

A PRESIDENT'S LEGACY



Edward T. Foote II



U N I V E R S I T Y O F M I A M I
C O R A L G A B L E S , F L O R I D A

“I believe that a historic confluence of American and international destinies is soon to bring forth in South Florida a uniquely hospitable climate for human achievement.”

Edward T. Foote II, *Inaugural Address*, December 4, 1981

A LEADER OF UNCOMMON VISION

Perhaps no college presidency in recent times has begun under more challenging circumstances. Edward T. Foote II arrived at the University of Miami in 1981, a time when the city of Miami was struggling with a massive influx of refugees following Cuba’s Mariel boatlift, racial tensions, and the international drug trade. The events were widely reported, most prominently in *Time* magazine’s cover story “Paradise Lost?” Nor was the climate any more hospitable for higher education in general. The population of traditional college-age students was declining, as was federal funding for research and loan and scholarship programs. More than 1,000 fewer students than anticipated arrived at the University of Miami for registration in the fall of 1981. Some \$5 million had to be trimmed from the University’s budget.



Yet from the beginning, President Foote recognized both a university and a community poised for greatness. As would later become a model for leaders in higher education, he implemented long-term strategic planning at the University to identify goals and provide direction for achieving them. His mission was no less than to create a world-class university in a world-class city.

In 20 years of visionary, transforming leadership, President Foote has fulfilled that mission. By every measure of quality—students, faculty, philanthropy, finances, facilities and campuses, leadership, and community service—the University of Miami has attained unprecedented heights.

“Through the most deliberate of efforts, the entering undergraduate class was again the most academically gifted ever, continuing what is probably the most remarkable trend of its kind anywhere in higher education.”

Edward T. Foote II, *Annual Report 1986*

ENROLLING STUDENTS OF UNPRECEDENTED QUALITY

The enrollment shortfall of 1981 became the impetus for a major component in President Foote’s first strategic plan for the University: to reduce the undergraduate enrollment while increasing the quality of the student body. Reducing tuition revenues by \$35 million in current dollars was a huge financial decision, but the payoff in elevating the University’s academic standards was far greater. Concurrently the University sought to increase the number and quality of graduate and professional students. Year by year, enrollment projections were met, and the University’s academic reputation grew. By 1986—five years into President Foote’s tenure, *Time* magazine hailed the University of Miami as one of America’s “nine nifty young colleges.” An important milestone had been reached and a new perception established. Today academic credentials of entering freshmen at the University of Miami have never been stronger, with a typical high school grade point average of 3.9, a class ranking among the top 16 percent, and an SAT score near 1200. Graduate and professional enrollment has increased by 15 percent since 1981.



President Foote pauses during campus rounds to talk with undergraduates on the patio of the Whitten University Center.

- The University has become more selective, reducing the undergraduate enrollment from 10,549 in 1981 to 8,955 in 2000.
- The number of Ph.D. degrees awarded annually by the University has increased by 94 percent since 1981, to a total of 126 in 2000.
- The University’s student population has grown more diverse. Of the total enrollment, Hispanic students comprise 29.2 percent, black non-Hispanic students 9.4 percent, and Asian students 7.2 percent.
- The number of academic honor societies has grown to 54, including Phi Beta Kappa, which came to UM in 1983.
- The mean recentered SAT, combined score for entering freshmen has risen by more than 100 points.
- Of the total number of graduate degrees awarded by the University, President Foote has signed 58.4 percent of all master’s degrees, 60.7 percent of all doctoral degrees, and 53.6 percent of all medical degrees.

Freshman applications soared from 6,116 in 1981 to 13,080 in 2000, an increase of 114 percent, and currently number more than 14,500 for fall 2001.



“Building the faculty over the years has been one of the most exciting, as well as important, initiatives of my tenure here.”

Edward T. Foote II, *Annual Report 2000*

FOSTERING WORLD-CLASS TEACHING AND RESEARCH

A research university’s greatest resource is its faculty, whose teaching and scholarship transform not only students’ lives but the quality of the institution as well. Therefore, a central tenet in President Foote’s plan to foster academic excellence at the University of Miami was to strengthen the faculty. The number of full-time faculty members increased by 560. The student-teacher ratio improved, enhancing students’ classroom experience. Competitive research and sponsored program expenditures more than tripled, to \$193.9 million in 2000. The scope of teaching and research was widened with the addition of three schools, architecture and international studies in 1983 and communication in 1985. Taking advantage of the University’s unique location as the gateway to the Americas, President Foote helped create the Dante B. Fascell North-South Center in 1984. As a result of these initiatives and others, the University of Miami today is the largest private research university in the Southeast.



Instrumental in the creation of the Dante B. Fascell North-South Center were, clockwise, President Foote, Professor Jaime Suchlicki, the late Florida Congressman Dante B. Fascell, and Ambler H. Moss, Jr., former dean of the Graduate School of International Studies and current director of the center.

- Five University departments at the School of Medicine rank among the top 20 in the country in terms of research and training awards by the National Institutes of Health: neurology, orthopaedics and rehabilitation, otolaryngology, pediatrics, and psychiatry.
- At the School of Medicine alone, more than 1,000 research projects, totaling \$126 million, are under way.
- Full-time research scientists at the University have increased 141 percent, from 217 in 1981 to 523 in 2000.
- Competitive research and sponsored program expenditures have grown more than threefold, from \$58.1 million in 1981 to \$193.9 million in 2000.
- The student-faculty ratio has improved from 17:1 in 1981 to 13:1 in 2000.
- More than 75 percent of the current full-time faculty have been hired during President Foote’s tenure.

The full-time faculty has grown by 41 percent, from 1,368 in 1981 to 1,928 in 2000.



“This kind of tangible, happy association between generous people and an institution performing critical tasks in American society, allowing the accomplishment of those tasks to continue with distinction in perpetuity, is also the hallmark of a great university.”

Edward T. Foote II, *Inaugural Address*, December 4, 1981

INSPIRING FINANCIAL SUPPORT FOR THE UNIVERSITY

For a university to improve in academic quality, it must have adequate financial resources. Philanthropy is indispensable in promoting an institution’s fiscal health. President Foote has overseen the greatest period of fundraising in the history of the University of Miami. In 1984 he launched one of the most ambitious collegiate fundraising campaigns in U.S. history with a goal of \$400 million in five years. At the conclusion of the campaign in 1990 that goal was surpassed by 29.4 percent with a total of \$517.5 million in gifts and commitments for buildings, scholarships, and endowments. Since then, the University’s fundraising efforts have continued to exceed annual goals and in 2000 surpassed \$100 million for the first time. The ongoing support from alumni, friends, corporations, and foundations has made possible tremendous progress at the University in campus improvements, growth of the endowment, support for scholarships, and excellence in teaching and research.



The late James W. McLamore, left, former chairman of the Board of Trustees, and President Foote worked closely in leading the five-year Campaign for the University of Miami, which raised \$517.5 million.

- Under President Foote’s leadership, annual philanthropic contributions to the University have increased nearly fivefold.
- During President Foote’s tenure, \$1.2 billion in cash, pledges, and bequests has been given in support of the University of Miami.
- Annual support from alumni has grown by 467 percent, from \$1.5 million in 1981 to \$8.5 million in 2000.
- Endowed chairs at the University have increased from eight in 1981 to 75 in 2000.
- The University of Miami is ranked 21st among the nation’s leading private research universities in fundraising attainment.

Fundraising at the University of Miami has risen 383 percent, from \$20.8 million annually in 1981 to \$100.6 million in 2000.

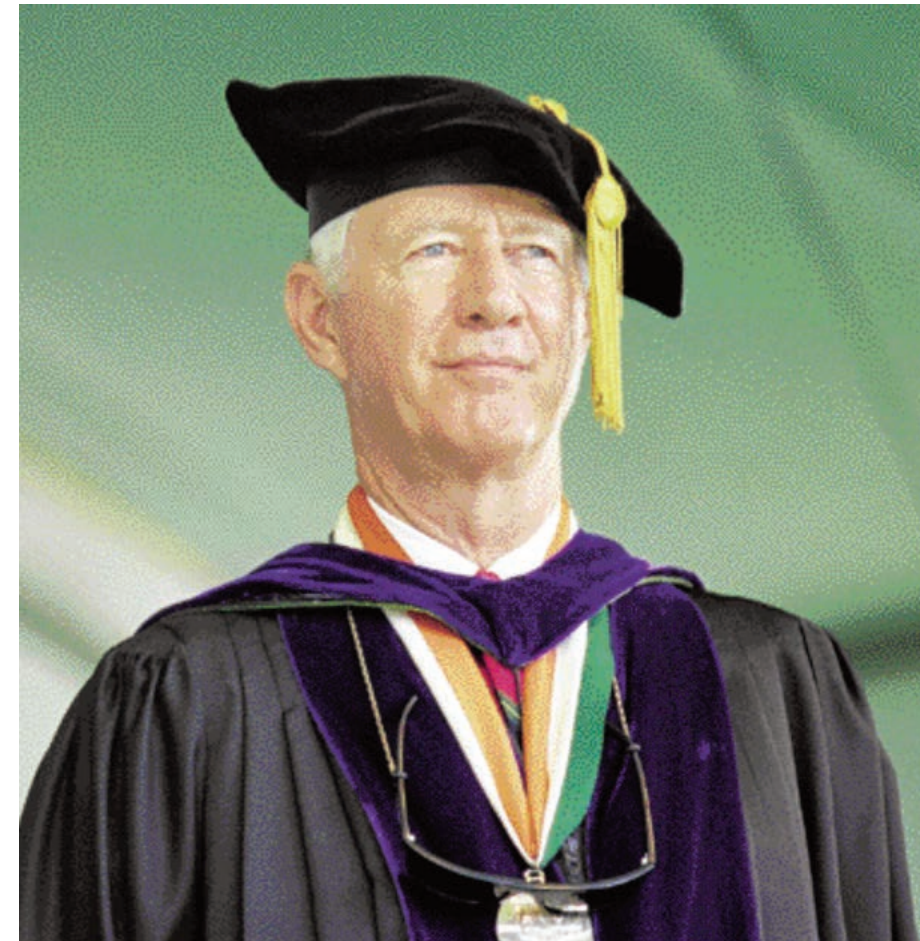


“Education is expensive. High quality education, in both teaching and research, is very expensive. It is that kind of quality that we have and must always seek for the University of Miami. We aim very high here.”

Edward T. Foote II, *Annual Report 1990*

ESTABLISHING FISCAL STRENGTH AND STABILITY

The University’s ability to thrive amid the varying economic and legislative climates over the past 20 years is a testimony to its leadership at all levels. Through judicious management of their operations and in precise alignment with President Foote’s objectives, the University’s deans and corporate officers ensured stable, strong, and consistent financial results year-in and year-out. Strong investment performance combined with the generous support of alumni and friends enabled the endowment to grow nearly tenfold, from \$47.4 million in 1981 to \$465.2 million in 2000. The University’s equivalent of net worth more than quadrupled since 1981, from \$263.4 million to \$1.2 billion in 2000. In fiscal 2000 the University was successful in obtaining its first-ever stand-alone bond ratings of A1 by Moody’s Investors Service and A by Standard & Poor’s, both with a stable outlook. Never before in its history has the University been stronger financially and better positioned to carry out its academic, research, and patient-care missions.



President Foote has led the University to a position of unprecedented fiscal strength.

- The University’s operating budget has nearly quadrupled, from \$258 million in 1981 to more than \$1 billion in 2000.
- Total assets have grown nearly fivefold, from \$362.1 million in 1981 to more than \$1.7 billion in 2000.
- Property, plant, and equipment, net of accumulated depreciation, have more than doubled since 1981 to \$511.6 million in 2000.
- Capital spending has increased nearly 13 times, from \$7.2 million in 1981 to \$92.1 million in 2000.
- Over the last 20 years the University’s endowment has grown through the generosity of our friends and solid investment performance at a compounded annual growth rate of 12.1 percent.

Endowment funds have increased nearly tenfold, from \$47.4 million to \$465.2 million in 2000.



“The campus of the University of Miami should be a magnificent botanical garden, a living laboratory where people like to be.”

Edward T. Foote II, *Inaugural Address*, December 4, 1981

ENHANCING FACILITIES AND CAMPUSES

President Foote’s vision for the landscape of the Coral Gables campus was but one of his objectives for enhancing the grounds and facilities of the entire University. During his tenure numerous buildings were acquired or constructed and landholdings were increased by 25 percent to 503 acres. Many facilities, including libraries, laboratories, and classrooms, were extensively renovated, as were the University’s five dormitories, which were converted to residential colleges. The South Campus, located ten miles southwest of Coral Gables, opened in 1986 on a 106-acre site for the purpose of conducting research and development projects. It has since expanded to 136 acres and includes four buildings. Additional research facilities are being established at a new 77-acre site in south Miami-Dade County. Strengthening the University technologically also has been a priority. The campuses have been fully wired to the University network, and a new wireless network is in place. Through her guidance in landscaping and architectural design, the University’s First Lady, Roberta “Bosey” Fulbright Foote, played a key role in improving the University’s campuses. New tropical plantings, entrances, walkways, seating areas, and fountains add beauty and function on the Coral Gables campus. As a result of these many improvements, the University of Miami is truly a world-class institution—from within and without.



President Foote surveys construction progress of the George A. Smathers Student Wellness Center with Norman Parsons, director of Wellness and Recreation, right.

Numerous facilities were acquired or built during President Foote’s tenure, increasing interior space at the University by 29 percent from 3,995,382 to 5,155,705 square feet and at a cost in excess of \$220 million. Among the structures are the following:

Coral Gables Campus

Botany Greenhouse, 1981
 Baseball Media Building, 1982
 Behavioral Medicine Building, 1982
 Robert Allen Hall, 1983
 Ron Fraser Baseball Building, 1986
 Tom Kearns Sports Hall of Fame, 1986
 Knight Sports Complex, 1986
 Neil Schiff Tennis Center, 1986
 Isadore Hecht Athletic Center additions, 1989 and 1995
 James L. Knight Physics Building, 1990
 J. Neville McArthur Engineering Annex, 1990
 School of Law Library addition, 1992
 Alma Jennings Foundation/Carlos and Rosa de la Cruz Study Center, 1994
 Ponce Parking Garage and Administration Building, 1994
 L. Austin Weeks Center for Recording and Performance, 1994
 Sanford L. Ziff Placement Center, 1995

Lowe Art Museum addition, 1996
 George A. Smathers Student Wellness Center, 1996
 Cobb Stadium for Soccer, Track, and Field, 1998
 James W. McLamore Executive Education Center, 1999
 Storer Auditorium, 1999
 School of Business Administration Graduate Classrooms, 1999
 Dr. Maxwell and Reva B. Dauer Clock Tower, 2000
 Four Fillies Farm, 2000
 Frances L. Wolfson Building, 2001

Medical Campus

Joseph Applebaum M.R.I. Center, 1985
 Professional Arts Center, 1985
 McKnight Vision Research Center, 1988
 Papanicolaou Cancer Research Building, Fox Annex, 1988

R. Bunn Gautier Biochemistry Building, 1990
 Sylvester Comprehensive Cancer Center, 1992
 Diabetes Research Institute, 1994
 Lois Pope LIFE Center, 2000
 Batchelor Children’s Research Institute, 2001

Rosenstiel School of Marine and Atmospheric Science Campus

Science Laboratories and Administration Building, 1983
 Aplysia Resource Facility, 1989
 Central Chiller/Ice Plant, 1995

South Campus

South Campus Research Buildings, 1981
 Perrine Primate Center, 1997
 Richmond Campus Research Buildings, 2000

“There are times when cities take off. There are times when universities take off. When those times coincide, there is the stuff of combustible excitement. We here are at the threshold of such times.”

Edward T. Foote II, *Inaugural Address*, December 4, 1981

SHARING A PROUD HERITAGE WITH THE COMMUNITY

The University of Miami is unique among South Florida’s institutions in that it has grown up with the community, sharing both triumphs and tragedies. It has educated its citizens, cared for its sick, contributed economically, advanced the arts, and provided volunteer assistance. Faculty and administration lend their expertise and leadership in myriad public service endeavors. President Foote himself has founded, chaired, or co-chaired numerous civic initiatives, among them the Governor’s Select Task Force on Election Procedures, Standards, and Technology; the Alliance for Ethical Government; the City of Miami Blue Ribbon Task Force on City Administration; the Join Together Public Policy Panel on Preventing Substance Abuse; and The Miami Coalition for a Safe and Drug-Free Community. He also has served on the Board of Directors of the Community Anti-Drug Coalitions of America, the President’s Drug Advisory Council Steering Committee for a National Organization of Community Coalitions; and Florida’s Academic Task Force for Review of the Insurance and Tort Systems, and the Academic Task Force on Hurricane Catastrophe Insurance.



President Foote’s leadership following Hurricane Andrew in 1992 helped galvanize both the University and the community-at-large. Here he tours the weather-torn campus with former Secretary of Education Lamar Alexander, left.

- The University of Miami/Jackson Memorial Medical Center, the second largest medical center in the nation, logs approximately 1 million patient visits each year.
- The University community spends more than \$400 million annually in Coral Gables, creating a total economic impact of nearly \$470 million.
- University of Miami employees contributed \$685,000 to the United Way in 2000, again making the University the largest per capita giver to the agency among universities and colleges nationwide.
- Each year, the University draws an estimated 600,000 visitors to the community who spend in excess of \$80 million.
- The University of Miami’s annual economic impact in Miami-Dade County is more than \$2.5 billion.

The number of employees at the University has grown by 64 percent, from 5,224 in 1981 to 8,575 in 2000, making it the second-largest private employer in Miami-Dade County.



“The Orange Bowl Classic, formed as the University was forming, was 50 years old. Its birthday party January 2, watched on television by tens of millions, included the miraculous victory by the Hurricanes over Nebraska’s top ranked team.”

Edward T. Foote II, *Annual Report 1984*

PROMOTING INTEGRITY IN INTERCOLLEGIATE ATHLETICS

During President Foote’s tenure, the University of Miami also attained excellence in intercollegiate athletics, earning eight national championships, including three in baseball, four in football, and one in women’s golf. In 1990 the University became one of eight founding members of the Big East Football Conference. The Hurricanes’ success helped establish the conference as a major player in college football from the start. Hurricane men’s basketball, revived in 1985 after a 14-year absence, is poised for national prominence. Steadily gaining momentum, the program reached the “Sweet 16” of the national NCAA Tournament in 2000 and, with women’s basketball, will soon have a home court in the Ryder Center, now under construction.

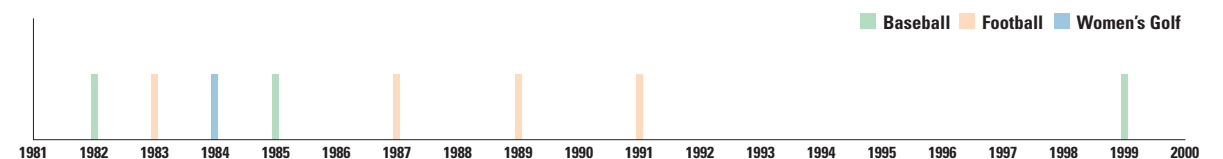
Like other universities with nationally renowned athletics programs, the University of Miami has faced its share of difficulties. Throughout, President Foote has ensured the program’s commitment to integrity. In 1993 he appointed Paul Dee, vice president and general counsel of the University since 1981, as director of intercollegiate athletics. Under their leadership, Hurricane athletics has achieved ever higher graduation rates and remains dedicated to the strictest compliance with NCAA standards.



President Foote with legendary University of Miami head baseball coach Ron Fraser, left, who led the Hurricanes to two national championships during his 30-year career at UM.

- Miami Hurricane football players twice have earned the Heisman Trophy during the last two decades. Quarterback Vinny Testaverde was the first Hurricane ever to win the Heisman in 1986, followed by quarterback Gino Torretta in 1992.
- The University of Miami was admitted to the Big East Football Conference in 1990 and began competition in 1991.
- Ground was broken on April 4, 2001, for the Ryder Center, a state-of-the-art multipurpose facility and the new home for Hurricane men’s and women’s basketball. With permanent seating for 7,000, the Ryder Center also will provide a venue for educational, cultural, and community events.

The University has won eight national championships in intercollegiate athletics during the past two decades.



“In retrospect, one theme is clear. From its beginning, this institution has attracted the uncommon confidence and support of visionary people.”

Edward T. Foote II, *Annual Report 1987*

A UNIVERSITY SHAPED BY EXTRAORDINARY LEADERS

No enterprise, whether it be business, governmental, academic, or otherwise, can thrive without dedicated, visionary leaders throughout its ranks. The University of Miami is no exception. The momentous achievements of the last 20 years reflect the University’s exceptionally strong leadership, most notably that of Edward T. Foote II, who on June 1, 2001, completes his tenure as the longest-serving president of a major research university in the nation. He will remain as Chancellor of the University until 2003. During the last two decades, the University has thrived as a result of his close, productive working relationship with five chairmen of the Board of Trustees—James W. McLamore, R. Ray Goode, Charles E. Cobb, Jr., Leonard Miller, and Carlos M. de la Cruz, Sr. President Foote has appointed all but one of the University’s current deans and vice presidents. Among these leaders he has inspired a collective focus and determination that have shaped the University of Miami into one of the nation’s leading private research universities and brought the University of Miami to the front rank of American higher education.

The University of Miami will forever be a far better institution because of the leadership of Edward T. Foote II.



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