

2014

UNIVERSITY OF MIAMI  
COLLEGE of  
ARTS & SCIENCES



*STRATEGIC  
PLAN STATUS  
REPORT*

*ACHIEVING  
OUR GOALS>>*

January 2015

# ACHIEVING OUR GOALS >>

Much thought and consideration went into the preparation of the 2013-2017 Strategic Plan for the College of Arts & Sciences. ▲ For the first time, we invited the participation of a broad group of people representing our entire community to help us create a roadmap for the College's actions over the next five years. ▲ We identified five focal areas to guide our future:

## 01

SCHOLARSHIP &  
RESEARCH

## 02

TEACHING  
& LEARNING

## 03

FACULTY  
DEVELOPMENT &  
GOVERNANCE



## A WORD FROM DEAN LEONIDAS BACHAS

**C**onsistent with the University of Miami's common purpose of transforming lives, the College of Arts & Sciences (A&S) strategic plan reinforces our mission: to inspire independent thought in our students, uncover knowledge, and carry out discovery research that is the foundation for tomorrow's technology. We do this in a liberal arts environment, situated in the cosmopolitan city of Miami with its inherent international flavor. This enables the College to offer unique learning opportunities to the community as well as our students. True to our mission, we are a global college and a gateway to the future.

Much has been accomplished since the final endorsement of the strategic plan in January 2013. We are proud to share our progress in this report, which is intended to highlight our major achievements, rather than providing a detailed summary. Some accomplishments benefit more than one focal area of the strategic plan.

As we celebrate our progress, we want to thank all the participants whose contributions shaped the College's plan. Over 200 individuals from our student body, faculty, alumni, staff, visiting committee members, and friends shared their time and ideas with us. We continue to welcome your feedback as we move forward with our goals—knowing that we are learning as we try new things and make changes in our operations and programming.

Thank you for your contribution to the College, and to our ongoing success.



## 04

### CORAL GABLES & BEYOND



## 05

### ADMINISTRATION & FACILITIES



## 01

## SCHOLARSHIP, RESEARCH, AND CREATIVE WORK >>

Research has the power to shape the future, and the College is investing in areas of strength and anticipating future needs, so that we are well prepared to contribute solutions to global problems. The College leadership has worked hard to create an environment conducive to creative and innovative research—both on campus and beyond our borders. This includes three key goals: increasing the quality and quantity of research; fostering collaborative and interdisciplinary research; and attracting the world's best graduate students. These three factors combine to establish the College as an eminent research powerhouse.

### GOAL 1

IMPROVE THE QUALITY  
AND QUANTITY OF RESEARCH  
AND SCHOLARSHIP

**Progress:** Supporting and facilitating research is an institutional priority, and our efforts in this area are yielding results. Six out of 20 departments in the College rank in the top quartile, and another seven are in the top half of their disciplines, according to Academic Analytics. We have introduced College-wide indicators of success to track research progress, and established several programs to help faculty craft effective grant proposals and maintain support of their projects.



#### Notable Accomplishments

- Expanded program to provide seed funding for promising faculty research projects and bridge funding for periods between grant support
- Offered grant-writing seminars for faculty, and instituted program for proposal review by external reviewers prior to submission
- Designated resources to allow faculty to attend grant-writing workshops and visit program officers in funding agencies or foundations
- Created top-off policy to support faculty members whose main source of external funding comes from fellowships and scholarships by providing research leave, and supplementing fellowship funding to bring total compensation in line with the faculty member's base salary

### GOAL 2

INCREASE COLLABORATIVE  
INTERDISCIPLINARY SCHOLARSHIP  
AND RESEARCH

**Progress:** In order to find solutions to many of today's most pressing problems, institutions of higher learning must break down the boundaries that have traditionally existed between disciplines. The College is strongly committed to fostering interdisciplinary research. We have completed cluster hires—through which faculty from diverse departments address issues from different perspectives—in Complexity Science, Arabic Studies, Chinese Studies, and Understanding the Brain. Considerable financial support is available for collaborative, interdisciplinary research programs. For example, the Convergence Initiative will provide up to \$60,000 in funding to original shared research projects that address major societal challenges.

#### Notable Accomplishments

- Established International Studies as an interdisciplinary degree
- Offer a new graduate-level interdisciplinary concentration in the Departments of English, History, and Modern Languages and Literatures
- Created white papers advising departments on digital scholarship and evaluation of interdisciplinary activities
- Funded campus-wide activities to develop collaborative research programs, including seed grant programs for cooperative efforts between colleges
- Appointed 13 new faculty as part of clusters

**Faculty Indicators** Our PhD granting humanities faculty are **ranked #10 in the country** for percentage of faculty with an article published.



## GOAL 3

RECRUIT HIGH-QUALITY  
GRADUATE STUDENTS

**Progress:** Graduate students are at the core of many research activities. Recruiting and retaining top-tier graduate students are among the best ways to improve the quality of our research efforts. We must foster innovation in our graduate programs to attract these excellent students, while making sure that we provide them with educational pathways, resources, and tools to utilize their training in academic or non-academic careers. The College increased funding devoted to graduate-student recruitment, offering competitive Holmes Fellowships to top applicants. We expanded summer support to graduate students (including those pursuing Master's degrees in fine arts). The College has made new funding available to facilitate graduate student travel to conferences, including a commitment to supporting all requests from students who will present their work. We also provide an annual career retreat that helps graduate students plan for their futures.



**6** OUT OF 20  
DEPARTMENTS  
RANKED IN THE  
TOP QUARTILE

OF THEIR DISCIPLINE

AND **ANOTHER 7** ARE RANKED  
IN THE **TOP HALF** OF THEIR  
DISCIPLINE

## >> FUTURE PLANS



- Implement cluster hires in the fields of energy and digital humanities
- Provide seminars and guidance on career planning (academic and non-academic) for graduate students
- Create initiative to nurture and accelerate commercialization of faculty and student innovations
- Establish a process for distribution of credit for all proposals to ensure that PIs and Co-PIs receive due recognition for their contributions to multi-investigator proposals
- Recruit new director for the Miami Institute for the Americas—develop plan that integrates and promotes our scholarship in the Americas at UM

## 02



## TEACHING, LEARNING, AND ASSESSMENT >>

The College educates the next generation of critical thinkers, innovators, creators, and entrepreneurs. Our liberal arts programs bring students together with top-tier faculty, allowing them to gain knowledge of the world and of themselves. While learning about diverse subjects ranging from A(nthropology) to Z(ooology), our students become global citizens, and evolve into tomorrow's leaders. We are committed to offering our students the highest-quality educational opportunities—in the classroom, in the laboratory, and beyond—and we constantly evaluate our instructional efforts. During the past two years, we have worked to realize our short- and long-term goals: promoting excellence in teaching, recognizing our commitment to the global community, and enhancing our students' undergraduate experiences. As these efforts come together, we achieve excellence in teaching and learning.

### GOAL 1

RECOGNIZE A COMMITMENT TO THE GLOBAL COMMUNITY AS CENTRAL TO THE MISSION OF THE COLLEGE

**Progress:** Each year, College graduates enter a more connected world; to succeed and to leave their marks, they must become global citizens. On campus, our faculty explored their role in facilitating cultural integration at a College-wide town hall meeting. Beyond our borders, we continue to expand education abroad programs, with plans underway to create a semester-long program in Madrid. We are reviewing the fall term UGalapagos program geared toward science majors. The College implemented UM in Rome. Like the successful UM in DC program, now in its third year, UM in Rome offers students who have been admitted to the College for spring semester an opportunity to earn credits toward their UM degrees in one of the world's most fascinating cities during the fall term before they come to UM. Additionally, we have established a dual Master's degree program in Latin American studies and public health.

## >> FUTURE PLANS

- Create and implement professional Master's degrees in criminology and financial mathematics
- Expand the range of cognates by adding courses that emphasize links across fields of study
- Offer a new course in integrated life sciences that connects various disciplines related to health sciences
- Develop integrated chemistry-biology laboratory courses
- Evaluate the PRISM advanced program for integrated science and math, aimed at top students interested in the natural sciences
- Implement the new advanced writing and communication skills requirement
- Work toward the establishment of a Learning Commons to promote core skills, in collaboration with UM Libraries



## NEW DEGREE PROGRAMS

- Minors in Arabic Studies, Medical Humanities, and LGBTQ Studies
- Online Bachelor of General Studies (BGS) degree
- Online component added to Master's Degree in Public Administration (MPA)
- Master's Degree in the Professional Practice of Anthropology
- MA in Latin American Studies / MPH dual degree program
- Accelerated BS/MS degree programs in biology and computer science

## NEW EXCLUSIVE LIBERAL ARTS AND INTERDISCIPLINARY INITIATIVES

- The **da Vinci program** allows select students to explore the interdisciplinary connections among the sciences, social sciences, arts, and humanities
- **First-year Seminars** introduce first-year students to the breadth, depth and interconnectivity of the liberal arts in a small-group and interactive setting
- **Medical Anthropology Track** for students who want to better understand cultural factors that influence human health and well-being
- **Independent Major** allows students to create their own customized AB or BS degree
- **Medical Humanities Minor** for students interested in the ethical, spiritual, and historical underpinnings of medical care and research

## GOAL 2 > PROMOTE EXCELLENCE IN TEACHING AND LEARNING

**Progress:** We recognize that effective teaching leads to meaningful student scholarship. The College encourages faculty to bring innovative techniques into the classroom. Funding for pedagogy workshops is available to help units break new ground. Each semester brings exciting and fresh courses, such as a class on HIV/AIDS, and a class on integrating life sciences to connect knowledge across disciplines.

### Notable Accomplishments

- Successfully carried out Southern Association of Colleges and Schools assessment of all degree programs
- Involved faculty in recruiting weekend and for Stamps-Singer/Foote fellows, leading to higher yield of top-quality students
- Offered new courses in museum studies and science policy through the UM in DC program
- Completed a College-wide undergraduate curriculum review and associated curriculum mapping

## GOAL 3 > ENHANCE THE UNDERGRADUATE STUDENT LEARNING EXPERIENCE

**Progress:** Recognizing that our society's most pressing problems require creative solutions that transcend disciplinary boundaries, we have established several programs that focus on integration across the liberal arts. Signature courses on elections and immigration have been popular with students, and the famous, team-taught class, *The Sixties*, returned for fall 2014.

New minors in Arabic Studies and LGBTQ Studies promote a diversity of ideas on campus. We recently rolled out our online Bachelor of General Studies Program, a fully online undergraduate degree offered by the College.

We have increased the College's commitment to undergraduate research by providing stipends for research and facilitating opportunities for faculty to integrate research into their instruction.

To improve our student retention rates, we have appointed more professional advisors, established and implemented mid-term alerts, and developed a Students-at-Risk initiative.

### Notable Accomplishments

- Took necessary steps to accommodate students' first choices for language study, and to meet student needs in composition and math
- Established Dean's Ambassadors, distinguished and diverse students selected to represent the College in various capacities and venues
- Allocated more resources toward the Directed Independent Language Study (DILS) program to allow more students to participate in this unique program
- Successfully recruited stronger students—increased average SAT scores over the past four years
- Led UM's development of cognates—groups of related courses providing a coherent depth of knowledge on a topic, theme, or interdisciplinary area—as a basis for general education requirements



## 03

## FACULTY DEVELOPMENT AND GOVERNANCE >>

From the time faculty arrive on campus, we strive to create a thriving academic community to nurture their scholarship, teaching and personal development. The College has invested significant resources into programs that support our faculty. Our four goals in this area are: designing programs that support faculty throughout their careers; recognizing and rewarding faculty achievement; integrating teaching and research; and involving faculty more significantly in academic governance.

### GOAL 1



DESIGN A COMPREHENSIVE STRUCTURE OF SUPPORT AND RESOURCES FOR FACULTY TO DEVELOP A CAREER-LONG COMMITMENT TO SCHOLARSHIP AND RESEARCH

**Progress:** From newly minted PhDs to regular professors, faculty require support throughout their careers. The College has implemented a set of new programs to increase faculty productivity and support work-life balance. For example, a pilot program has been established to reimburse junior faculty for childcare costs related to conference attendance.



#### Notable Accomplishments

- Developed new programs for faculty/staff orientation, and annual retreats/workshops for department chairs
- Created opportunities for assistant and associate professors to meet regularly for mentorship opportunities and to enhance dialogue between faculty and the Office of the Dean
- Established program to accelerate promotion of associate professors to full professors

### GOAL 2



RECOGNIZE AND REWARD FACULTY ACHIEVEMENT IN ALL AREAS

**Progress:** Faculty are at the heart of the College; we have allocated additional resources to incentivize and reward faculty for their research and scholarship. To achieve parity with our peer institutions and to follow best practices among top research universities, the College has implemented systematic analysis of compensation patterns to identify cases of salary compression/inversion. In addition, starting salaries are analyzed utilizing data from our peers, and ranges have been established to ensure fairness, decrease cases of inversion, and guarantee competitiveness.

#### Notable Accomplishments

- Implemented a proactive policy, allowing the College to address over 70 cases of inexplicable salary compression and/or inversion
- Increased per-course compensation for part-time instructors
- Implemented a faculty retention model to ensure keeping our best professors







### COLLEGE DIVERSITY

- Developed a diversity action plan for recruitment, building on best practices to increase the diversity of both our applicant pools and the candidates who are invited to interview
- Increased female and African American faculty in the College

## GOAL 3

STRENGTHEN THE INTEGRATION OF OUR DUAL MISSION OF SCHOLARSHIP AND TEACHING

**Progress:** Lecturers currently comprise nearly 30% of the College's full-time faculty. Based on a 2013 retreat with lecturers, we have recently implemented two new programs to help these valuable members of our community reach their career aspirations: an initiative to provide travel support to lecturers, so they may share their work at professional conferences; and a program to fund lecturers' summer research. Online education is a significant opportunity for the College, and we have established new compensation guidelines to encourage faculty participation in online course development and delivery. This effort was supported by a series of meetings with faculty, including a workshop for department chairs on online learning.

## GOAL 4

ENCOURAGE WIDER PARTICIPATION BY ALL REGULAR FACULTY MEMBERS IN THE UNIVERSITY'S SYSTEM OF ACADEMIC GOVERNANCE

**Progress:** Enhancing faculty participation in College governance is an essential aspect of our mission. In 2014, the Dean established an ad hoc committee of faculty to analyze and revise the College bylaws, which had not been updated since 2005. This effort resulted in two new initiatives to improve faculty participation in voting and discussion: an electronic discussion/voting function and absentee balloting. In addition, to cultivate a new generation of academic leaders, the Dean has created a year-long administrative internship for faculty in the College.



## >> FUTURE PLANS

- Prepare a handbook for department chairs
- Develop measurable outcomes that chairs can use to better evaluate and recognize faculty contributions to teaching, research, and service
- Establish "professors of practice" as a set of new educator faculty lines to enhance our educational mission

## 04

## CORAL GABLES AND BEYOND &gt;&gt;



We value the loyalty of our alumni and all friends of the College. In addition to our commitment to providing our students with the best possible educational opportunities, the College is dedicated to being a good neighbor. Together, we have enhanced collaboration between the College and our community, and engaged our academic and other resources to improve life in Coral Gables, in Florida, our nation, and our world. We have progressed in the three principal goals that help us reach out to Coral Gables and beyond: establishing strong relationships with our alumni and other stakeholders; increasing engagement with our community; and looking across campus and beyond to share the amazing work of our students and faculty.



## &gt;&gt; FUTURE PLANS

- Continue to raise funds through effective development strategies
- Enhance publicity and raise the profile of the College through our Office of Communications
- Establish new education abroad programs in Spain and China

## GOAL 1



BUILD PRODUCTIVE RELATIONSHIPS WITH OUR INTERNAL AND EXTERNAL CONSTITUENCIES WITH A PARTICULAR FOCUS ON OUR ALUMNI

**Progress:** We are proud of the students who choose the College for their academic journeys, and we appreciate the opportunities to develop life-long relationships with our alumni and friends. We value the financial support that comes from this ongoing affinity, and we have had significant recent success in fundraising. With two years left in the University's Momentum 2 campaign, the College has exceeded our goal of \$40 million (raising \$44 million), in addition to raising \$21 million for the Lowe Art Museum. We have strategically focused on developing fruitful partnerships with a select group of foundations and corporations, which resulted in an increase in research funding and gifts. These donations support undergraduate and graduate student fellowships, postdoctoral fellows, travel funds for students and faculty, the Center for the Humanities and the Miami Institute for the Americas, endowed professorships, research support for faculty, speaker series, student programming, and civic engagement programs.

WITH TWO  
YEARS TO GO,  
THE COLLEGE  
HAS RAISED

\$65

MILLION

DURING THE UNIVERSITY'S  
MOMENTUM 2 CAMPAIGN



## CAMPAIGN GIFTS

**44%** FOR PROGRAMS AND GENERAL SUPPORT

**23%** FOR RESEARCH

**20%** FOR FACULTY SUPPORT

**13%** FOR STUDENT SUPPORT

## GOAL 2

DEVELOP A STRATEGY TO INCREASE OUR LEVEL OF LOCAL AND GLOBAL ENGAGEMENT

**Progress:** Our faculty and students look for opportunities to share ideas, innovations, and energy outside the boundaries of our campus. The College has taken strategic actions aimed at increasing the scope of our scholarship and programming. This includes outreach to K-12 schools, other institutions of higher education, museums, and beyond.



### Notable Accomplishments

- Funded Science Made Sensible program, which brings advanced graduate students in the sciences into local middle school classrooms
- Obtained grants to support educational programs that impact students and communities beyond our campus
- Worked with local museums on educational and curatorial initiatives
- Established new education abroad programs: Buenos Aires (jointly with the School of Business Administration), Cape Town, Cusco, and Rome

## GOAL 3

CREATE A MORE ENGAGED AND COLLABORATIVE ATMOSPHERE ON OUR CAMPUS

**Progress:** Our knowledge is our strength, and the College works to share our expertise and culture with the public. College students and faculty worked through the Office of Civic & Community Engagement to get involved with organizations in Miami in significant ways. While lending their time and talents to help others, they gained knowledge and experience as Miami became their urban laboratory. Our centers and departments sponsor lectures and events that enhance the intellectual life on our campus and beyond. These include the successful Year of the Humanities initiative and the Unity in Diversity series.



05



## ADMINISTRATION AND FACILITIES >>

A robust campus infrastructure (excellent faculty and staff, support initiatives that encourage scholarly activities, open and ongoing communication, and state-of-the-art facilities) forms the strong foundation on which an academic institution builds excellence. The College is taking a multi-pronged approach to enhancing our infrastructure, facilitating creative teaching and research, and fostering intellectual growth. We have made significant progress in improving administrative efficiency, creating additional resources and optimizing the existing ones, and improving our research and learning physical spaces.

### SPACE PLANNED FOR A&S OCCUPANCY

- New space in Ashe Building (2016)
- Possible additional space in the Library for the Writing Center and Math Laboratory (2016)
- Possible Pick Hall building (2016)
- New psychology building (2017)
- New integrated science building (2018)

## GOAL 1

INCREASE THE LEVEL OF SCHOLARLY ACTIVITIES WITHIN THE COLLEGE

**Progress:** Recruiting first-rate faculty is a key priority. The College has appointed 45 new regular faculty since calendar year 2010, 26 of whom joined us since 2013. Another 30 positions have been authorized this fiscal year.

### Notable Accomplishments

- Increased capital funding (above allocation) from the University by \$5.8M in FY2015; \$18.4M since FY2011
- Appointed two National Academy members as faculty
- More than doubled graduate tuition return to \$3.9M (at FY2014 end) in comparison to FY2011
- Established incentives for professional science Master's degree development (shared revenue)

## GOAL 2

IMPROVE ADMINISTRATIVE SUPPORT FOR DEPARTMENTAL AND PROGRAM OPERATIONS

**Progress:** Strong and streamlined administrative support allows our faculty to spend more time in scholarly and creative activities, and to interact more with students. The College consistently evaluates administrative processes. To this end, the Dean's Office performed the first-ever survey and comprehensive review of its operations. As a result of this evaluation, we have reduced cycle times for several administrative functions including fiscal, faculty affairs, human resources, and information technology.

### Notable Accomplishments

- Formalized PT/OT review and approval process
- Implemented shared services model in five departments



THE COLLEGE HAS APPOINTED  
**45 NEW REGULAR FACULTY**  
 SINCE 2010

ANOTHER **30 POSITIONS** HAVE BEEN AUTHORIZED FOR SEARCH THIS FISCAL YEAR 2016



## GOAL 3 > RECOGNIZE AND SUPPORT COLLEGE STAFF

**Progress:** A competent and skilled staff is an important component of any successful academic program. While there is still work to do in this area, we have taken some steps that include regular one-on-one meetings between the Executive Director for Finance and Administration and senior staff for the departments, programs and centers.

### Notable Accomplishments

- Set aside funds for staff professional development
- Created a new position within departments, Business Operations Manager, which establishes a career ladder for senior staff members

## GOAL 4 > SUSTAIN AND STRENGTHEN INTERNAL AND EXTERNAL COMMUNICATION OF THE COLLEGE

**Progress:** Strategic and well-planned communications ensure timely exchange of critical information. Recognizing the importance of a strategic approach to this vital area, in December 2013 the College established its first-ever designated Office of Communications.

### Notable Accomplishments

- Significant increase in publicity for the College among the University media and external media
- Completion of the re-design of the College website and training of department staff/faculty
- Re-designed marketing pieces for several academic departments and the Office of Advancement
- Streamlined process for communication and web services

## GOAL 5 > IMPROVE THE COLLEGE'S FACILITIES AND SPACE

**Progress:** The UM campus is a "home away from home" for our students and faculty. We recognize that it is critical to create a physical environment that leads to enhanced scholarly activity and creative thinking. The College has acquired 58,000 net square feet of newly renovated and/or built space, creating significant new capacity for offices, wet laboratories, and art studios.

### Notable Accomplishments

- Updated the audio/visual technology in 23 departmental seminar rooms using College funds
- Continued annual renovations to both research laboratories and student spaces in the Cox Science Building
- Created space allocation policy for the Neuroscience Building that takes into consideration productivity as a parameter

## >> FUTURE PLANS



- Move forward with planning for new buildings—psychology and integrated science
- Continue to evaluate administrative policies to improve efficiency
- Establish a standard for post-grant-award financial management—reconciliation of accounts
- Facilitate processes at the departmental level by providing access to and preliminary training for use of reporting tools

## NEW AND RENOVATED FACILITIES IN THE COLLEGE OF ARTS & SCIENCES

# ACHIEVING OUR GOALS >>

### NEUROSCIENCE BUILDING

Strategically located next to the Cox Science Center, the new 37,700-square-foot neuroscience building created an interactive hub for interdisciplinary research based on neurological imaging. The facility was designed with input from working scientists, with an eye toward collaborative space to encourage research at all academic levels.

### 1300 CAMPO SANO

The new home for the Departments of Geography & Regional Studies, International Studies, and Political Science, and the MAIA program. 1300 Campo Sano won three major preservation awards that honor UM's restoration of the structure's 1947 appearance.



## KEY INDICATORS OF SUCCESS >>

The College has established specific indicators of success. ▲ These indicators are being tracked on an annual basis via a collaborative effort between the Dean's Office and the departments. ▲

## ART RESEARCH CENTER AT THE LOWE

The Stella M. Holmes Art Research Center at the Lowe Art Museum provides a meeting point on campus for UM faculty to select, display, and discuss works of art from the Lowe's permanent collection that would not normally be accessible in the exhibition galleries.

## STUDIO ARTS BUILDING

The new studio arts complex at 1535 Levante Avenue brought together students and faculty from all art disciplines under one roof.



## KEY INDICATORS OF SUCCESS

### Undergraduate Education

- First-Year Retention Rate
- 6-Year Graduation Rate
- SACS accreditation
- Number of majors and minors in a department

### Additional

- Faculty in National Academies
- Percent annual giving

### Research and Graduate Education

- Impact of publications, books, and other scholarly products
- Percent faculty with grants and awards
- Number of proposals submitted
- Number of faculty who serve on national grant review panels (e.g., NIH/NEH/NSF/NEA review panels), national committees, editorships of journals, and national leadership positions in professional associations
- SACS accreditation
- External funding expenditures
- Diversity of faculty
- Diversity of graduate students
- PhD degrees granted per year (average of the past 3 years)
- Time-to-degree (average of the past 3 years)



*We are a global  
college and a gateway  
to the future.*