

MILLER CENTER

STRATEGIC PLAN FY26-30

FIFTY



YEARS

1975-2025



CONTENTS

EXECUTIVE SUMMARY	3
Summary of Strategic Objectives.....	4
Our Founding.....	6
Mission, Vision, Values	6
Foundational Achievements.....	8
TODAYS CHALLENGES, TOMORROW’S OPPORTUNITIES	9
Assessment And Key Insights	11
Core Strengths	11
Core Challenges.....	11
Exciting Opportunities	11
STRATEGIC OBJECTIVES	13
Illuminate and Improve the Presidency	14
Advance Policy Solutions	16
Increase Visibility and Recognition	18
Strengthen the Miller Center Community	20
Strengthen Financial Sustainability	22
IMPLEMENTATION, TRACKING, AND REPORTING	24
Guiding Principles for Implementation	24
Early Actions	24
CONCLUSION	25



EXECUTIVE SUMMARY

For five decades, UVA's Miller Center has helped illuminate and address major national challenges and has become the leading academic center on the American presidency.

As we look ahead to our next half century, we aim to promote a more responsible and effective presidency and explore how it addresses national priorities through rigorous and nonpartisan research and convening. This strategic plan outlines the Center's objectives and actions for fiscal years 2026 to 2030 (FY26–30).

OUR TOP PRIORITIES:

- Emphasize public-facing scholarship grounded in our historical research
- Deepen our expertise and leadership in policy solutions related to the presidency
- Broaden our public recognition
- Formalize and strengthen engagement with priority audiences
- Strengthen our financial base

The Miller Center's strategic plan for FY26–30 outlines a dynamic and ambitious approach to advancing a more responsible and effective presidency, fully aligning with the University of Virginia's (UVA's) 2030 Plan.

To realize that goal, the Center's FY26–30 strategic plan focuses on five key objectives:



SUMMARY OF STRATEGIC OBJECTIVES

1. ILLUMINATE AND IMPROVE THE PRESIDENCY

The Miller Center will emphasize public-facing scholarship grounded in its extensive historical archives while continuing to expand its historical research. In conjunction with establishing the biennial Conference on the American Presidency and expanding the Studies on the Presidency book series, the Center will provide valuable insights into the workings and evolution of the presidency. These activities directly support UVA's mission of advancing, preserving, and disseminating knowledge. They also align with UVA's 2030 goal of enabling discoveries that enrich and improve lives. To measure progress, we will track indicators such as research publications, scholarly citations, media mentions, and policy proposals influenced by the Miller Center's research and scholarship.

2. ADVANCE POLICY SOLUTIONS

The Miller Center aims to deepen its expertise and leadership in the strategic focal areas of the presidency and federal governance and their intersection with economic and social policy and national security affairs. These activities involve leveraging investments, supporting faculty and practitioner research, and providing technical and media assistance to scholars, including training in the use of artificial intelligence (AI). The Center will facilitate interdisciplinary collaboration by convening scholars and practitioners, supporting collaborative projects, and piloting an online forum for discussion and feedback. These efforts will enhance policy solutions and research, strengthening the Center's ability to address pressing national issues. This objective aligns with UVA's strategic goal of fostering impactful discoveries and making UVA synonymous with service. Key results will include engagement with senior government officials, increased citations in academic and policy publications, media mentions, and greater utilization of presidential studies resources.

3. INCREASE VISIBILITY AND RECOGNITION

The Miller Center will enhance its stature as the premier platform on the American presidency and its response to contemporary challenges. To expand that recognition, we will invest in partnerships, enhance social media efforts, and provide specialized training and support for scholars to increase the visibility and influence of UVA's academic community. Success will be indicated by increased website traffic, social media followers, and donations, and by scholar recognition through citations and media presence—outcomes that can be further enhanced with increased investment in marketing. Key results include expanding the reach of the Center's research to broader and strategically targeted audiences, facilitating the dissemination of discoveries that can improve policy solutions.

4. STRENGTHEN THE MILLER CENTER COMMUNITY

The Miller Center fosters sustained connections and collaboration among its broad networks, including current and former faculty, staff, student employees, volunteers, oral history interviewees, and Governing Council members, while enhancing UVA student engagement through transformative internships and activities. Formalizing and activating a “Miller Center Network,” through the creation of a comprehensive database, will allow us to systematically share information, track accomplishments, and incentivize contributions from network members. In addition, we will enhance student engagement by reviewing current opportunities, integrating students into the Center's core work, encouraging student leadership, and cultivating partnerships with other UVA units and organizations. Finally, we will enhance community engagement through regular climate surveys and feedback solicitation to improve stakeholders' sense of welcome and belonging. Success will be measured by the formalization of the Miller Center Network and engagement of its members, as well as by an improved student internship program and consistently positive feedback from climate surveys.

5. STRENGTHEN FINANCIAL SUSTAINABILITY

To ensure long-term financial health, the Miller Center will fully fund the Presidential Studies Endowment at \$20M, diversify its funding sources, and ensure efficient, aligned deployment of resources. These actions support UVA's goal of financial sustainability and resource optimization, ensuring that the Center can continue to advance its mission and contribute to solving national and global challenges while continuing to support a positive workplace culture. Key results will include funding for major initiatives, sustained growth in unrestricted resources, and dynamic adaptation to the UVA financial model.

////////////////////////////////////

These FY26–30 objectives directly support the University's 2030 goals to strengthen our foundation, cultivate the most vibrant community in higher education, enable discoveries that enrich and improve lives, and make UVA synonymous with service.



OUR FOUNDING

The Miller Center was founded through the philanthropy of Burkett Miller, a 1914 graduate of the UVA School of Law. Troubled by the ill-informed partisan rancor he saw developing in America, Miller called for a “nonpolitical forum at which recognized authorities could assemble, consider, and discuss matters of national importance.”

The Miller Center began operations in 1975 as an independent academic unit of UVA. Our founders wanted to address major national challenges and bring together leading scholars with practitioners to craft solutions to these problems.

To oversee this research and help the Center reach policymakers and the public, our founders designed a nonpartisan, self-managed, and independent Governing Council—a unique governing structure at UVA. For five decades, the Council has comprised leading citizens from across the country and across the political spectrum.

MISSION, VISION, AND VALUES

Mission

The Miller Center is a nonpartisan institution at the University of Virginia:

- We explore how the presidency addresses national priorities.
- We engage scholars with leading citizens to help solve major problems.

Vision

We help to shape a more responsible and effective presidency.

Values

The Miller Center is a supportive community, grounded in diverse perspectives. We value scholarly excellence, nonpartisan civil discourse, and respectful conduct.

MILLER CENTER VALUES

The faculty, staff, and Governing Council of the Miller Center commit to these values as an expression of who we are, what we do, and what we aspire to be. This is a living document, prepared by the faculty and staff, and each value is equally important. We expect volunteers, visitors, and those who engage with us to embrace these principles.

SCHOLARLY EXCELLENCE

We value rigorous scholarship focused on the presidency, political history, and issues of pressing national concern. This work is grounded in evidence-based research and academic freedom. We question simple, easy truths, without fear of or favor toward any political party, leader, or donor.

DIVERSE PERSPECTIVES

We rely on a range of research traditions, subjects of study, and political philosophies. We honor a range of opinions, based in respect for others. We aspire to build a workplace that is inclusive of individuals with varied backgrounds and diverse experiences.

PURPOSEFUL ENGAGEMENT

We convene scholars, practitioners, and the public to foster vigorous debate, focused on scholarly inquiry and constructive response. We are willing to have difficult discussions, grounded in our shared humanity, educating and inspiring today's and tomorrow's leaders and global citizens.

RESPONSIBLE STEWARDSHIP

We believe in service to our nation, to our community, and to one another. In these efforts, we are mindful that we have precious intellectual, financial, and human resources that we must carefully steward.

SUPPORTIVE COMMUNITY

We recognize the time, talent, and perspectives of our colleagues. We support each other in our work and lives, appreciate each other's contributions, and seek to establish relationships based on collaboration and clear communication with positive intent.

RESPECTFUL CONDUCT

We insist on a workplace in which integrity and accountability are cultivated every day. We strive to establish clear expectations and courageously follow through on our commitments.

GUIDING STATEMENT

The Miller Center is a supportive community, grounded in diverse perspectives. We value scholarly excellence, civil discourse, and respectful conduct.

FOUNDATIONAL ACHIEVEMENTS

The Miller Center has more than fulfilled its founding mission of nonpartisan research and convening.

We have explored how the American presidency addresses national priorities, and we have engaged scholars, practitioners, students, and the public to craft solutions to major challenges.

We have studied and proposed reforms of presidential powers. We have assessed and shaped debates about the operations of the White House and federal government agencies. We have helped craft an overhaul of the conduct of federal elections. We have debated and designed policies spanning national security challenges, the administration of justice, the response to financial crises, the design and delivery of health care, the future of technology policy, and the rights and obligations we owe to citizens and noncitizens alike.

We have published hundreds of books, journal articles, commission reports, scholarly essays, and opinion pieces. We have recorded and published hundreds of oral history interviews with prominent White House officials, and we have transcribed and published thousands of secretly taped White House conversations—and then analyzed and assessed those conversations with rigor and nonpartisanship. We have hosted, recorded, and broadcast thousands of public events and more than 100 multiday academic conferences. Our events feature U.S. presidents, governors, Cabinet secretaries, members of Congress, Supreme Court justices, government officials, prize-winning scholars from a variety of disciplines, prominent journalists, University faculty and students, and the public. Our encyclopedic website, covering all 47 presidencies, reaches millions of Americans every year.

We are one of the very few organizations that has earned and sustained the trust of senior officials from both political parties—quite literally, hundreds of men and women who have served at the highest level in every administration over the past 50 years. We are also trusted by scholars from a variety of disciplines, across a range of topics, and from the leading public and private universities across the United States and around the world. We are regularly consulted by prize-winning authors and filmmakers and by journalists from major publications and broadcasts across the fragmented landscape of American media.

At the same time, we have deepened the strong financial footing that enables our success. As we celebrate our 50th anniversary, we are propelled by an endowment of approximately \$110 million and annual fundraising that generates approximately another \$4 million per year, supported by thousands of individual donors over the past half century. Our work is funded almost entirely by philanthropy, with no formal Miller Center alumni and practically no direct federal or state support. Our stakeholders are educated and involved members of the public who believe in our nonpartisan mission and in our proven ability to combine rigor with insight and engagement.



TODAY'S CHALLENGES, TOMORROW'S OPPORTUNITIES

As we look ahead to our next half century, the Miller Center's unique combination of exploration and engagement is needed now more than ever.

America currently faces an array of issues and challenges that echo those confronting the country in 1975 and on which we have developed best-in-class expertise. Once again, the scope and use of presidential powers are matters of concern to leading scholars and practitioners from across the political spectrum. Likewise, public opinion surveys consistently reveal deep public distrust of, if not anger at, the functioning and effectiveness of the federal government. Many Americans also have grave concerns about the rights and responsibilities of citizens and noncitizens, the performance of our economy, the affordability of and public access to quality health care, and opportunities for economic and social mobility. We all face a dynamic and dangerous set of world challenges.

Nevertheless, it is important to remember how, over the past half century, America has turned many of those challenges into opportunities. The United States remains the strongest nation on earth, with an economy that continues to lead in many respects. The Center's founders did not foresee the breakthroughs of the past 50 years—the end of the Cold War, dynamic economic and technological growth, and advances in social policy and civil rights.

But as those successes give rise to a new set of challenges—new wars as well as ongoing conflicts, economic crises, and deep and divisive debates over social, cultural, political, and constitutional issues—the Miller Center has an opportunity to play a trusted, leading, and constructive role in our next half century. To do so, we must continue to advance the core research and convening functions on which we have built our reputation.



That will require more than simply doing what we have already done. After careful consideration, our Governing Council, faculty, and staff have determined that we need to make a series of strategic moves and investments in our future.

ASSESSMENT AND KEY INSIGHTS

In May 2024, the Miller Center initiated its FY26–30 strategic planning process. We sought input from 100 percent of full-time faculty, staff (see appendix 2), as well as Governing Council members and from numerous external partners. We received input through a series of planning sessions, community conversations, and retreats and from online feedback. This input revealed insights about our core strengths and challenges and exciting opportunities.

OUR CORE STRENGTHS:

- Best-in-class expertise on the presidency and federal governance
- Reputation for excellence in nonpartisan research, interdisciplinary collaboration across UVA and beyond, and convening leaders across the political spectrum
- Extensive archival resources combined with wide scholar and practitioner networks
- Successful public programs and events that model civil discourse and enhance engagement through digital tools and technologies
- Effective and supportive Governing Council
- Healthy, collaborative workplace culture

OUR CORE CHALLENGES:

- Navigating political polarization and threats to democratic institutions
- Outpacing external competitors with close ties to recent presidents
- Improving student engagement
- Increasing demographic and viewpoint diversity
- Developing a pipeline of scholars in specialized academic fields
- Aligning our ambitions with our capacity to sustain excellence in programs and operations

OUR EXCITING OPPORTUNITIES:

- Leveraging technology, including AI, for process improvements and new initiatives
- Expanding digital outreach and enhancing national visibility
- Formalizing the broad network of people who have participated in Miller Center programs and activities to strengthen and sustain their involvement
- Engaging new donors and increasing unrestricted funds to reduce financial uncertainty
- Enhancing collaboration within Miller Center units and across Grounds at UVA





STRATEGIC OBJECTIVES, FY26–30

The Miller Center will pursue five strategic objectives during FY26–30. Achieving these objectives will position the Miller Center to continue providing leadership on presidential scholarship and policy research and advancing a more responsible and effective presidency. In addition, they will enable us to adapt to new challenges and opportunities to advance the Center's mission in the coming years.



ILLUMINATE AND IMPROVE *THE PRESIDENCY*

OBJECTIVE 1: BY 2030, THE MILLER CENTER WILL EXPAND ITS HISTORICAL RESEARCH AND EMPHASIZE PUBLIC-FACING SCHOLARSHIP TO HELP UNDERSTAND AND SHAPE A MORE RESPONSIBLE AND EFFECTIVE PRESIDENCY AND EXECUTIVE BRANCH.

The Miller Center hosts two of the nation's most significant research programs on the American presidency and the internet's most comprehensive resource on our country's presidents and their administrations, American President.

The Presidential Oral History Program has conducted more than 800 interviews with the most senior officials in every administration since the presidency of Gerald R. Ford. Program scholars also conduct bipartisan group interviews focused on distinguished individuals of historical significance and on selected topics related to the executive branch. These efforts extend through the Obama and Trump presidencies—a testament to our ability to earn the trust of senior leaders across the political spectrum. We will soon begin a Biden project as well. The Presidential Recordings Program transcribes and annotates the secret White House tapes made by presidents from Franklin Roosevelt to Ronald Reagan and has published more than 600 hours and 5,000 transcripts of these unique resources.

Scholars in the oral history and recordings programs publish widely using the materials generated by their respective programs. They do so in leading presses, including in our Miller Center Studies on the Presidency book series, published by UVA Press, which explores the evolution of the presidency and executive branch.

Over the years, we have used these enterprises to help illuminate and address national priorities. We have hosted nonpartisan efforts—including research projects, task forces, and national commissions—that include alumni of past presidential administrations of both parties to advance solutions to governing and policy challenges. In recent years, as the use of executive power has expanded and become increasingly controversial, we have convened alumni of these administrations to explore the impact of its use on the executive branch, public policy, and American politics.

OBJECTIVE 1—ACTION PLAN, FY26–30

1.1 Increase production and publication of scholarship focused on the presidency:

- Expand the archive of presidential oral histories and presidential recordings transcripts. (1.1.1)
- Leverage technologies and align research processes to foster increased scholarship on matters of contemporary concern. (1.1.2)
- Expand the Miller Center Studies on the Presidency book series: establish an advisory board with broad perspectives, pursue acquisition in light of the presidency action agenda, and expand marketing support. (1.1.3)

1.2 Enhance scholar-practitioner collaboration by regularly convening cohorts of scholars and practitioners to explore contemporary challenges facing the presidency:

- Establish the biennial Conference on the American Presidency as a recurring feature of the Center's research and convening agenda. (1.2.1)
- Establish two practice-area working groups, reflecting a wide variety of perspectives and experiences, on key contemporary challenges to the presidency. (1.2.2)
- Support scholars and practitioners in developing relevant and timely resources in partnership with one another and with other academic units or institutions (e.g., trackers, case studies on presidential decision-making or policy implementation, and policy recommendation memos). (1.2.3)

KEY RESULTS

Key results include conducting and publishing interviews for the Barack Obama and Donald J. Trump 45 oral history projects and transcribing the presidential recordings of Lyndon Johnson on the Middle East, the Vietnam War, and the tumultuous politics of the mid- to late 1960s. In addition, the Center will host a series of convenings, including the biennial Conference on the American Presidency, to generate actionable insights and solutions. The Center will also produce targeted research leveraging oral histories and presidential recordings, thereby shedding light on contemporary challenges to the presidency.



ADVANCE *POLICY SOLUTIONS*

OBJECTIVE 2: BY 2030, THE MILLER CENTER WILL LEVERAGE INTERDISCIPLINARY COLLABORATION AND TECHNOLOGICAL INNOVATION TO POSITION UVA AS A LEADER IN POLICY RESEARCH AND SOLUTIONS TO PRESSING NATIONAL AND GLOBAL CHALLENGES.

For 50 years, the Miller Center has attracted leading faculty and fellows who contribute to presidential studies and policy research, enriching the Center’s work through a wide variety of perspectives. Drawn from across and beyond the University and from practitioners across the nation, the fellows program brings intellectual depth and breadth to Miller Center activities.

Fellows engage in a variety of ways. They participate in oral history interviews, host brown bag lunches, and provide expert insight on contemporary challenges. They populated the virtual “Ukraine War Room” and presidential election and transition meetings in 2020 and 2024 to explore the meaning and impact of contemporary political developments.

They serve as the foundation for bipartisan convenings like our weekly event series, our William and Carol Stevenson Conference and Ambassador William C. Battle Symposium on American Diplomacy, the Presidential Ideas Festival (2019), the Conference on the American Presidency (2023), and the Affordable Care Act Conference (2024). Fellows also respond to timely developments in public affairs through media outreach and other initiatives.



OBJECTIVE 2—ACTION PLAN, FY26–30

2.1 Deepen expertise and leadership in the strategic focal areas of the presidency and federal governance and their intersection with economic and social policy and national security affairs:

- Leverage financial and human capital investments across the activities supported by policy research, incorporating partnership opportunities across the University and with thought leaders and organizations in the United States and beyond. (2.1.1)
- Invest in, support, and promote faculty and practitioner research in the strategic focal areas. (2.1.2)
- Regularize annual review of faculty, practitioners, and policy projects for extending or sunseting. (2.1.3)
- Provide scholars, practitioners, research staff, and students with technical assistance to enhance their research, including training on the Center’s AI search tools to quickly access 50 years of Miller Center digital assets. (2.1.4)

2.2 Facilitate scholar-practitioner engagement to create meaningful opportunities for interdisciplinary and multidisciplinary collaboration in support of sustainable solutions to pressing policy challenges:

- Regularly convene cohorts of scholars and practitioners in the Center’s strategic focal areas to explore contemporary challenges and solutions. (2.2.1)
- Identify and support opportunities for collaborative projects and offer funding for innovative research projects when funds are available. (2.2.2)
- Pilot a private online forum for Miller Center scholars to post think pieces and works in progress to spark discussion and receive feedback. (2.2.3)

KEY RESULTS

Key results include more extensive collaborative convenings, citations in academic and policy publications, and media attention. The Center will also significantly increase the utilization of its presidential studies resources and increasingly influence policy deliberations.

3

INCREASE *VISIBILITY* AND *RECOGNITION*

OBJECTIVE 3: BY 2030, THE MILLER CENTER WILL IMPLEMENT DYNAMIC DISSEMINATION STRATEGIES AND ENHANCE EARNED MEDIA EFFORTS TO ELEVATE THE VISIBILITY AND RECOGNITION OF THE CENTER AND OUR SCHOLARS AS EXPERTS IN THEIR FIELDS.

The Miller Center is the premier platform exploring the American presidency and its response to contemporary challenges. The Center's nonpartisan expertise in presidential studies and policy research is broadly recognized by journalists, policymakers, presidency scholars, students, and the public.

This recognition is due to several factors. Ongoing outreach, including via the millercenter.org website, results in nearly 6 million unique visitors each year. Robust public programs average nearly 1,000 viewers per event across all of our own platforms and many thousands more in partnership with other organizations. Earned media generated by our scholars averages 50 citations each month. In addition, the Center has extensive email subscriber lists, with more than 20,000 subscribers, and substantial social media followings (57,000 Facebook followers, 8,600 YouTube channel subscribers, nearly 1 million total video views in the past year).

In the past 10 years, we have grown this audience considerably, doubling our email subscriber list, creating a YouTube channel, partnering with the PBS NewsHour, and building relationships with key national publications and journalists.

The Miller Center offers UVA faculty a unique platform for sharing, refining, and communicating their expertise to journalists, policymakers, scholars, students, and the public. In the next five years, we plan to extend those efforts by increasing the pool and visibility of faculty and fellows.

OBJECTIVE 3—ACTION PLAN, FY26–30

3.1 Clearly articulate the Miller Center’s updated mission and unique contributions compared with other UVA units and similar centers at other universities:

- Review published materials (3.1.1)
- Solicit feedback from colleagues and key constituencies, including members of the new Miller Center Network (see Objective 4). (3.1.2)

3.2 Engage Miller Center networks to expand Center and scholar reach and impact:

- Enhance social media promotion and increase short video output. (3.2.1)
- Explore partnerships with other think tanks, presidency-adjacent institutions, community organizations, and scholars to help broaden the reach of our products. (3.2.2)
- Explore strategic marketing investments to grow audiences in target markets, determined in collaboration with scholars and Advancement. (3.2.3)

3.3 Support scholars in developing and executing tailored dissemination strategies to promote their work with target audiences:

- Offer scholars, practitioners, and research staff specialized training, including social media training and op-ed, media, and event-moderation training, to sharpen their messages and reach their target audiences. (3.3.1)
- Use millercenter.org more energetically as a platform for publishing and disseminating scholarly essays and think pieces. (3.3.2)
- Increase our pitching of scholars and Miller Center products to strategic, targeted media. (3.3.3)

KEY RESULTS

Key results include expanded visibility and recognition for the Center and its scholars; a clear and consistently articulated Miller Center’s mission and vision; more extensive engagement with Center events and publications; increased numbers of Center scholars equipped and sharing their expertise with the media; and participating scholar satisfaction with their capacity to reach their target audiences.

Additional resources would allow the Center to deploy sustained digital marketing efforts to increase the visibility of the Miller Center and its scholars and products (e.g., Google search advertising). Additional resources could also allow the Center to install a new video wall in the Forum Room to enhance support for hybrid events, simulcasting, integrating graphics and videos, and additional applications.



STRENGTHEN ***MILLER CENTER COMMUNITY***

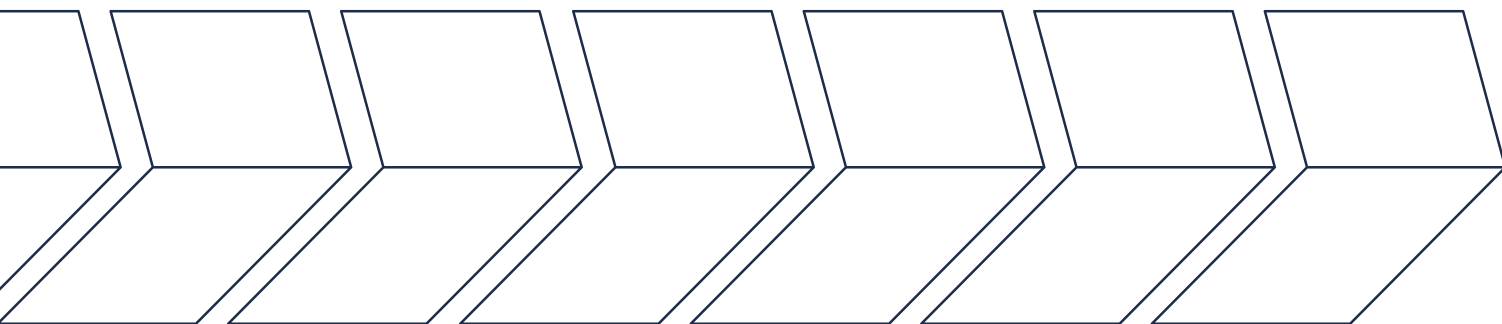
OBJECTIVE 4: BY 2030, THE MILLER CENTER WILL FOSTER SUSTAINED CONNECTIONS AND COLLABORATION AMONG ITS BROAD NETWORKS, PAST AND PRESENT, AND ENHANCE UVA STUDENT ENGAGEMENT THROUGH TRANSFORMATIVE INTERNSHIPS AND ACTIVITIES.

The Miller Center's programs contribute to an active network that links national and international scholars and practitioners with UVA faculty, students, and the Charlottesville community.

Our weekly public programs and conferences bring together scholars, journalists, and senior government officials to discuss critical national issues. These events foster robust debate and provide a platform for students and the public to engage with thought leaders and policymakers, enhancing the Center's role as a hub for intellectual exchange.

We engage key constituencies through several recurring and sustained activities. The Government Leaders Forum connects senior federal leaders to address top national priorities, offering a unique platform for policymakers and scholars to exchange ideas and develop strategies to meet executive branch challenges. This initiative strengthens the Center's ability to contribute to national policy discussions and solutions.

The Miller Center also engages students through internships, the Schaeffer Fellowships, and work-study opportunities, immersing students in the history of the American presidency and the practice of public policy while preparing them for future leadership roles.



OBJECTIVE 4—ACTION PLAN, FY26–30

4.1 Formalize and activate the “Miller Center Network,” including former oral history interviewees, former faculty and staff, former student employees and volunteers, and former Governing Council members:

- Create a comprehensive database of potential network members and leverage the Miller Center’s 50th anniversary for connection. (4.1.1)
- Develop and implement a plan to share information, track and celebrate accomplishments. (4.1.2)
- Identify opportunities and facilitate engagement of network members to contribute to the Center’s activities. (4.1.3)

4.2 Enhance student engagement and integration in the core work of the Miller Center:

- Conduct a review of current student worker opportunities, seek input from students on their needs and desires, and draft recommendations to increase cohesiveness and integration of the Center’s approach to student internships. (4.2.1)
- Formalize a Miller Center internship program that integrates students into the core work of Miller Center programs and operations, encourages student leadership, and connects students to each other in meaningful ways. (4.2.2)
- Cultivate partnerships with other UVA units, student organizations, and faculty. (4.2.3)

4.3 Enhance community feedback mechanisms:

- Conduct regular climate surveys of staff, faculty, student workers, and fellows who are regularly in the building to identify opportunities for improvement. (4.3.1)
- Periodically solicit feedback from the Miller Center Network, UVA students, and others on their experiences. (4.3.2)
- Review input and adjust as needed to enhance welcome, belonging, and engagement. (4.3.3)

KEY RESULTS

By 2030, the Miller Center will have a well-organized database and efficient means of communicating with the Miller Center Network, as well as robust ongoing participation among Miller Center Network members. The Center will also see increased student demand for internships and, with support of student leadership, increased student participation in Miller Center programs and events (virtually and in person). Finally, the Center will consistently achieve positive feedback from stakeholder climate surveys or take steps to review and address concerns raised.



STRENGTHEN *FINANCIAL SUSTAINABILITY*

OBJECTIVE 5: BY 2030, THE MILLER CENTER WILL HAVE REALIZED AMBITIOUS FUNDING GOALS AND IMPLEMENTED INNOVATIVE FINANCIAL STRATEGIES TO ENSURE LONG-TERM STABILITY AND GROWTH.

Endowments compose the largest financial asset for both the Miller Center and the Miller Center Foundation, which receives and holds funds raised on behalf of the Center and transfers those funds to the Center for use as needed. At the start of our 50th year of operation, the total market value for Center and Foundation endowments was \$107.2 million, and cash balances exceeded \$5.23 million. Endowment distributions were budgeted at 52.3 percent of total income for programs and operations for that year.

Through careful financial planning and stewardship and with focused fundraising, the Miller Center has sustained financial stability in recent years. The lean and effective finance and development teams work in concert with program and research leadership to identify appropriate opportunities for external funding, and they steward those funds to maximize impact. The Center provides robust, thoughtful stewardship and engagement opportunities for donors and prospective donors through programs, events, and outreach, fostering a community environment that invites and encourages new support and participation.

Still, we face financial headwinds and challenges. One of our biggest has involved a changing financial model for conducting presidential oral history. Presidential oral history is an essential element of our work, creating a unique and irreplaceable archive and generating a network of practitioners who value our scholars and our scholarship. In the past, we depended on presidential library foundations to help support this work. That model has since proved a less reliable arrangement and is fraught with challenges that often prevent us from beginning work immediately after a president's term of office has ended. Addressing that challenge is our number one priority.

We also face the broader challenge of finding supporters who embrace our commitment to intellectual rigor and nonpartisanship. Political fundraising tends to succeed when organizations emphasize advocacy outcomes or ideological certainty. Our approach requires developing long-term relationships with supporters who see the value of exploration and engagement across issues, philosophies, and methodologies.



OBJECTIVE 5—ACTION PLAN, FY26–30

5.1 Strengthen the Center’s independence, agility, and ability to advance presidential studies:

- Fully fund the Presidential Studies Endowment at \$20 million. (5.1.1)
- Secure funding for the Trump 45 and Biden oral history projects in addition to income generated from the Presidential Studies Endowment. (5.1.2)
- Develop a funding plan for the Presidential Recordings Program independent of the National Historical Publications and Records Commission (NHPRC). (5.1.3)
- Pursue new opportunities, such as foundations or corporations, that may be interested in the presidency action plan or in contributing to major events or conferences. (5.1.4)

5.2 Sustain growth in unrestricted and broadly restricted resources:

- Develop initiatives to attract and engage new donors. (5.2.1)
- Increase average contribution from existing donors, including periodic update of a menu of strategic giving opportunities. (5.2.2)
- Identify and pursue appropriate new opportunities to generate revenue. (5.2.3)

5.3 Ensure strategic alignment and efficiency internally and with UVA’s 2030 Goals:

- Conduct an annual review to ensure internal alignment of strategic priorities, faculty and staff capacities, budget allocations, and fundraising priorities. (5.3.1)
- Implement measures to navigate and adapt to impacts of the UVA financial model. (5.3.2)

KEY RESULTS

The Miller Center will achieve strategic alignment of priorities, resource allocations, and fundraising efforts. Key results include fully funding the Presidential Studies Endowment at \$20 million by 2030, securing sufficient funding for the Trump and Biden oral history projects, and achieving sustained growth in unrestricted resources. The Center will expand and diversify outreach to new donors and markets and implement measures to navigate and adapt to impacts of the UVA financial model.



IMPLEMENTATION, TRACKING, AND REPORTING

GUIDING PRINCIPLES FOR IMPLEMENTATION

The steering committee has identified the following practices that will drive the successful implementation of the strategic plan while also continuing to foster a positive culture of collaboration, coordination, accountability, and continuous improvement.

1. We will operate within a budget-neutral environment and allocate existing resources to advance the strategic priorities.
2. We will identify a lead person from within our current team for each action and create space for new priorities (by shifting or eliminating existing activities that are now lower priorities).
3. We will develop a tracking and reporting system that is efficient and focused on results, integrating both qualitative and quantitative success indicators.
4. We will conduct internal progress reviews each semester to track progress and allow for proactive solutions to ensure that the Center remains on track to meet its goals.
5. We will report to the Governing Council annually during the spring meeting.

EARLY ACTIONS

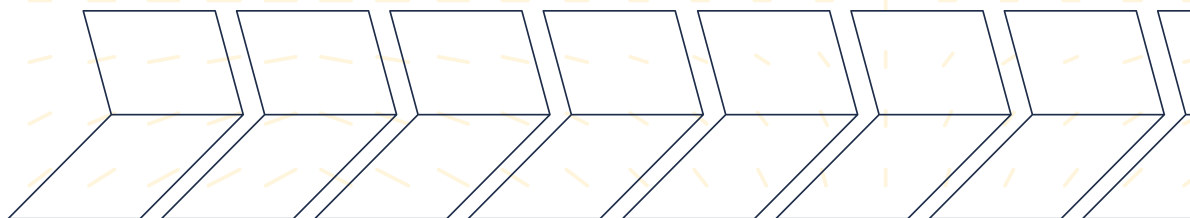
The Miller Center's steering committee, faculty, and staff are developing detailed implementation plans. We have identified several early moves that, if taken now, will position the center for maximum success in the coming years. In response to repeated encouragement from the Governing Council, we have also identified opportunities to reduce or eliminate activities to create capacity for faculty and staff to focus on the Center's strategic priorities.

Implementation planning efforts will conclude in June 2025, with the plan ready to be launched July 1, 2025. We anticipate that it will take as long as two years to fully operationalize the plan.



CONCLUSION

By 2030, the Miller Center will be recognized globally for its expertise on the presidency and federal governance. Our essential research on the presidency, innovative policy collaborations, and dynamic public engagement will shape the future of American democracy and civic life. By fostering meaningful connections and collaborations, we will empower the next generation of citizen leaders to create lasting positive change in our communities and beyond. The Miller Center's commitment to excellence, nonpartisan scholarship, and impactful discoveries will drive progress and inspire trust, making the Miller Center synonymous with service and leadership in higher education.









1975-2025

millercenter.org

