

Strategic Plan

2013-2017
final report



**COLLEGE OF
ARTS & SCIENCES**

Strategic Plan

final report

2013-2017



In 2012, I invited the participation of a wide range of stakeholders—representative of our A&S community—to help create a plan and associated goals, which will be used in guiding the College for the subsequent five years and beyond.

Over 200 individuals from our faculty, student body, alumni, staff, visiting committee members, and friends participated in this endeavor. This joint effort resulted in the identification of five domains aimed at guiding the College's future, which then served as the framework for the 2013-17 Strategic Plan: Scholarship, Research, and Creative Work; Teaching, Learning, and Assessment; Faculty Development and Governance; Coral Gables and Beyond; and Administration and Facilities.

The 2013-2017 Strategic Plan reinforces the College's mission to inspire the discovery of knowledge that serves as the foundation for tomorrow's academic inquiry. The College of Arts & Sciences is the heart of the University of Miami, a vibrant hub for the arts, humanities, sciences, and social sciences. The city of Miami provides ideal opportunities for our faculty, staff, and students to make a difference—locally and globally.

In January 2015, I shared a mid-term status report that highlighted some accomplishments since the 2013 strategic plan's inception. The present document reflects the overall achievements of the College in the 5-year period.

I would like to thank all participants, whose contributions shaped and sustained this strategic plan. I am proud of the goals we have accomplished.

DR. LEONIDAS G. BACHAS
DEAN OF THE COLLEGE OF ARTS & SCIENCES

**(It is important to note that some overlap occurs among the five focal domains.)*

The College's mission is to inspire the discovery of knowledge that serves as the foundation for tomorrow's academic inquiry.

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DOMAIN 1

Scholarship, Research, and Creative Work

At the College of Arts & Sciences, we have a unique understanding of the importance of research and its various modalities across the natural sciences, social sciences, humanities, and the arts. We are committed to supporting our faculty and students in their scholarly and creative endeavors, investing in areas of strength and need, so we can best

meet present and future challenges. We strive to provide a healthy and supportive atmosphere within the College, promoting interdisciplinary collaboration and fostering the development of innovative ideas and new talents. The College is dedicated to increasing these collaborative efforts, attracting the best and brightest students, and continuing to improve the quality of our research efforts year after year.

- **Goal 1:** Improve the quality and quantity of research and scholarship
- **Goal 2:** Increase collaborative interdisciplinary scholarship and research
- **Goal 3:** Recruit high caliber graduate students

\$100

MILLION GIFT

FROM DR. PHILLIP AND PATRICIA FROST



established the **Frost Institutes for Science and Engineering** and the **Frost Institute for Chemistry and Molecular Science**

7 out of 20



DEPARTMENTS

rank in the top quartile of their discipline, according to Academic Analytics. Another **5 departments** are ranked in the top half of their discipline.



FUNDING INCREASED

to recruit **top graduate applicants** across the disciplines, through the competitive Holmes Fellowships.





➤ **Goal 1:** Improve the quality and quantity of research and scholarship

The College has invested in programming to strengthen and facilitate quality research and scholarship. Since 2013, the volume of grant proposals submitted by the faculty has significantly increased, and we continue to foster research and scholarship through a variety of support structures designed to assist faculty in submitting effective proposals and providing continual support for ongoing projects.

FACULTY GRANT PROPOSALS



Since **FY2013**, the volume of grant proposals submitted by the faculty has increased by

45%

Accomplishments

- ▶ Seven departments rank in the top quartile of their discipline, and another five departments are ranked in the top half of their discipline, according to Academic Analytics.
- ▶ Established a program to provide promising faculty research with seed funding and bridge funding for periods between grant support.
- ▶ Offered grant-writing seminars for faculty through the SEEDS partnership, and provided travel funds for faculty to attend grant-writing workshops and visit program officers at funding agencies.
- ▶ Established a program to encourage and support lecturers to conduct research by providing summer funding and conference travel funds.

Future Plans

Champion a policy for distribution of credit for all grant applications, and to ensure that PI and Co-PIs receive due credit for their contributions on multi-investigator proposals.



187
GRANT PROPOSALS

Up from 149 in 2012

were submitted by College of Arts and Sciences faculty in **FY2017**

We have invested in programming to strengthen and facilitate quality research and scholarship.



\$30 MILLION
OF THE DR. PHILLIP AND PATRICIA FROST GIFT

is designated to support the creation of a minimum of **13 chairs in STEM fields** with **\$3 million** set aside for graduate student support.

Goal 2: Increase collaborative interdisciplinary scholarship and research

The College has a strong commitment to fostering and nurturing interdisciplinary research and programs. Over the past five years, we have made advances in promoting interdisciplinary collaboration by hiring new faculty and providing seed funding to initiatives at the frontiers of traditional disciplines. We continue to develop cross-curricular degree options for undergraduate and graduate students.

Accomplishments

- ▶ Established the Frost Institutes for Science and Engineering through a generous gift of \$100 million from Dr. Phillip and Patricia Frost that includes the construction of the Phillip and Patricia Frost Science and Engineering building. Of this gift, \$30 million is designated to support the creation of a minimum of 13 chairs in STEM fields, with \$3 million set aside for graduate student support. The first institute will be in Chemistry and Molecular Science, with additional interdisciplinary efforts to follow.
- ▶ Funded a Convergence Initiative to support collaborative research projects among departments and programs. This led to significant subsequent extramural grant funding.
- ▶ Completed cluster hires in Complexity Science, Energy and Materials Science, Brain Science, Digital Humanities, Arabic Studies, and Chinese Studies.
- ▶ Established the Early Modern Studies interdisciplinary concentration at the graduate level in the Departments of Modern Languages and Literatures, English, and History.

- ▶ Welcomed a new Director for the Miami Institute for Advanced Study of the Americas (MIA), an interdisciplinary institute to promote scholarship and innovative projects across the Americas.
- ▶ Launched a Global Health initiative to integrate faculty scholarship; established minors in Medical Humanities and Medicine and Social Science.
- ▶ Renovated space in the Lowe Art Museum and established the ArtLab classroom to facilitate faculty and students using museum artifacts in their teaching and learning.

Future Plans

Collaborate with other University units on developing additional professional Master's Degree Programs.

PERCENTAGE OF DOCTORAL STUDENTS

Fall Semester 2016



31%

- Arts & Sciences
- Other University of Miami Schools and Colleges

Goal 3: Recruit high caliber graduate students

Our mission is to foster the scholarly growth of our graduate students as they are integral to our research efforts. Recruiting and retaining high caliber graduate students remains a priority for the College.

Accomplishments

- ▶ Increased funding annually to recruit top applicants across the disciplines, through the competitive Holmes Fellowships.
- ▶ Provided travel funds to students who are accepted to present their work at conferences.
- ▶ Provided career retreats for graduate students to assist them in job searches, applications, and placement.
- ▶ Established a pilot program in Laboratory Biology to facilitate first-year research rotations.
- ▶ Established new teaching assistantship, partially funded through HHMI, in integrated Chemistry/Biology laboratory instruction.
- ▶ Created teaching post-doctoral positions with philanthropic support.
- ▶ Established UGrow (Graduate Opportunities at Work) with the Graduate School, which provides professional development for Ph.D. students in the humanities and social sciences, who wish to pursue careers other than in tenure-track university positions.
- ▶ Developed a policy to provide support for graduate students on maternity leave.





DOMAIN 2

Teaching, Learning, and Assessment

The College of Arts & Sciences is committed to developing students' creative and scientific minds across a diverse array of course offerings and programs, aimed at educating the next generation of global thinkers and innovators. We promote excellence in teaching and learning and prepare well-rounded graduates for their future endeavors. Whether learning takes place in the laboratory, the classroom, the community, or abroad, our mission to offer the highest quality educational experiences for our students remains central.

- **Goal 1:** Recognize a commitment to the global community as central to the mission of the College
- **Goal 2:** Promote excellence in teaching and learning
- **Goal 3:** Enhance the undergraduate student learning experience

NEW DEGREE PROGRAMS

- M.S. and Graduate Certificate in Applied Behavior Analysis
- M.A. in the Professional Practice of Anthropology
- M.S. and Graduate Certificate in Criminology & Criminal Justice
- Master of Public Administration (online version)
- M.S. in Mathematical Finance
- 5-year B.S. / M.S. in Biology
- 5-year B.S. / M.S. in Computer Science
- Bachelor of General Studies (online version)
- B.A. in Public Administration
- B.A. in Medical Anthropology
- B.A./B.S. with an Independent Major

NEW DUAL DEGREE PROGRAMS

- J.D. / M.A. in Latin American Studies
- J.D. / Master of Public Administration
- M.A. in International Administration / Master of Public Health
- M.A. in Latin American Studies / Master of Public Health
- Master of Public Administration / Master of Public Health

NEW UNDERGRADUATE MINORS

- Arabic Studies
- Medical Humanities
- LGBTQ Studies
- Social Science and Medicine



4,200
Undergraduate students in 2016

New freshmen & transfer retention rate in 2016

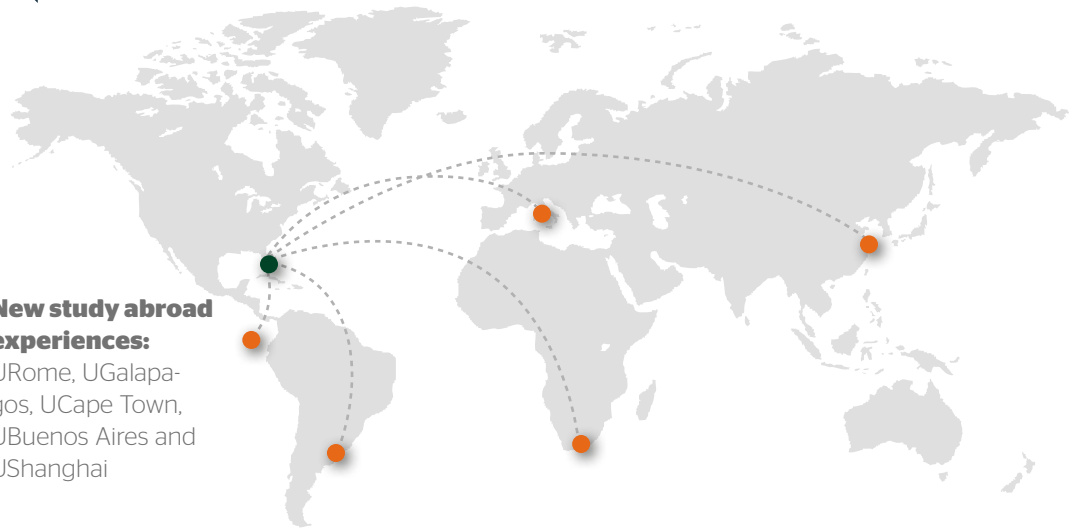
90.4%

Up from 88.7% in 2012





DOMAIN 2 Teaching, Learning, and Assessment



New study abroad experiences:

URome, UGalapagos, UCape Town, UBuenos Aires and UShanghai



2,215

Up from 2,178 in 2012

WOMEN STUDENTS

were enrolled in the College of Arts and Sciences in **2016-17**

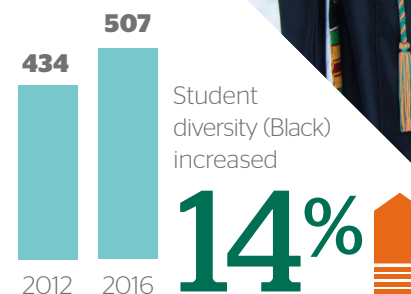


➤ **Goal 1:** Recognize a commitment to the global community as central to the mission of the College

The College is committed to providing our students with the knowledge and experiences necessary to become global citizens in our ever-changing world. These experiences happen both within the College and beyond our campus. To that end, we have worked to align our course offerings and programs with the University's aspirations as a hemispheric institution.

Accomplishments

- ▶ Expanded the cognate offerings to emphasize interdisciplinary connections.
- ▶ Established the ASPIRE Program (Arts & Sciences Program for Internship-Related Experiences), partnering with agencies and organizations to provide experiential learning opportunities to our students.
- ▶ Launched the da Vinci Program for students to explore the intersections among the arts, humanities, social sciences, and natural sciences.
- ▶ Created an Independent Major allowing students to tailor their degrees to their interests.
- ▶ Added new study abroad experiences: URome, UGalapagos, UCape Town, UBuenos Aires and UShanghai.



The College is committed to providing our students with the knowledge and experiences necessary to become global citizens in our ever-changing world.



DOMAIN 2 Teaching, Learning, and Assessment



We offer stipends for undergraduate research and opportunities for faculty to integrate their scholarship with their teaching.

Goal 2: Promote excellence in teaching and learning

The College supports faculty by awarding funding to attend workshops exploring new learning methodologies and develop innovative courses. We have also completed a thorough review of the undergraduate curriculum, including curriculum mapping and goal-setting, and expanded on the existing cognates to emphasize their interdisciplinary nature across the College.

Accomplishments

- ▶ Launched new interdisciplinary, team-taught courses on Climate Change and Public Health, Community Science: Autism, and HIV/AIDS.
- ▶ Increased faculty participation in student recruiting.
- ▶ Funded pedagogy workshops.
- ▶ Collaborated with departments and University units to develop new dual degree graduate programs.
- ▶ Established accelerated 5-year B.S./M.S. degree programs in Biology and in Computer Science.

Future Plans

Establish a 5-year B.S./M.S. program in Chemistry, expected in 2018.

Goal 3: Enhance the undergraduate student learning experience

Societal challenges are rarely confined to one discipline, so the College has invested in preparing our students to tackle them through rich and varied research and learning modalities. We offer stipends for undergraduate research and opportunities for faculty to integrate their scholarship with their teaching. We have also reorganized our Advising Office to better serve our students.

Accomplishments

- ▶ Increased funding for the Beyond the Book scholarship allowing undergraduate students to pursue summer research and fieldwork.
- ▶ Opened the Learning Commons, in collaboration with other units, to provide services and resources across all disciplines.
- ▶ Established a midterm alert policy and an academic alert policy.
- ▶ Standardized the definition of W (Writing) courses.

Future Plans

Fully develop the Bachelor of General Studies degree online, including cognates for BGS students and accelerated 5-year Bachelor/Master options.



A&S CONTRIBUTION TO UNDERGRADUATE INSTRUCTION



46%

- Arts & Sciences
- Other University of Miami Schools and Colleges

FALL 2016





DOMAIN 3

Faculty Development and Governance

Imaginative and engaging faculty are crucial to the College's effective teaching and innovative research activities. Recognizing the importance of culture, the University launched a series of initiatives around the values of diversity, integrity, responsibility, excellence, compassion, creativity, and teamwork (DIRECCT). In turn, the College has taken the lead in making

these principles concrete for our faculty. Promoting more diverse appointments, supporting faculty activities at all levels and ranks, championing excellence in research and teaching are a few examples of DIRECCT values in the workplace. The College also fosters faculty's professional development and success through resources and programs that allow them to excel in the classroom and beyond.

- **Goal 1:** Design a comprehensive structure of support and resources for faculty to develop a career-long commitment to scholarship and research
- **Goal 2:** Recognize and reward faculty achievement in all areas
- **Goal 3:** Strengthen the integration of our dual mission of scholarship and teaching as applied particularly to non-tenure-track (NTT) faculty
- **Goal 4:** Encourage wider participation by all tenured faculty members in the University's system of academic governance



FACULTY DIVERSITY

Increases since 2013



FACULTY SUPPORT INITIATIVES



Increased **international travel funding** for tenure-track faculty by nearly



"TOP-OFF" PROGRAM

Established a fellowship enhancement ("top-off") policy so that faculty will not see a reduction in salary when **pursuing prestigious fellowships**. The "top-off" program has **encouraged a larger number of fellowship applications** relative to the past, particularly in the humanities.



DOMAIN 3 Faculty Development and Governance



Goal 1: Design a comprehensive structure of support and resources for faculty to develop a career-long commitment to scholarship and research

The College has implemented a set of new programs to increase faculty productivity, support work-life balance, and improve salary parity. Better communication among chairs, new/existing faculty, and the Dean's office has been key to this process, enabling faculty to understand new programs and policies, so they may take full advantage of these initiatives.

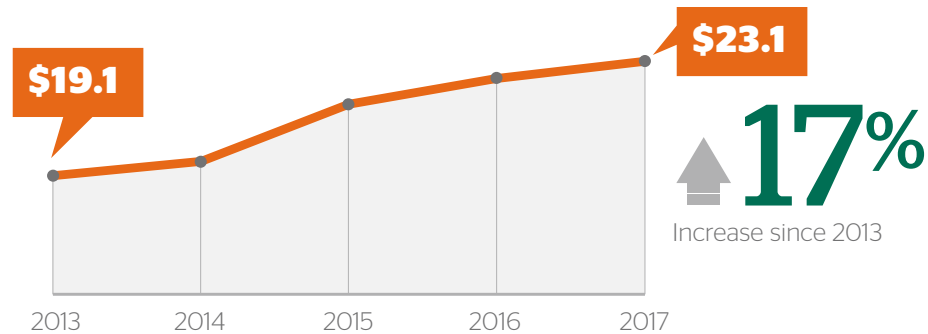
Accomplishments

- ▶ Developed a post-tenure program that provides release time for associate professors 3-4 years after tenure. Since its inception in 2015, 21 associate professors have benefitted from this program.
- ▶ Coordinated and developed new programs for faculty/staff orientation and an annual series of department chair workshops to address current challenges in higher education.
- ▶ Established a pilot program that would allow reimbursement for childcare-related expenses incurred by assistant professors attending conferences.
- ▶ Prepared a handbook for department chairpersons to guide them through the faculty review, tenure, and promotion processes.



SPONSORED RESEARCH

(In millions of dollars)



A set of new programs aims to increase faculty productivity, support work-life balance, and improve salary parity.



Goal 2: Recognize and reward faculty achievement in all areas

The College has allocated additional resources to incentivize and reward faculty for their teaching, research, and scholarship.

Accomplishments

- ▶ Addressed salary compression and inversion through a proactive salary policy.
- ▶ Increased per-course compensation for part-time faculty and the base salary for non-tenure-track (NTT) faculty.
- ▶ Reorganized the faculty evaluation process to emphasize the multiple roles of faculty. Standard, traceable metrics have been formulated to assist chairpersons as they evaluate and recognize faculty contributions.



77 Arts and Sciences Faculty serve on editorial boards

40 Serve as **Editors** or **Associate Editors**



DOMAIN 3 Faculty Development and Governance




Enhancing faculty participation in governance is an essential aspect of our mission.

Goal 3: Strengthen the integration of our dual mission of scholarship and teaching as applied particularly to non-tenure-track (NTT) faculty

Our NTT faculty make valuable contributions as educators and aim to advance their scholarship. In 2013, the College organized a retreat for these faculty to better understand their challenges and aspirations. The dialog resulted in two new programs to assist them.

Accomplishments

- ▶ Provided travel funding to non-tenure-track (NTT) faculty so they may present their work at professional conferences.
- ▶ Established a program for lecturers to support their summer research.
- ▶ Since 2013, the College has sponsored 55 NTT faculty in their travels to present their work and provided 13 summer awards.
- ▶ Established professors of practice as new educator faculty lines to enhance our educational mission

 **55**
NTT FACULTY
 HAVE BEEN
 SPONSORED BY
 THE COLLEGE
 in their travel to present
 their work since 2013.

Goal 4: Encourage wider participation by all tenured faculty members in the University's system of academic governance

Enhancing faculty participation in 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. This effort led to initiatives to facilitate faculty participation in voting and discussion, and to cultivate academic leadership.

Accomplishments

- ▶ Developed a leadership program through an administrative internship in the Dean's Office for faculty.
- ▶ Revised the College bylaws to allow electronic discussion and voting, and allowed faculty to vote on departmental matters using absentee balloting.
- ▶ Established a detailed set of new recruitment policies and procedures that helped produce diverse outcomes in faculty searches.





DOMAIN 4

Coral Gables and Beyond

The College extends beyond the walls of our 21 buildings to our loyal alumni and friends who play a critical role in ensuring our continued success. We are engaged in the local community, as well as in the state, nation, and around the world. Embracing our hemispheric position, we are a gateway to research and outreach in Latin America and a catalyst for igniting meaningful change—here and abroad.

- **Goal 1:** Build productive relationships with our internal and external constituencies, with a particular focus on our alumni and friends
- **Goal 2:** Develop a strategy to increase our level of local and global engagement
- **Goal 3:** Create a more engaged and collaborative atmosphere on our campus



- **Goal 1:** Build productive relationships with our internal and external constituencies with a particular focus on our alumni and friends

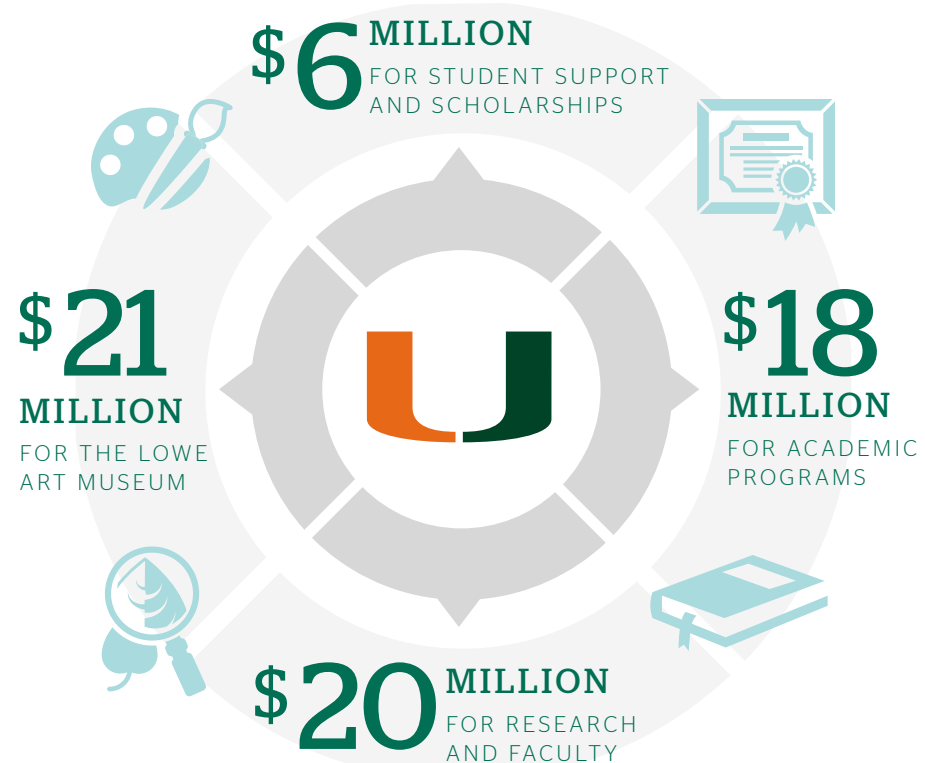
We are incredibly proud of A&S alumni, and we continue to engage and develop strong relationships with them as well as donors, parents, and friends. We understand the critical role that their continued support and affinity play in maintaining the strategic initiatives of the College. We have developed a variety of external partnerships to help support internships, research funding, and other initiatives.

Accomplishments

- ▶ Strategically focused on developing deeper partnerships with a select group of foundations and corporations, which resulted in an increase in research funding and philanthropic support.
- ▶ Expanded the A&S Alumni Relations and Development team to facilitate relationships with alumni, parents, and friends of the College.
- ▶ Met and surpassed Momentum2 Campaign goal two years ahead of schedule.
- ▶ Created partnerships through the ASPIRE Program, expanding internship opportunities for our students.



RESULTS OF THE MOMENTUM2 CAMPAIGN



Since the Momentum2 Campaign, **annual gifts to the College** have increased **29%**

5 New **Endowed Chairs** and **Professorships**



DOMAIN 4 Coral Gables and Beyond

➤ **Goal 2:** Develop a strategy to increase our level of local and global engagement

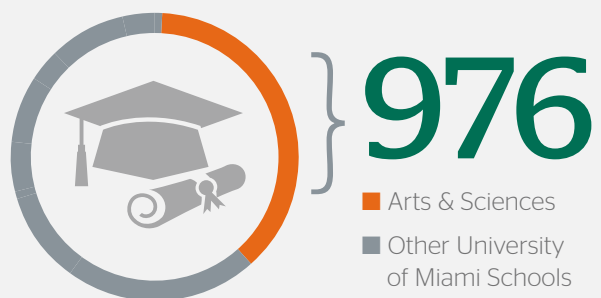
The College has taken strategic actions to collaborate with other organizations to increase the impact of our scholarship locally, nationally, and internationally.

Accomplishments

- ▶ The Center for Autism and Related Disabilities (CARD) received funding from the Simons Foundation to create SPARK, the nation's largest autism research study.
- ▶ Funded Science Made Sensible program, which pairs graduate student fellows in the STEM fields with middle school science teachers in Miami-Dade County Public Schools.
- ▶ Invested in a platform to enhance the marketing capabilities of A&S Office of Communications.
- ▶ Established education abroad experiences for students in Buenos Aires, Cape Town, the Galapagos, Rome, and Shanghai.



NUMBER OF DEGREES GRANTED BY SCHOOL



YEAR ENDING 2016

6-year Graduation Rate in 2016 **80.6%**



We promote and encourage an engaged and collaborative atmosphere on campus and in the community.

➤ **Goal 3:** Create a more engaged and collaborative atmosphere on our campus

We promote and encourage an engaged and collaborative atmosphere on campus and in the community. Through our academic departments, programs, centers and the Lowe Art Museum, we have sponsored and hosted public activities, as well as created outreach opportunities for faculty and students.

Accomplishments

- ▶ Collaborated with the Office of Civic and Community Engagement to expand initiatives for students (UM Civic Scholars) and faculty (Engaged Faculty Fellows) using Miami as a teaching laboratory.
- ▶ Offered public lectures that reach beyond Coral Gables through our centers, institutes, programs, and departments.





DOMAIN 5

Administration and Facilities

Any great college needs great facilities. Since 2012, we have completed a significant amount of space optimization and expanded into new and renovated buildings, with additional growth planned in the coming years. To align resources with programmatic needs more effectively, we reviewed our administrative structure to strengthen our internal and external communications.



ALL DEPARTMENTAL SEMINAR ROOMS WERE UPDATED WITH **STATE-OF-THE-ART TECHNOLOGY**

- **Goal 1:** Increase the level of scholarly activities within the College
- **Goal 2:** Improve administrative support for departmental and program operations
- **Goal 3:** Recognize and support College staff
- **Goal 4:** Sustain and strengthen internal and external communication of the College
- **Goal 5:** Improve the College's facilities and space



NEW A&S SPACE

Since FY2012



The **Learning Commons**, housed in Richter Library, integrates educational support for students at all levels to foster independent, self-directed learning.



The **Studio Arts Building** at 1535 Levante Avenue supports the growth of studio arts disciplines.



Pick Hall now houses the Miami Institute for Advanced Study of the Americas (MIA).



The renovation and preservation of **1300 Campo Sano** honors the building's original 1947 appearance, which earned three major awards.



Neuroscience Building, dedicated in Spring 2013, is a state-of-the-art interdisciplinary research and collaboration hub in neuroscience.



The **Low Art Museum** opened the Art Research Center.



DOMAIN 5 Administration and Facilities

Goal 1: Increase the level of scholarly activities within the College

Supporting our faculty and students is paramount. We have dedicated resources to recruit distinguished faculty and aid our departments through incentives and revenue-generating programs.

Accomplishments

- ▶ Expanded faculty support programs.
- ▶ Appointed 80 new tenure-track faculty from 2012 to 2017.
- ▶ Appointed two National Academy members.
- ▶ Established incentives to encourage faculty to develop revenue-generating interdisciplinary certificates and professional master's degrees.



PERCENT INCREASES OVER 3 YEARS



11%

In the Number of Articles



18%

In the Number of Books



5%

In the Number of Funded Faculty



We believe that supporting our faculty and students in their scholarly activities is vital to the success of the College.



80

NEW TENURE-TRACK FACULTY

were appointed from 2012 to 2017

Goal 2: Improve administrative support for department and program operations

We continuously seek to improve the support networks available to our faculty, staff, and students. Evaluating our administrative procedures is an ongoing process. After completing a comprehensive review of its operations, the College has streamlined its administrative functions across budget and finance, human resources, communications, faculty affairs, and information technology divisions.

Accomplishments

- ▶ Established the Manager of Academic Affairs position to facilitate faculty hiring.
- ▶ Developed a planning and budget process and ensured that budget decisions and actions for all units are aligned with the University's and College's strategic priorities.
- ▶ Reduced cycle times of administrative actions (fiscal, HR, IT).
- ▶ Formalized Teaching Needs (including PT/OT) review and approval process.
- ▶ Established shared services model in five departments.



DOMAIN 5 Administration and Facilities



The College continues to enhance its physical space to provide optimal opportunities for research and learning.



Goal 3: Recognize and support College staff

We appreciate the importance of our dedicated staff and have taken steps to provide additional training and development opportunities for staff improvement and growth. Senior staff members meet regularly to discuss College operations and evaluate policies to increase efficiency.

Accomplishments

- ▶ Established training for department managers.
- ▶ Established funding for professional development of staff.
- ▶ Established a career ladder for senior staff members through the new Business Operations Manager position within the departments.

Goal 4: Sustain and strengthen internal and external communication of the College

Recognizing the importance of having clear, well-planned, and thorough communications, the College has strategically expanded the services and scope of A&S Office of Communications over the past five years. External communication with our constituents and stakeholders, and internal communication among the faculty, staff, and students, ensure the timely exchange of information across multiple platforms, including social media, print, and the College's web presence.

Accomplishments

- ▶ Established the A&S Office of Communications, under the direction of the Executive Director of Programs.
- ▶ Enhanced marketing outreach via Facebook, Instagram, LinkedIn, Snapchat, and Twitter.
- ▶ Increased the College's presence in the media, both internally and externally.
- ▶ Organized workshops for faculty and department chairs on topics of interest.

Future Goals

Continue to increase the College's presence in social media and update its website.

Goal 5: Improve the College's facilities and space

The College continues to invest in improving office space, classroom, and laboratory facilities to create a state-of-the-art environment for all personnel. The College continues to enhance its physical space to provide optimal opportunities for research and learning.


Accomplishments

- ▶ Since 2012, renovated 23,000 square footage of space for the sciences.
- ▶ Updated all departmental seminar rooms with state-of-the-art technology using College funds.
- ▶ Created a space policy for the Neuroscience Building that takes into consideration productivity measures to allocate space.

Future Goals

Integrated science building to support the Frost Institute for Chemistry and Molecular Science.



 **23,000**

SQUARE FOOTAGE OF SPACE has been **renovated for the sciences** since 2012.

The College of Arts & Sciences is the heart of the University of Miami, a vibrant hub for the arts, humanities, sciences, and social sciences.

UNIVERSITY OF MIAMI
**COLLEGE of
ARTS & SCIENCES**

