depth information can be found about each of the twelve schools and colleges on the relevant respective websites included above.

Rankings
As noted above, ranked for the sixth year in a row as among the nation’s top 50 national universities, the University of Miami ranked no. 48 nationally in U.S. News and World Report “America’s Best Colleges” for 2015. In the Princeton Reviews The Best 378 Colleges: 2014 Edition, the University of Miami is ranked no. 3 in the nation for race/class interaction.

The Bascom Palmer Eye Institute was ranked as the nation’s No. 1 ophthalmology program for the eleventh consecutive year in the U.S. News annual “Best Hospitals” rankings. The
University’s Miller School of Medicine was ranked no. 46 in the 2015 edition of “best Graduate Schools” published by *U.S. News and World Report*, and the Miller School’s physical therapy graduate program was ranked no. 9 in the nation, and has been in the top 10 since *U.S. News* began ranking physical therapy programs in 1995.

The *Financial Times* has ranked the School of Business Administration’s Executive MBA program no. 19 among all U.S. stand-alone Executive MBA programs (the Executive MBA program also received high marks from *The Economist*, which ranked the program no. 21 in the nation). *Hispanic Business* magazine ranked the school no. 9 in the country for Hispanic students, and the school’s traditional MBA program is ranked no. 10 in the nation for Latin Americans by *América Economía* magazine, which also placed the school no. 22 internationally among all schools in its 2013 rankings. The University of Miami School of Law was ranked no. 20, in the country, in the production of top lawyers by *Super Lawyers* magazine.

**Research & Technology**

The University ranked 42nd in NIH expenditures in FY 2014, according to the Blue Ridge Institute for Medical Research ranking of 138 institutions with medical schools; the University of Miami School of Nursing and Health Studies was listed 18th nationwide for National Institutes of Health (NIH) funding among nursing schools.

The University is home to a Nobel Laureate and is especially proud of the ten faculty who are members of the National Academies. The University ranked 58th in NSF Expenditures for Research in FY 2014. For additional information about the research endeavors and expenditures within the University’s Schools and Colleges, please see: [http://uresearch.miami.edu/about/research-at-um](http://uresearch.miami.edu/about/research-at-um)

The University of Miami Life Science & Technology Park (UMLSTP) is a vibrant urban research park developed by Wexford Science + Technology, a national leader in BioMed Realty. It provides mixed-use facilities with labs, offices, retail shops, restaurants, and industry-leading amenities to companies from the private and public sector. UMLSTP’s state-of-the-art facilities accommodate companies and institutes of all types – from locally grown university start-ups to global entities. For more information, please see: [http://umlsp.com](http://umlsp.com)
The University hosts a novel entrepreneurship initiative – The Launch Pad – whose goal is to facilitate and host entrepreneurship opportunities for all UM undergraduates and alumni, and to enable them to start successful new ventures in South Florida. Since its inception in 2008, over 330 students and young alumni have engaged with The Launch Pad, creating new jobs and exciting new ventures.

Finally, the University’s U Innovation initiative has an active Office of Technology Transfer and the Wallace Coulter Center for Translational Research, both of which facilitate licensing and option agreements, the launching of start up companies, and commercialization of discoveries. An impressive list of “start up” companies makes clear that the University is committed to entrepreneurship and innovation, and, indeed, seeks in their next president an individual who appreciates the value of such a commitment in our technological world.

**Research Centers**

The twelve schools and colleges are complemented by several interdisciplinary centers and institutes, which contribute to the source of pride and opportunity for the University of Miami as an emerging academic powerhouse and the home to cross-disciplinary research endeavors.

In the past seven years, more than a dozen centers and institutes have been established, including, but not limited to the University of Miami Center for Computational Science; the Frost School of Music Henry Mancini Institute; the Miller School of Medicine Global Institute for Community Health and Development; the Community and Educational Wellbeing Research Center; the College of Arts and Sciences Center for the Humanities; the School of Business Administration Center for Health Sector Management; the Crohns and Colitis Center; the Peggy and Harold Katz Family Drug Discovery Center; the School of Business Administration Deloitte International Financial Reporting Institute; the UHealth Sports Performance and Wellness Institute; the Dr. John T. McDonald Foundation Biomedical Nanotechnology Institute; the Miami Clinical and Translational Science Institute; The School of Law’s Center for Ethics and Public Service; and the Miller School of Medicine Institute for Advanced Pain Management.

For a complete list of the centers and institutes, please see: [http://www.miami.edu/index.php/research/centers_and_institutes//](http://www.miami.edu/index.php/research/centers_and_institutes//)
**Undergraduate Education**

While a plethora of statistics about undergraduates at the University of Miami are available online, the University is particularly pleased that the average SAT of the Freshman Class is 1320, that the Freshman retention rate is 92.6 percent, and that they enjoy a 6-Year Graduation Rate of 81 percent. The quality of the undergraduate class has annually improved, as has the University’s commitment to provide an outstanding undergraduate educational experience, consistent with attendance at a major research university.

**Libraries**

The libraries of the University of Miami rank among the top research libraries in North America with a combined collection of over 3.2 million volumes, including 74,000 current electronic and print serials.

Libraries are located on the Coral Gables, Rosenstiel, and Medical Campuses, and include the Otto G. Richter Library, the Paul Buisson Architecture Library, the Judi Prokop Newman Information Resources Center, the Marta and Austin Weeks Music Library, the University of Miami Law Library, the Rosenstiel School of Marine and Atmospheric Science Library, the Louis Calder Memorial Library, the Mary and Edward Norton Library of Ophthalmology, the Pomerance Library and Resource Center, and the University of Miami Hospital Medical Library.

For more information on the libraries please see: [http://www.miami.edu/index.php/libraries/](http://www.miami.edu/index.php/libraries/)

**Athletics**

In addition to embracing high academic and ethical standards, which is an unwavering commitment and core institutional value, the University of Miami is dedicated to developing and supporting its student-athletes in their efforts to achieve personal, academic and athletic excellence. In 2012-13, the Miami Hurricanes enjoyed one of their most successful seasons, with 15 out of their 18 programs advancing to NCAA postseason play. The University took great pride in the fact that the Graduation Success Rate of student-athletes was recorded at 92 percent, marking the ninth year the University has exceeded the NCAA average.

For more information on athletics at the University of Miami, please see: [http://hurricanesports.com/](http://hurricanesports.com/)
About Miami

With a population of approximately 2.6 million, Miami-Dade County has been ranked as one of the most affluent and attractive areas in the United States. The Port of Miami, commonly referred to as the “Cruise Capital of the World,” is one of the busiest ports in the world.

For a variety of informative websites about the city of Miami, and its diverse offerings, including the University’s Lowe Art Museum, the Arsht Center for the Performing Arts, the Miami City Ballet and the New World Symphony Orchestra we recommend you visit: http://www.miami.edu/index.php/about_us/visit_um/coral_gables_and_the_region/

In addition, the Departures Magazine’s (published by American Express) website, with links to the October 2014 edition, features Miami as a great American city with international attraction: https://login.departures.com/toc/2014/10
Presidential Search Application and Nomination Procedures

The University of Miami’s Presidential Search Committee is chaired by Richard D. Fain, Chairman and Chief Executive Officer of Royal Caribbean Cruises, and Vice Chair of the University of Miami Board of Trustees. Mr. Fain received his B.A. from UC Berkeley and his MBA from the Wharton School. Mr. Fain is joined by 13 other members of the search committee. Together, they will review all candidates for the position of president and will recommend the strongest candidates to the full Board of Trustees for final consideration. The Presidential Search Committee will be informed by the many outreach meetings held and by interactions with the Consultative Committee. Individuals nominated and those who wish to apply should provide an electronic version of their curriculum vitae and a bullet point summary of all leadership roles held, the scope of their responsibilities, and their accomplishments in each role. All nominations and applications should be sent via e-mail to:

Dr. Ilene H. Nagel
Consultant to the University of Miami Presidential Search Committee
Russell Reynolds Associates
Leader, Higher Education Practice
UMiami.President@russellreynolds.com

The appointment date is open, albeit nominees and applicants should be mindful of the fact that President Shalala has announced her intention to step down at the end of this academic year. To ensure full consideration, materials should be received as soon as possible. Review of nominations and applications for the position will commence immediately and continue until the position is filled. References will not be contacted without the prior knowledge and approval of the candidate. All candidate information will be held in strict confidence until an announcement of the new President is made. To assure sensitivity toward the positions presently held by nominees and applicants, the search will be conducted in strict confidence until an appointment is made and announced. To ensure absolute confidentiality, there will be no public meetings on campus or elsewhere for semi-finalist or finalist candidates. Candidates are urged to review all information and documents, including the membership of the presidential search committee, that are posted on the University of Miami presidential search web site, http://president-search.miami.edu and the University of Miami website, http://www.miami.edu/index.php/about_us/.
Search Consultant Team
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Higher Education Practice

Charles E. Kaler, J.D. (George Washington University Law School)
Higher Education Practice

The University of Miami is an equal opportunity/affirmative action employer dedicated to the goal of building a culturally diverse and pluralistic university community committed to teaching and working in a multicultural environment. Potential applicants who share this goal are encouraged to apply.

The material presented in this position profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from the University of Miami documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.