

**College of Arts and Sciences  
Strategic Plan – Impact 2025  
(Draft)  
September 6, 2018**

### Dean's letter

The College of Arts & Sciences is the intellectual core of the University, where liberal education and transformative research create new insights and communities of learners, while championing lifelong journeys of discovery locally and globally. As scholars and educators, we are dedicated to addressing large-scale societal challenges that impact Miami, our hemisphere, and the world through our work in the natural sciences, the social sciences, the humanities, and the arts.

Our faculty engage in fundamental and impactful scientific breakthroughs, nurture curiosity and creativity, push the boundaries of human knowledge, and foster artistic talents to offer a foundation for free expression.

In May 2018, the University of Miami Board of Trustees approved a seven-year Strategic Plan to guide our institution into its centennial celebration in 2025. Through extensive discussions with stakeholders, the College has prepared IMPACT 2025, a strategic plan that supports the University's priorities and long-term goals aimed to strengthen and propel our institution and College forward.

Structured around three themes – **Investing in People, Re-Imagining the College,** and **Reaching beyond Coral Gables** – this transformative plan serves as the foundation for the College of tomorrow.

Thank you to all participants representing the College, whose contributions informed the IMPACT 2025 plan. I also invite you to continue to be part of this effort as we embark toward our centennial.

Sincerely,

Leonidas G. Bachas, Ph.D.  
Dean

## Introduction

The College of Arts & Sciences is a community of engaged scholars who inspire independent thought and self-knowledge through research, critical inquiry and creative expression. Building on the strength of the disciplines, faculty and students reach beyond the traditional disciplinary boundaries to address the intellectual, civic, technological, and cultural challenges of a complex and interconnected world.

## Our Vision

Our vision is to be recognized as a globally preeminent college, a hub of liberal education, and a leader in groundbreaking research. We aim to be known for our innovative teaching, the strength of our disciplines, and interdisciplinary inquiry into current and future problems facing humanity.

## Our Mission

The College is a community that encourages the quest for a deeper understanding of the human experience and fosters a personal commitment to lifelong learning, intellectual growth, and the enduring values of the liberal arts. Our faculty, staff, and students work together in the laboratory, the archives, the studio, and the field to discover new knowledge.

The College seeks to create an intellectual environment that enhances individual growth and supports scholarly activities and creative endeavors that augment human knowledge and understanding. Students who pursue an education in the College develop analytical and critical skills, creative abilities, and a sense of social and civic responsibility needed in an increasingly globalized world.

The College acts as a gateway for students to experience the technological and global world. Faculty members strive to provide all students with a rigorous grounding in their chosen field, together with an understanding of the need to approach problems both within the boundaries of a single discipline and in a broader setting.

## College Overview

We live in an increasingly complex world, with dynamic relations among nations, people, cultures, and values. We need solutions to big challenges, such as sustainability, climate, energy, global health, intercultural connections, poverty, democracy, security, and the impact of technology. The University of Miami's unique setting in a truly global city provides an additional resource for studying and finding

solutions to these challenges. The curriculum and research agenda of the College seek to address these challenges through strategic and integrative approaches.

The College is a community of exceptional faculty, students, and staff, bringing together diverse perspectives, experiences, and approaches to help meet new challenges facing higher education and the world. The traditional career profiles that once awaited our graduates have changed with the development and adoption of new technologies and the emergence of new and complex global issues. As scholars and educators, it is critical to establish a dynamic environment and set forth a bold plan that provides our graduates and alumni the best opportunities for success.

We are the University of Miami’s largest academic unit, housed in 21 buildings located throughout the Coral Gables campus. The College enrolls about 4,200 undergraduate and 620 graduate students in 20 departments and ten interdisciplinary programs. About 40% of UM students make their scholarly home in the College, where more than 450 full-time faculty members bring innovation into the classrooms, studios, and laboratories. The College has a low student-to-faculty ratio, and it affords undergraduate students the opportunity to engage in meaningful original research and other enriching experiential learning activities. The College takes a holistic approach, crossing disciplines to tackle the world’s most pressing problems. The Lowe Art Museum, the Center for the Humanities, the Miami Institute for Advanced Study of the Americas, the Wynwood Gallery, and the Ring Theatre also contribute to our mission.

20 Departments	309 Full-time T/TT Faculty Lines	248 Full-time Staff	4,200 Undergraduate Students
640 Graduate Students	39 majors and 43 minors	Approx. 40% of the undergraduate population	46% of UM's baccalaureate instruction
Over \$100 million annual operating budget	1/3 of all UM PhD Degrees are awarded by A&S	55% of all A&S Masters Degrees are Interdisciplinary	30% of A&S Undergrads are in Biology, Psychology, and Neuroscience

Our previous [Strategic Plan \(2013-17\)](#) identified several areas of focus with associated initiatives, strategies, and metrics. Building on the success of our 2013-17 strategic plan, we are now launching **IMPACT 2025**, a strategic plan that focuses on three overarching initiatives: **Investing in People**, **Re-Imagining the College**, and **Reaching beyond Coral Gables**.

IMPACT 2025 supports the University’s strategic priorities and goals highlighted in the Roadmap to Our New Century, and outlines the strategic direction of the College on its path toward preeminence. With this plan, the College embraces its integral role in the overall University goal of becoming a strong candidate for membership in the Association of American Universities (AAU).

The research profile of the College is strong; IMPACT 2025 aims to provide the resources to promote innovative research and impactful scholarship and further elevate the research agenda and creative endeavors of our faculty. Our goal is to be recognized globally as an innovative college that tackles substantial questions facing humanity and redefines higher education. Additionally, we will strengthen the academic experience of our students, both on campus and beyond Coral Gables, by providing educational opportunities that are relevant to our students’ interests and goals. We will be recognized as a model College in which liberal education and professional preparation are synergistic, and in which students acquire the skills and knowledge that make them successful not only in their first job, but throughout their careers.

The University of Miami Strategic Plan is built on four **Transformative Initiatives**: (1) Mission-Driven Research, (2) Education for Life, (3) Hemispheric Leadership, and (4) Preeminent Health System and three **Platforms for Success**: Culture of Belonging, Operational Efficiency, and Financial Sustainability. These are designed to uphold measurable objectives and maintain accountability throughout the University. Table 1 shows how the strategic initiatives of the College integrate with the University’s strategic plan.

Table 1. Relation of A&S Strategic Initiatives to the overall UM Strategic Plan

<i>UM Strategic Plan</i>			<i>A&amp;S Strategic Initiatives</i>		
			Investing in People	Re-imagining the College	Beyond Coral Gables
<i>Transformative Initiatives</i>	<i>Mission-Driven Research</i>	<i>STEM @ UM</i>	◆	◆	◆
		<i>Interdisciplinary Inquiry</i>	◆	◆	◆
		<i>100 Talents</i>	◆	◆	
	<i>Education for Life</i>	<i>Enabling Educational Excellence</i>	◆	◆	◆
		<i>Shaping the Educational Revolution</i>	◆	◆	◆
	<i>Hemispheric Leadership</i>	<i>Hemispheric Innovation Hub</i>		◆	◆
		<i>Hemispheric University Platform</i>	◆	◆	◆
	<i>Preeminent Health Systems</i>	<i>Leading the Transformation of Health Care</i>		◆	
	<i>Platforms of Success</i>	<i>Administrative Excellence</i>	<i>Culture of Belonging</i>	◆	◆
<i>Financial Sustainability</i>			◆	◆	
<i>Operational Efficiency</i>				◆	

## A&S STRATEGIC INITIATIVES

The College’s Strategic Plan is organized around three strategic initiatives: **Investing in People**, **Re-Imagining the College**, and **Reaching beyond Coral Gables**. It is important to note that some overlap occurs among these three overarching initiatives. These initiatives align to the University’s **Transformative Initiatives** and **Platforms of Success**. The A&S Strategic Initiatives are built with a set of corresponding overarching goals. Each goal set forth in the A&S plan is supported by actions and strategies that map out its impact. Strategies, in turn, link to outcomes that are intentional, achievable, and supported by resources.



Our philosophy is to invest in people and innovative ideas through our shared mission and vision. We strive for faculty excellence, creativity, and a student-centered environment that leads to transformative scholarship, research, and artistic expression – initiatives and ideas that impact the future.

## Investing in People

We will identify effective ways of enriching the academic reputation of the College by attracting exceptional faculty, staff, and students. By providing a vibrant academic environment, all faculty, staff, and students will have opportunities to experience diverse perspectives, connect to others, and pursue their personal, intellectual, and scholarly aspirations.

We will support a culture of belonging and inclusion by continuing to foster a cohesive community within the College, one that values diversity, creativity, and excellence. We view diversity broadly to include differences of thoughts, ideas, perspectives, identity, and cultural backgrounds. The College will support professional development for staff and continue to attract, mentor, and reward faculty for outstanding teaching, research, service, and creative work. Additionally, we will increase the quality and impact of our

scholarship and research by supporting faculty in ways that are appropriate to their discipline, as we elevate our profile as an AAU-like College in an AAU-like University.

Goal A1: Attract and retain exceptional faculty, staff and students

Strategies:

- Recruit talented faculty who will be collaborative, versatile, and successful throughout their careers and advance the University's goal of becoming a strong candidate for AAU membership
- Expand diversity hiring initiatives
- Expect departments to foster cultures and create incentive structures that promote research, scholarship, and creativity
- Deepen existing mentoring relationships within faculty, within staff, and between faculty and staff
- Create a culture that encourages professional growth

Outcomes/ Actions:

- The College will work with UM's leadership to increase strategically the total number of College faculty and staff, and to secure funding in support of the IMPACT 2025 plan.
- The College will reinforce its recruitment plan to increase the number of underrepresented faculty.
- The Departments will set benchmarks for expected scholarly productivity consistent with strong departments within their disciplines.
- The College will make funds available to promote entrepreneurial activities, translational research, and intellectual property generation.
- The College will create a new rank of Distinguished Lecturer that recognizes our most accomplished NTT faculty.
- The College will invest in programming and resources to provide academic and professional development for staff seeking to expand their career options.
- The College will enhance training opportunities for graduate students who may want to pursue non-traditional careers.
- The College will provide entrepreneurship opportunities, internships, and critical skills training to prepare students for the ever-changing employment landscape.
- The College will assess current personnel and resources to ensure that every unit is adequately supported.

Goal A2: Enrich the diversity of the College's educational experiences and programmatic offerings



Strategies:

- Attract and retain high-caliber students
- Strengthen the integration of multiple forms of teaching in our courses
- Develop degree programs at graduate and undergraduate levels in emerging disciplines
- Prepare students to be collaborative interdisciplinary innovators and leaders
- Promote entrepreneurship through internal and external partnerships

Outcomes/ Actions:

- The College will establish a comprehensive student recruitment plan to attract high quality students to our undergraduate and graduate programs and foster their scholarly growth.
- The College will provide professional development opportunities and support for faculty to implement active learning and discussion-based strategies in their courses. The College will identify spaces to be converted into active learning classrooms.
- The College will create a marketing and recruitment plan to increase visibility and enrollment in our revenue-generating graduate programs, including reaching out to non-traditional students, professionals, and veterans.
- The College will expand opportunities for students to participate in integrated courses and laboratories that span disciplines.
- The College will create a new program that encourages students to pursue courses focused on entrepreneurship, research, and civic engagement both on campus and through education abroad.

Goal A3: Foster a cohesive and inclusive community within the College to establish a strong sense of belonging and self-discovery

Strategies:

- Cultivate a work and intellectual environment that values diversity, creativity, and excellence
- Recruit, develop, and retain talented faculty, administrators, and staff who embrace the vision and mission of the College
- Provide a diverse and comprehensive curriculum that cultivates lifelong learning and self-discovery, so that our students can pursue their passions during and after their college careers
- Practice accountability and responsibility in all that we do

Outcomes/ Actions:

- The College will develop an action plan to increase faculty and staff diversity, retain talented staff, and develop leadership among our existing

personnel across all units.

- The College will perform an analysis of faculty and staff retention and establish initiatives to improve work-life balance.
- The College will create platforms to recognize the multiple forms of scholarship, community service, and civic engagement achieved by members of the College community.
- The College will create a Faculty and Staff engagement committee to help foster a collegial work environment and strengthen the culture of belonging.
- The College will deepen alumni connections and foster mentorship interactions with our students.

## Re-imagining the College

Since the founding of the University, the College has fostered a strong liberal arts education that focuses on lifelong learning and successful education-to-career transition. Through our teaching, research, and service, the College transforms lives and is recognized for its impact in both basic and applied scholarship, and its contribution to solving global and societal problems. As the cultures, technologies, science, and life experiences change around us, it is imperative that we address how education will adapt to them, acting upon change rather than reacting to it. *We are transforming the College of today and imagining the College of tomorrow.*

The IMPACT 2025 plan outlines strategic steps to position the College for the future. The College is known for its *robust array of signature preeminent programs that are recognized globally as a destination* for exceptional students and faculty. The PRISM (Advanced Program for Integrated Science and Mathematics), the Frost Institute of Chemistry and Molecular Science, and the broader concept of the Frost Institutes are cornerstones of our strategy to invest in STEM disciplines. Our social sciences, arts, and humanities departments reach across disciplinary boundaries and set the agenda for important issues that can only be addressed through interactions among disciplines.

By productivity measures, the majority of our departments are ranked in the top 50% of their disciplines. The Departments of History, Philosophy, Political Science and Psychology have been consistently ranked in the top quartile of their disciplines (Academic Analytics, 2018). When compared to departments that do not offer doctoral degrees, our non-PhD granting departments of Anthropology, Classics, Geography and Theatre Arts are ranked among the top 30%. The Center for the Humanities, the Lowe Art Museum, and the Miami Institute for Advanced Study of the Americas, along with our interdisciplinary programs, are cutting-edge hubs for ideas that advance dialogue

within the University and beyond. Building on the strength of our disciplines, we will continue to pursue interdisciplinary agendas that set us apart as global thought leaders and innovative problem solvers.

As we look toward the College of tomorrow, we continue to build on the convergence of ideas, an environment of innovation, and the values of the liberal arts. The establishment of the da Vinci program, the independent major and minor, the integrated chemistry/biology laboratories, and the faculty-led education abroad programs are the earliest examples of where we intend to go as we reach our centennial as a College and University.

To that end, we will pursue cross-disciplinary opportunities for students and faculty to collaborate on addressing important global issues through the natural sciences, social sciences, humanities, and the arts. By enriching the diversity of the College's educational experiences and programmatic offerings, we will continue to support the mission of the University of Miami.

Goal B1: Address society's most pressing challenges through transdisciplinary pedagogical and scholarly endeavors

Strategies:

- Expand collaborative research through the STEM@UM Frost Institutes initiative
- Develop a framework for fostering college-wide discourse around cutting-edge issues through the convergence of different disciplines
- Fund a data science and digital scholarship initiative across the College
- Leverage our location by utilizing Miami to examine, analyze, and propose solutions to both urban and environmental problems in which diverse people and cultures intersect
- Redesign courses to include additional opportunities for enhanced, flexible student learning options

Outcomes/ Actions:

- The College will pursue cluster hiring with an emphasis on areas of emerging knowledge and cross-disciplinary potential.
- The College will selectively expand the convergence research competition to identify college-wide innovative research projects for seed funding. We will provide funding for collaborative research that can enhance the reputation of the College and, where appropriate, lead to follow-up major research funding.
- The College will expand data literacy, data visualization (e.g. augmented reality), and digital scholarship through course offerings, workshops, and research opportunities.

- The College will form a committee to develop a proposal for a Center on Global Cities and Policy (working title). Potential focus areas could include addressing challenges and opportunities faced by rapidly changing cities such as Miami, such as migration, emigrant communities, cultural diversity, environmental issues, urban planning and smart cities, public health, policy responses, and Miami's status as the gateway to Latin America and the Caribbean.
- The College will provide course development and instructional design training to faculty who wish to pursue multimodal teaching and explore adaptive learning technologies.

Goal B2: Increase the quality, quantity, and impact of the College's mission-driven research and scholarship by pursuing comprehensive excellence across its research and educational programs and investing selectively in areas of preeminence

Strategies:

- Enhance the national stature of departments, so that the majority of our departments are ranked in the highest quartile of their discipline
- Establish the Frost Institutes through investments in interdisciplinary research
- Increase the quality and impact of research, aggressively pursue external funding, and promote innovations
- Assist faculty in submitting effective proposals and providing continual support for ongoing projects
- Strategically grow graduate degree and certificate programs in areas of strength and student demand

Outcomes/ Actions:

- The College will raise funds to increase the number of endowed chairs, professorships, and graduate student fellowships.
- The College will take the lead in the design of the interdisciplinary Frost Building and hiring of a cluster of faculty in chemistry and molecular science.
- Each department will review its policies and conduct program reviews to set academic standards and priorities for research and teaching that reflect our aspirations.
- The College will grow our research support services to assist faculty and graduate students seeking external grant and fellowship funding.
- The College will provide marketing and recruiting resources to increase the quality of students in the graduate and undergraduate programs.

Goal B3: Give our graduates a competitive edge through the expansion of their liberal arts education

Strategies:

- Develop innovative interdisciplinary programs that expose students to additional opportunities that complement their field of study
- Promote internship opportunities that enrich coursework through hands-on experience
- Expand academic advising services focusing on student success

Outcomes/ Actions:

- The College will develop programs that engage students in leadership training, entrepreneurship, critical thinking and problem solving, research, and strategic communication
- The College will provide opportunities for students to complement their studies with internships in a variety of areas.
- The College will establish a digital element to advising, through videos and synchronous sessions, so that students will have increased access to advising services.
- The College will work to improve student retention through developmental academic advising, tailoring opportunities for student learning, midterm alerts, and growing our proactive advising programs.

Goal B4: Optimize existing College space and resources to maximize impact

Strategies:

- Increase the amount and quality of office and laboratory space to accommodate faculty and staff
- Support research and teaching by providing equipment and technologies that enable student learning and faculty research
- Expand new revenue streams through fundraising and income-generating programs

Outcomes/ Actions:

- The College will review its budget and re-allocate funds to support IMPACT 2025 initiatives.
- The College will develop a utilization plan for the new Frost Science and Engineering building.
- The College will work with departments to offer additional revenue-generating courses and programs.

## Reaching beyond Coral Gables

The College demonstrates the enduring value of the liberal arts through our engagement beyond our campus in Coral Gables. By linking our scholarship to practice in the community, we will enable UM to become a hemispheric innovation hub. Embracing our position as a gateway to Latin America and the Caribbean, we will identify external partnerships, integrate education abroad, and focus on ways in which the College can provide relevant contributions to local and global communities. We will identify ways to highlight Miami as a “living laboratory” – a synergistic center for innovation that encourages collaboration and entrepreneurship across our communities and around the world.

We will continue to engage in educational experiences abroad, providing opportunities for all students to broaden their global education through initiatives offered by our renowned faculty. Additionally, we will improve our alumni connections so that graduates maintain a longstanding relation with the College, and recognize it as their lifelong educational home.

Goal C1: Enrich students’ local, hemispheric, and global education

### Strategies:

- Create an environment that promotes global understanding and perspectives; explore new and unique ways of experiencing education abroad
- Create relevant courses that will use Miami as a global city and a center for addressing issues facing our hemisphere and the world
- Expand and deepen our external relationships to provide innovative opportunities for A&S students

### Outcomes/ Actions:

- The College will expand the range of academic experiences that take advantage of our proximity to Latin America and the Caribbean.
- The College will provide opportunities for students to engage with government, non-profit organizations, and corporations in the community through internships and service learning.
- The College will work to improve its commitment to education for life by offering additional certificates and online courses, and providing enrichment programming to alumni and the community-at-large.

Goal C2: Utilize Miami as a “living laboratory,” addressing large-scale social issues locally and globally

Strategies:

- Become a leader in global learning, including providing digital learning spaces to promote research and inquiry
- Enhance collaborative research among faculty throughout the University that is centered on local, hemispheric, and global issues
- Prepare students to impact society and bring change to the world through connected and experiential learning opportunities

Outcomes/ Actions:

- The College will identify existing courses and develop new courses that use Miami as a “living laboratory,” encouraging faculty to provide experiential learning field experiences in the community.
- The College will establish at least two hemispheric research institutes.
- The College will pursue options that help grow the number and diversity of students who elect to study abroad.
- The College will develop an action plan to provide additional opportunities for alumni to take classes within the College and for professionals to receive training in our certificate or graduate programs.

Goal C3: Promote the College’s academic depth and reputation as a hub for liberal education

Strategies:

- Support activities that engage the community through public lectures, civic engagement courses, performances, exhibits, experiential learning, and lifelong educational opportunities
- Promote faculty as leaders and experts within their fields
- Promote our existing and future initiatives and accomplishments through enhanced marketing and communication

Outcomes/ Actions:

- The College will partner with the Frost Science Museum and local K-12 schools to enhance community educational experiences.
- The College will create and implement a Communications Plan to enhance internal communications and external media visibility of our faculty.
- The College will complete a full website CMS conversion to the Cascade platform.

**Impact**

The College of Arts and Sciences is the core academic unit of the University as well as an engine of inquiry and innovation. Our strength comes from the interconnectivity of our diverse disciplines and the impact of our scholarship on the most relevant and compelling problems affecting the hemisphere and the world. Our impact is not only measured by the result of scholarly and creative endeavors, but also represented by the imprint our students make in the world. Our faculty provide the foundational knowledge that propels our students and graduates to excel on campus, in their communities, and in their lives as well-rounded citizens.

Each goal set forth in this plan represents a critical investment in all that distinguishes the College and affirms our ability to make a positive difference in the world through research, teaching, and service (Appendix A). Higher education is a dynamic environment that changes continuously, often through disruptive innovations. IMPACT 2025 is a dynamic strategic plan, ready to respond to the continuously evolving higher education landscape and new opportunities as they emerge. As such, the College will monitor the direction, outcomes, and impact of its strategic initiatives and investment on an annual basis.

By leveraging our location, building on our existing academic strengths, and identifying new areas of inquiry, growth, and collaboration, the College will advance the University's goals and emerge as a model for the importance of the liberal arts in the 21st century. As we plan for our University's second century, now is the time to envision new structures, new ways of thinking, and new paradigms that will best meet the challenges of the future.

### **Funding the Strategic Plan**

With proper support, the College will continue its path toward preeminence as it addresses the most important questions and challenges facing humanity. The College will review and re-allocate its budget to fund IMPACT 2025 initiatives. It will also pursue new and additional revenue streams to augment existing University funding. The College will partner with the University to bring it closer to AAU near-peer institutions and seek, as a first phase, to increase the number of tenure-track faculty by 10% by FY2025, to a total of 340. We will pursue a corresponding increase in the number of funded graduate students. These additional resources are necessary to achieve the strategic goals outlined in IMPACT 2025 by increasing the number of faculty to support the Frost Institutes, establishing a Center on Global Cities and Policy (working title), and expanding education abroad and digital scholarship opportunities for our students. As we implement these goals, we expect comprehensive excellence across our departments and programs and will focus our investments in areas of preeminence and emerging opportunities.



In particular, the University's STEM@UM strategic initiative can only reach its maximum potential if the size of our science departments is at a critical mass that is comparable to those of our peers (Appendix B). As we plan for additional Frost Institutes beyond the Institute of Chemistry and Molecular Science, significant expansion of research space, in the form of additional buildings, will be required. Planning and fundraising for such buildings will begin during this strategic planning cycle.

Establishing a Center on Global Cities and Policy (working title) is a unique opportunity for UM. This center will benefit from our proximity to Latin America and the Caribbean. Given Miami's cultural, natural, and human-made environments, we have a unique opportunity to address some of the more pressing issues facing our hemisphere and the world. With investment in ground-breaking ideas, we can assume a leadership role on global issues among institutions of higher learning.

Arts & Sciences faculty offer a series of education abroad programs. Expanding the range and scope of these programs and incorporating internships and service components require additional funding and faculty leadership. Aligned with the University's focus toward establishing a Hemispheric University Platform and with additional faculty recruitment in areas of strength and strategic importance, the College will be recognized as a global learning community and support the University's goals.

## Request for Additional Resources

- Increase of TT faculty to 340 by FY2025 to bring the College closer to AAU near-peer institutions:
  - TT faculty to strengthen STEM and support the Frost Institutes (Molecular Science, Data Science, Neuroscience)
  - TT faculty in support of a digital scholarship initiative across the College
  - TT faculty in the Humanities and Social Sciences to expand faculty-led Education Abroad
  - TT faculty as part of a diversity initiative
  - TT faculty toward a Global Cities and Policy Center
- 30 new PhD student stipends
- New buildings beyond the Frost interdisciplinary science building

Appendix A

Strategic Goals as they relate to Faculty, Staff, Students, and Alumni

A&S Strategic Initiatives	GOAL	Faculty	Staff	Students	Alumni
Investing in People	<i>A1: Attract and retain exceptional faculty, staff and students</i>	◆	◆	◆	
	<i>A2: Enrich the diversity of the College's educational experiences and programmatic offerings</i>			◆	◆
	<i>A3: Foster a cohesive and inclusive community within the College to establish a strong sense of belonging and self-discovery</i>	◆	◆	◆	
Re-imagining the College	<i>B1: Address society's most pressing challenges through transdisciplinary pedagogical and scholarly endeavors</i>	◆		◆	
	<i>B2: Increase the quality, quantity, and impact of the College's mission-driven research and scholarship by pursuing comprehensive excellence across its research and educational programs and investing selectively in areas of preeminence</i>	◆		◆	
	<i>B3: Give our graduates a competitive edge through the expansion of their liberal arts education</i>			◆	◆
	<i>B4: Optimize existing College space and resources to maximize impact</i>	◆	◆	◆	
Reaching beyond Coral Gables	<i>C1: Enrich students' local, hemispheric, and global education</i>			◆	◆
	<i>C2: Utilize Miami as a "living laboratory," addressing large-scale social issues locally and globally</i>	◆	◆	◆	◆
	<i>C3: Promote the College's academic depth</i>	◆			

## Appendix B

A comparison of the College’s doctorate-granting departments to peer institutions (nine AAU near-peer institutions and Syracuse). Computer Science, International Studies, and Modern Languages and Literatures are not included because the corresponding departments among the peer institutions are not comparable.

	Biol	Chem	Engl	Hist	Math	Phil	Phys	Psych	Sociol
Miami	21	14	29	21	26	15	18	34	14
Brandeis	*	13	14	13	9	*	15	10	8
Carnegie-Mellon	26	27	<b>25</b>	15	34	16	33	25	*
Case Western	22	20	16	14	21	*	19	13	9
Emory	<b>32</b>	22	29	49	20	15	15	<b>13</b>	17
NYU	37	25	50	53	71	27	48	<b>41</b>	32
Syracuse	28	23	20	23	31	16	31	<b>24</b>	14
Rochester	21	20	21	20	21	10	30	<b>22</b>	*
USC	<b>66</b>	48	47	43	34	24	48	<b>36</b>	25
Vanderbilt	24	<b>23</b>	33	50	30	15	16	32	12
Tulane	<b>11</b>	15	*	24	23	12	12	<b>16</b>	39
Average**	29.7	23.6	28.3	30.4	29.4	16.9	26.7	23.2	19.5

\* Not comparable program (institution does not offer PhD)

\*\* Average of 10 near-peer institutions (excluding UM)

Faculty data from Academic Analytics AAD2016.09.948 or departmental websites

Total TT faculty (in Biology, Chemistry, Mathematics, Physics, Psychology) at UM: 113

Total TT faculty (in Biology, Chemistry, Mathematics, Physics, Psychology) at AAU Peers: 133

Total differential for STEM, excluding Computer Science: 20

Appendix C

Below is a table of agreed-upon measures we will use on an annual basis to track our progress as we become an AAU-like institution.

<b>Key Indicators of Success for Humanities Departments</b>			
<b>Indicator</b>	<b>Definition</b>	<b>Goal</b>	<b>Responsible to Monitor</b>
<b>Undergraduate Education</b>			
<b>Freshman retention rate</b>	% of full-time degree-seeking students who return the following year	Enhance advising; involve regular faculty in introductory courses; enable high quality faculty-student interaction	Dean's Office
<b>6-year graduation rate</b>	% of full-time degree-seeking students who began as first year students and have graduated within 6 years	Enhance advising; enable high quality faculty-student interaction; normal progress to degree	Dean's Office
<b>SACS accreditation</b>	Adherence to a set of educational standards for quality assurance as determined by SACS	Meet SACS learning outcomes	Departments
<b># of majors and minors in a department</b>	Number of total majors and minors	Desirable and high-quality majors and minors	Dean's Office & Departments
<b>Research and Graduate Education</b>			
<b>Quality publications, books, and other scholarly products; productions in Theatres with National Impact; art</b>	Quality as determined by disciplinary standards	Increase the number of quality outputs	Department

exhibitions in high impact venues and having work accepted into the permanent collections of museums, national libraries and prestigious organizations			
Percent of faculty with external grants, awards and fellowships	Number of regular faculty with external grants, awards and fellowships divided by total regular faculty roster	Improve percentage	Department
SACS accreditation	Adherence to a set of educational standards for quality assurance as determined by SACS	Meet SACS learning outcomes	Departments
Number of faculty who serve on NEH/NEA review panels, National Committees, Editorships of journals, National leadership positions in professional associations	Self-explanatory	Increase the number of faculty with high impact national service	Department
Diversity of faculty	Self-explanatory	Increase faculty diversity	Dean's Office
PhD degrees granted per year (Average of the past 3 years)	Self-explanatory	Recruit stronger PhD students; reduce attrition rate; reduce time to graduation	Department
Diversity of graduate students	Self-explanatory	Increase diversity of graduate students	Department

<b>Time-to-degree (Average of the past 3 years)</b>	% of PhD students completing their degrees within the average time-to-degree per the disciplinary norms	Timely graduation of students; increase percent of PhD students who complete degree within the average time-to-degree per disciplinary norms	Department
<b>Additional</b>			
<b>Faculty in National Academies and AAAS</b>	Self-explanatory	Increase the number of faculty with such recognition	Dean's Office
<b>Percent annual giving</b>	Self-explanatory	Increase number of alumni donors; increase the College endowment	Dean's Office

<b>Key Indicators of Success for Science Departments</b>			
Indicator	Definition	Goal	Responsible to Monitor
<b>Undergraduate Education</b>			
<b>Freshman Retention Rate</b>	% of full-time degree-seeking students who return the following year	Enhance advising; involve regular faculty in introductory courses; enable high quality faculty-student interaction	Dean's Office
<b>6-year Graduation Rate</b>	% of full-time degree-seeking students who began as first year students and have graduated within 6 years	Enhance advising; enable high quality faculty-student interaction; normal progress to degree	Dean's Office
<b>SACS Accreditation</b>	Adherence to a set of educational standards for quality assurance as	Meet SACS learning outcomes	Departments

	determined by SACS		
<b># of majors and minors in a department</b>	Number of total majors and minors	Desirable and high-quality majors and minors	Dean's Office & Departments
<b>Research and Graduate Education</b>			
<b>Impact of publications, books, and other scholarly products</b>	Impact of publications can be measured by a variety of means such as number of citations, h-index, or impact factor; departments will rank their publications based on disciplinary standards	Increase citations per publication; publish in higher impact journals or quality presses	Department
<b>Percent faculty with grants and awards</b>	Number of regular faculty with active grants divided by total regular faculty roster	Increase grant activity and the number of awards in all departments	Department
<b>Number of Proposals Submitted</b>	Self-explanatory	Increase extramural proposal submissions	Department
<b>SACS Accreditation</b>	Adherence to a set of educational standards for quality assurance as determined by SACS	Meet SACS learning outcomes	Departments
<b>External funding expenditures</b>	External funding expenditures for the prior fiscal year (direct costs only)	Increase grant funding from federal and other sources	Department

<b>Number of faculty who serve in NIH/NSF review panels, National Committees, Editorships of journals, National leadership positions in professional associations</b>	Self-explanatory	Increase the number of faculty with high impact national service	Department
<b>Diversity of faculty</b>	Self-explanatory	Increase faculty diversity	Dean's Office
<b>PhD degrees granted per year (Average of the past 3 years)</b>	Self-explanatory	Recruit stronger PhD students; reduce attrition rate; reduce time to graduation	Department
<b>Diversity of graduate students</b>	Self-explanatory	Increase diversity of graduate students	Department
<b>Time-to-degree (Average of the past 3 years)</b>	% of PhD students completing their degrees within the average time-to-degree per the disciplinary norms	Timely graduation of students; increase percent of PhD students who complete degree within the average time-to-degree per disciplinary norms	Department
<b>Additional</b>			
<b>Faculty in National Academies and AAAS</b>	Self-explanatory	Increase the number of faculty with such recognition	Dean's Office
<b>Percent annual giving</b>	Self-explanatory	Increase number of alumni donors; increase the College endowment	Dean's Office

<b>Key Indicators of Success for Social Science Departments</b>
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Indicator	Definition	Goal	Responsible to Monitor
<b>Undergraduate Education</b>			
<b>Freshman Retention Rate</b>	% of full-time degree-seeking students who return the following year	Enhance advising; involve regular faculty in introductory courses; enable high quality faculty-student interaction	Dean's Office
<b>6-year Graduation Rate</b>	% of full-time degree-seeking students who began as first year students and have graduated within 6 years	Enhance advising; enable high quality faculty-student interaction; normal progress to degree	Dean's Office
<b>SACS Accreditation</b>	Adherence to a set of educational standards for quality assurance as determined by SACS	Meet SACS learning outcomes	Departments
<b># of majors and minors in a department</b>	Number of total majors and minors	Desirable and high-quality majors and minors	Dean's Office & Departments
<b>Research and Graduate Education</b>			
<b>Impact of publications, books, and other scholarly products</b>	Impact of publications can be measured by a variety of means such as number of citations, h-index, or impact factor; departments will rank their publications based on disciplinary standards	Increase citations per publication; publish in higher impact journals or quality presses	Department

<b>Percent faculty with grants and awards</b>	Number of regular faculty with active grants divided by total regular faculty roster	Increase grant activity and the number of awards in all departments	Department
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<b>SACS Accreditation</b>	Adherence to a set of educational standards for quality assurance as determined by SACS	Meet SACS learning outcomes	Departments
<b>External funding expenditures</b>	External funding expenditures for the prior fiscal year (direct costs only)	Increase grant funding from federal and other sources	Department
<b>Number of faculty who serve in NIH/NSF review panels, National Committees, Editorships of journals, National leadership positions in professional associations</b>	Self-explanatory	Increase the number of faculty with high impact national service	Department
<b>Diversity of faculty</b>	Self-explanatory	Increase faculty diversity	Dean's Office
<b>PhD degrees granted per year (Average of the past 3 years)</b>	Self-explanatory	Recruit stronger PhD students; reduce attrition rate; reduce time to graduation	Department
<b>Diversity of graduate students</b>	Self-explanatory	Increase diversity of graduate students	Department

<b>Time-to-degree (Average of the past 3 years)</b>	% of PhD students completing their degrees within the average time-to-degree per the disciplinary norms	Timely graduation of students; increase percent of PhD students who complete degree within the average time-to-degree per disciplinary norms	Department
<b>Additional</b>			
<b>Faculty in National Academies and AAAS</b>	Self-explanatory	Increase the number of faculty with such recognition	Dean's Office
<b>Percent annual giving</b>	Self-explanatory	Increase number of alumni donors; increase the College endowment	Dean's Office