

For Miami University, we have the opportunity to innovate and advance in this ~~world~~ thanks to the wise strategic decisions of the last ~~decade~~. We start from a position of strength. Now, we can envision our future clearly, and make it a reality.

My vision of Miami's future—our vision of Miami's future—must be crystal clear:

An academic community where students and faculty break through boundaries and transcend disciplines to solve big problems. Students live and study in a vibrant, engaged and intellectually connected community, able to realize their highest ambitions. Faculty meet the challenge with new scholarship and research that opens doors to a limitless future we cannot even imagine today. Our staff is motivated and inspired by Miami's mission, and supported by the entire Miami community.

I am confident we can create this vision together. We know how we will get there. We will continue to invest in our core strengths of liberal arts excellence and an unparalleled student experience. We look forward to a future of creativity and innovation to prepare our students for a lifetime of leadership and service. We will teach and learn across departmental and divisional boundaries, because that is what the moment demands.

We stand in this remarkable place today because of the dedicated pioneers of two centuries ago — who knew that education was the path to success for the children of farmers on the frontier. Miami President Robert Hamilton Bishop said in 1829 that knowledge is ~~not~~ NOT exclusive, but “is to become the common property of the mass of the human family.” This is our legacy.

Instructor at Miami Regionals, Sarah Woiteshek's students presented their final project to the Diversity and Inclusion Commission from the city of Hamilton practicing the power of storytelling in advocacy work.

Annabelle Arbogast, a doctoral candidate in social gerontology, won last year's Graduate Student Achievement Award after presenting six papers and facilitating two conference workshops during the past two years.

Jason Shaiman, curator of exhibitions at the Miami Art Museum, organized "Telling a People's Story: African-American Children's Illustrated Literature" highlighting authors and illustrators of children's books that focused on civil rights and providing a broad view of the African-American community that is seldom seen or explored.

Professor Rodney Coates and the Diversity and Inclusion Task Force engaged with the Miami community and produced several recommendations to improve inclusion on our campuses – including a training module for new students, faculty and staff that we are implementing this fall.

Miami started collaborating with the Wright Brothers Institute to develop ideas from the U.S. Air Force Research Laboratory's publicly available patent portfolio. Our undergraduate capstone students in instructor Wayne Speer's class in the Institute for Entrepreneurship studied nearly 1,000 patents and narrowed and segmented the portfolio. Students will validate technologies, build prototypes, and develop plans for new applications.

Our Institute for Entrepreneurship remains one of the best in the country with nearly 50 co-majors and 95 minors, touching more than 100 majors across Miami. One of our programs that provides undergraduates an incredible experience is the Altman Internship Program, where students are funded to work at a startup company during the summer.

Our students are working in record numbers in AIMS San Francisco, experiencing the rapid pace of change at the global epicenter of innovation.

Our MIAMI Women organization launched Hawk Tank, modeled after the blockbuster show “Shark Tank.” Innovators pitched their ideas involving issues and solutions related to women, and earned more than \$100,000 in grants.

The Howe Center for Writing Excellence surpassed several milestones, breaking through boundaries to establish writing as a distinctive part of a Miami education. Since 2007, the Howe Writing Center surpassed 42,000 student visits.

Our students never cease to amaze me:

Miami won the national championship in Mock Trial, defeating Yale University and also won the national championship in varsity sports.

The Tri-Delt sorority hosted its annual “Delta House of Pancakes” fundraiser, with proceeds benefiting St. Jude’s Children’s Research Hospital, helping children with life-threatening diseases to heal and thrive. It is one of many philanthropic activities of our Greek community.

Sara AlZubi became Miami’s first Truman Scholar in 15 years after turning her passion for helping refugees into the founding of several non-profits.

Megan Zahneis interned at the Chronicle of Higher Education this summer, and has worked at The Miami Student. Megan is now published in the nation’s preeminent higher education trade journal.

Katie Tomasic— a volleyball standout, a MAC champion, and an Academic All-American with a perfect 4.0 majoring in finance—now working at Eli Lilly.

Marketing major Britt Casey won his first professional race at Daytona Motor Speedway and followed that with a “RedHawks shoutout” live on Fox Sports television!

In addition to all of the individual accomplishments of Miamians, we launched several initiatives to move the institution forward.

We launched a new model for career exploration and success. Already, more than 95% of

and citizenship. This is a big deal testament to the talent, intellect and leadership of our student athletes.

What a year! And that's just a sample of the countless expressions of our mission, our values and our purpose at Miami. Thank you students, faculty, staff and alumni inspire me every day. Now you see why I am so enthusiastic about our future and so grateful to be your colleague.

This fall, we opened our academic year in August with an extraordinary celebration of our largest and most diverse incoming class ever. At our convocation, we welcomed back Wil Haygood, Class of '76, to debut his new book *Tokeland* as our first-year read. Wil writes with purpose—telling the stories of African-Americans who have made significant contributions to our society. Thank you Professors John Jeep and Monica Schneider for your leadership in connecting our first-year students with this story. Let me share with you some highlights from that magical day.

[\(Video plays\)](#)

What a wonderful event and a powerful message.

Now it's time for us to rise to meet the challenges of our day. There is no doubt that our future will be different from our past—more innovation; more technology; more data; more competition; more diversity of people, thought, ideas; and accelerating change. We have made smart decisions during the past decade, enabling us to confront our future from a position of strength. Yet we ALL know that we cannot stand still. Now we face the question—how should we plan for what's ahead?

In 2013, we adopted "Miami 2020," a strategic plan to advance the mission and purpose in the early years of the 21st century. We set ambitious goals—more partnerships, advanced retention

have to change as well. We will make strategic choices about our own priorities. All academic programs cannot grow. Students are signaling priorities with their enrollment and we must adapt with them. The good news is –

connections will ensure that our students will be engaged beyond the classroom, graduates ready to lead with a global mindset, and prepared for their careers and civic lives.

Fourth— We must cultivate a spirit of innovation and entrepreneurship.

Evolving means carrying forward our strengths and traditions while adopting bold changes that strengthen Miami. Change requires thoughtful reflection, creative imagination, and inquisitive innovation. Innovation requires openness to new ideas, inclusion of diverse views, courage to persevere, confidence to think and act boldly, and unity to uphold the common good and purpose of this university. Entrepreneurship is about a lot more than starting companies. It is a mindset, one we will cultivate and embrace.

To achieve our purpose as an educational institution, and keeping these principles in mind, Miami's new strategic plan will include six distinct focus areas:

Academic Excellence

Let's talk about academic excellence. Miami's reputation is founded on engaged learning, strong student interactions with faculty; and an acclaimed liberal-arts experience for all students regardless of major. Our liberal arts tradition sets the foundation for trans-disciplinary

become rare intentionally connected with a common purpose and even common space where people of diverse expertise can meet for deliberate pursuits and serendipitous discovery. Using

We have diversified our student body, faculty and staff. To continue our momentum, we must develop more strategies to implement our commitment to inclusive excellence informed by efforts including the One Miami Campus Climate survey. Academic excellence and diversity grow and thrive together.

Financial & Resource Sustainability

Like universities all over the country, we face a stark reality: we need additional resources to fulfill our academic mission and provide the Miami Experience that has distinguished us for generations. We are dependent on tuition, but we cannot rely on the tuition increases of the past. And, while the financial landscape is challenging, we will not let it change what makes us distinct.

will provide the intellectual prowess, the entrepreneurial mindset, the freedom of thought and discovery, and the physical facilities that generate connection and collaboration.

We will seek and discover answers to enduring questions and solutions to national and global challenges. We will create evidence-based, data-informed value. In partnership with others who share our vision, we will advance change for the benefit of individuals and society. As an institution and as individuals, we will be known for our creativity, our service, our global leadership, and our purpose.

It is going to be a great year as we plan for the future together. Think big. Act boldly. Design with the future in mind. Unite our Miami family's unbounded energy to transform our university and our world.

Earlier, I said without reservation that the status quo will not succeed in the future. I will also say this without reservation: At this inflection point, Miami University is well-positioned to create our own thriving future. Our purpose is eternal, our tradition is unshakeable, and our people share a commitment to excellence.

Love and Honor!