



IMPACT

2025

INTERIM PROGRESS REPORT

A TRANSFORMATIVE PLAN FOR
THE COLLEGE OF TOMORROW

SEPTEMBER 2023

**COLLEGE OF
ARTS & SCIENCES**



I am excited to share the remarkable strides we have taken in continuing to implement the College's IMPACT 2025 strategic plan. Developed through an extensive and participatory process with faculty, staff, students, and alumni, this transformative plan includes goals, outcomes, and tracked metrics that will strengthen and propel the success of the College and the University.

IMPACT 2025 outlines the ambitious direction of the College on its path towards preeminence. Serving as a foundation for the College of tomorrow, IMPACT 2025 is a dynamic document driving our forward-thinking initiatives on campus, around our communities, and across the globe. This report showcases substantial advancements, achievements, and tangible outcomes in the plan's three core areas of focus: Investing in People, Re-Imagining the College, and Reaching Beyond Coral Gables.

Despite the challenges posed by the pandemic and the evolving landscape of higher education, our achievements

have been extensive. The accomplishments featured in this report provide a glimpse into the many initiatives successfully undertaken to date. The hurdles we faced over the past several years have provided a pivotal opportunity to reassess priorities, realign initiatives, and allocate resources to implement innovative new ideas.

The pioneering research, scholarship, and creative endeavors of our faculty and students all contribute to our recognition globally as a college that is redefining higher education. The invitation to the University to join the Association of American Universities (AAU), in June 2023, reflects our unwavering commitment to excellence in teaching, service, and research.

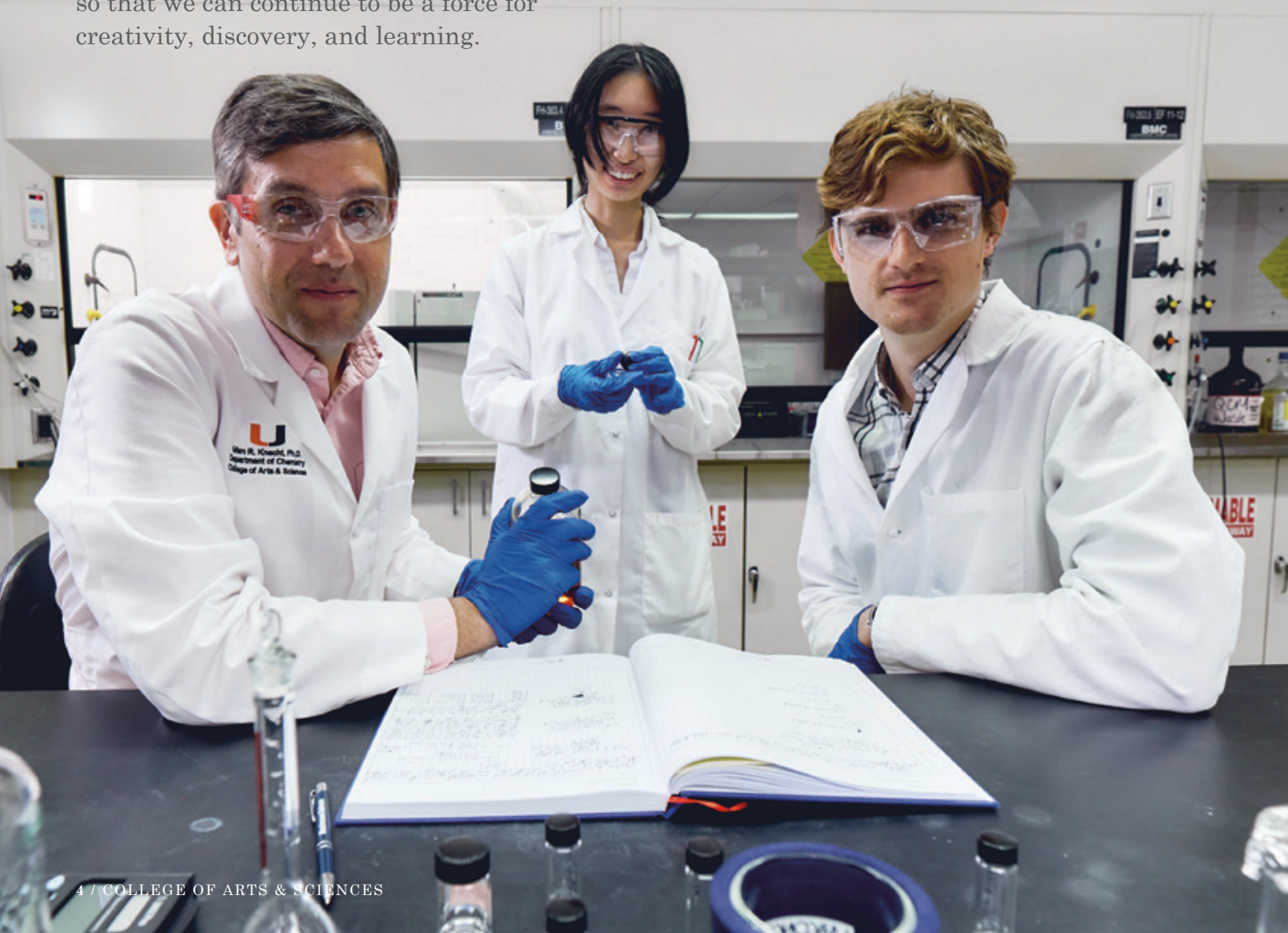
Thank you to all College faculty, staff, students, and engaged partners who have helped us on our journey. As we approach the new century for the University and College, we will continue to embrace excellence across all our endeavors and chart a bold path forward.

**This interim report highlights
some of our accomplishments,
successes, and our trajectory
towards preeminence.**

IMPACT
2025

SUSTAINING FACULTY EXCELLENCE

The College is creating a dynamic and vibrant learning community to attract the most talented faculty, staff, and students so that we can continue to be a force for creativity, discovery, and learning.



IMPACTING THE LEARNING AND RESEARCH ENVIRONMENT



POLITICAL SCIENCE

Raymond Orr, the White Chair in Political Science, is the inaugural Professor in Native American and Global Indigenous Studies. His research centers on approaches to Indigenous politics and tribal health.

CRIMINOLOGY

Nicole and Alexis Piquero, nationally and internationally recognized criminologists, are highly cited and have collaborated on multiple research studies with local and national impact.

WRITING STUDIES

Chair of the new Department of Writing Studies, Benjamin Lauren is part of a team that is rethinking pedagogy through professional writing, experiential learning, and civic engagement.

BIOLOGY

Amy Zanne, Professor of Biology and Aresty Chair in Tropical Ecology, is a renowned ecologist whose research focuses on how biotic interactions impact biogeochemical cycles.

ENGLISH

Professor of English Kelly Baker Josephs specializes in Anglophone Caribbean Literature and Digital Humanities. Josephs serves as Director of the Caribbean Digital Scholarship Summer Institute and manages *The Caribbean Commons* site along with other digital projects.



INVESTING IN
WORLD-CLASS
FACULTY

**We foster the professional development
and success of faculty and staff through
resources that allow them to excel.**



NOTABLE ACCOMPLISHMENTS

- ▶ Provided additional “top-off” salary support to help faculty accept prestigious external awards that may not cover their full salary
- ▶ Curated comprehensive support for NTT faculty including increasing base salary, providing summer research funds, and supporting travel to conferences
- ▶ Funded a mid-career faculty development program and made resources available for mid-career faculty to continue making progress towards further promotion
- ▶ Recognized faculty accomplishments through annual celebrations and high-impact research awards
- ▶ Improved the mentoring program for new faculty
- ▶ Funded and enhanced new programs aimed at increasing faculty productivity and supporting work-life balance



\$25.6
MILLION

IN AUTHORIZED
START-UP FUNDS

2018–2023

(Excluding renovations)

4 NATIONAL
ACADEMY
MEMBERS



73

HIRED
TENURE
TRACK
FACULTY

Since 2018



26

SECONDARY FACULTY
APPOINTMENTS

Since 2018



ELEVATING STUDENT SUCCESS

We are dedicated to empowering students throughout their academic journey. This commitment starts with attracting the most talented students from a variety of backgrounds to enhance both the excellence of our university and the vibrant character of our campus community. Through personalized experiences, internships, mentorships, and other engaging initiatives, the College is strengthening its culture with student success at its core.

\$8 

MILLION

RAISED FOR
SCHOLARSHIPS IN
EVER BRIGHTER
CAMPAIGN





NOTABLE ACCOMPLISHMENTS

- ▶ Funded students for conferences and research travel
- ▶ Increased funding available for financial aid, helping talented students gain access to a UM education
- ▶ Created and expanded retention initiatives including First-Year Directions (FYD), GPAid, Math Boot Camp, and late-start courses
- ▶ Increased programming and enrichment activities to help students build meaningful connections with faculty and peers
- ▶ Hired additional advisors to meet student needs
- ▶ Implemented predictive analytics in advising to improve retention, student success, and educational outcomes



Peer mentoring has a powerful influence on student success. With over 50 Dean's Ambassadors, the College is cultivating a supportive environment for students to thrive.

PREPARING
GLOBAL CITIZENS



We excel in preparing graduates
who are world-ready.

A&S ABROAD

Through a wide range of education-abroad programs, vibrant language and culture courses, and a commitment to providing enriching educational experiences that transcend geographical boundaries, the College is empowering students with essential skills and perspectives to thrive in an ever more hyperconnected and globalized society.

NOTABLE ACCOMPLISHMENTS

- ▶ Supported education abroad programs in Galapagos, Rome, South Africa, and Paris in addition to faculty-led global summer programs
- ▶ Engaged students and faculty in civic engagement opportunities, in partnership with the Office of Civic and Community Engagement and other organizations
- ▶ Strengthened the Institute for Advanced Study of the Americas (UMIA) through coordinated hires in Caribbean Studies, Social Sciences, and the Humanities
- ▶ Incorporated internship and service-learning components into the undergraduate curriculum
- ▶ Increased funding to support global initiatives and international travel



Dina Moulioukova, a faculty member in the Department of Geography & Sustainable Development, leads trips to Mexico as part of the Puentes Consortium Undergraduate Research Experience. This incredible opportunity provides students with valuable research skills and networking opportunities with faculty and students from five hemispheric universities.

Alum '22 Melissa Triana, a graduate of the Master of Arts in Global Health and Society program, investigated the importance of community health and advocacy through her unforgettable experience working with nonprofit Action for Mothers and Children in the Republic of Kosovo. She credits the graduate program for giving her unique skills in a future career of global public health.

GROUNDBREAKING AND IMPACTFUL RESEARCH

The College is championing research excellence by supporting our faculty and students in their scholarly and creative endeavors and investing in new areas of strength and emerging opportunities, so we can best meet present and future challenges.



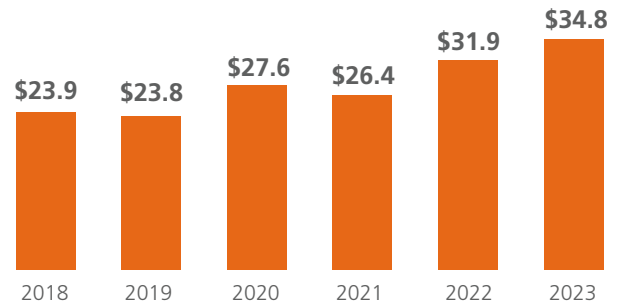
Krista Goff, Associate Professor of History, is a 2023 recipient of the Dan David Prize. This highly acclaimed award recognizes her work in understanding the experiences of understudied ethnic minorities in the former Soviet Union.

Fuwu Zhang, Assistant Professor of Chemistry, was awarded a NSF CAREER award in 2022 for his work on functional nanomaterials designed for advanced disease treatment. Dr. Zhang and his research team are delving into the realms of polymer chemistry, drug delivery, and nano medicine as they strive to address the novel challenges emerging in our constantly evolving society.

Pioneering Psychologist Neil Schneiderman has the longest continuously funded NIH grant at the University. His award was renewed in 2023 for the 45th year.

Patricia Engel, Associate Professor of Creative Writing, was recruited in 2020. A Colombian-American writer and author of several books including Infinite Country, a New York Times Bestseller, she is a recipient of Colombia's national prize in literature, a PEN/Hemingway Fiction Award Finalist, a Guggenheim Foundation Fellowship, and an award from the National Endowment for the Arts.

A&S RESEARCH EXPENDITURES
(IN MILLIONS)



THE COLLEGE
ACCOUNTS FOR **2/3**
OF THE CORAL GABLES
RESEARCH DOLLARS

As an incubator for new, high impact ideas, the College is dedicated to pushing the boundaries of knowledge and elevating ground-breaking research.

HARNESSING THE POWER OF MIAMI: LOCAL DISCOVERIES FOR GLOBAL SOLUTIONS

Embracing our unique geographic location, we support faculty and students in using Miami as a living laboratory to address large-scale issues locally and globally. Faculty and students are contributing real solutions to complex challenges facing Miami, the hemisphere, and the world—challenges including climate change and sustainability, migration, global health, democratic ideals, cultural conflict, and more.

Judge-in-Residence Ellen Venzer is actively engaging students through thought-provoking questions and dialogue to explore the critical issues of social justice and inequalities to positively impact our communities.

NOTABLE ACCOMPLISHMENTS

- ▶ Established the George P. Hanley Democracy Center which will research and disseminate knowledge about democratic processes nationally and globally
- ▶ Increased support for centers and institutes: established the Institute of the Mathematical Sciences of the Americas (IMSA) and reconceptualized the Latin American Studies Center as the Institute for Advanced Study of the Americas (UMIA)
- ▶ Established relationships with industry and corporate partners to expand opportunities for students and scholars to leverage the “Miami Moment”
- ▶ Expanded key thematic interdisciplinary areas to integrate faculty scholarship and student learning including Global Health, Caribbean Studies, Data Science, Public Policy, Neuroscience, Sustainability, and Resilience
- ▶ Supported the Science Made Sensible program, a multi-generational tiered-mentoring model to improve science education in some of the most under-resourced schools in Miami-Dade County
- ▶ Promoted existing and created new courses using Miami as a living laboratory

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We are contributing real solutions to complex challenges for a resilient world.



OUR RISE SINCE 2017

The academic reputation of the College has increased substantially since *Impact 2025* was implemented.

We have risen in rankings of faculty productivity and reputation as shown in parameters tracked by Academic Analytics, which are used by the Association of American Universities (AAU).

By expanding and enhancing our mission-inspired research and scholarship, we are empowering new generations of problem-solvers and global thinkers to confidently lead us towards a healthier and more humane world.



Four Times 

AS MANY A&S DEPARTMENTS

ARE NOW RANKED IN THE **TOP 10%** OF THEIR DISCIPLINES COMPARED TO FOUR YEARS AGO

The number of A&S departments ranked in the **TOP QUARTILE** OF THEIR DISCIPLINES **HAS DOUBLED**

80% INCREASE

in the College's reputation and scholarship production among private R1 doctoral universities over the last six years



NOTABLE ACCOMPLISHMENTS

- ▶ Strengthened the research infrastructure through targeted investments in staff support, facilities, technology, and equipment
- ▶ Developed and funded a comprehensive faculty research and scholarship support program
- ▶ Supported research growth and post-award reporting with an expanded administrative team to assist faculty with grants
- ▶ Funded interdisciplinary projects through a team-science approach to societal challenges: Molecular Science, Frost Jr. Fellowships, Hurricane Research Initiative (HuRRI), and COVID-19
- ▶ Provided seed funding for, and sustained opportunities in, strategic and emerging areas including Neuroscience, Digital Humanities, Quantum Science, Sustainable Energy, Black Studies, and AI and Computing



IMPACT 2025



DEVELOP THE NEXT GENERATION OF LEADERS

Faculty and advisors provide the critical support, guidance, and opportunities to prepare our students for an increasingly competitive job market. Highly sought-after graduates are ready to apply their knowledge, skills and passions in an ever-evolving world.





The College provides extensive academic, professional, and career advising through its departments, programs, and initiatives.

James Matthew Alfano '22, now a Data Scientist at TD Ameritrade, is a recent graduate from the Master of Science in Data Science program. In the program, an internship at Disney taught him to use computational techniques to solve real-world data-driven problems.

Sydney Reavely '24, a global health major and president of the 'Canes for Global Health student organization, is working to make sustainable changes in at-risk communities such as La Mer Frapée, Haiti. She credits the College for providing the foundation of her growth as both an individual and a professional.

NOTABLE ACCOMPLISHMENTS

- ▶ Launched and placed on the College's and departmental websites Really Simple Syndication (RSS) feeds for students to receive information and opportunities for internships and careers
- ▶ Established the Arts and Sciences program for Internship Related Experiences (ASPIRE) to expand experiential learning through internships
- ▶ Established a professional master's advisory board to engage in, and build internships and mentorships, at the graduate/professional level
- ▶ Funded on-campus internship program (UGROW) on alternative academic careers for graduate students in the social sciences and humanities
- ▶ Created 'In Residence' positions including Judge-in-Residence, Artist-in-Residence, and Executive-in-Residence to provide career guidance and mentoring to students

TRANSFORMING THE ACADEMIC ENTERPRISE THROUGH PEDAGOGICAL INNOVATION

The College aims to be known for our innovative teaching, the strength of our disciplines, and interdisciplinary inquiry. Our faculty are transforming the classroom experience through pedagogical innovation to educate the next generation of global thinkers. Numerous faculty have received prestigious teaching awards.

Inquiry, creativity, and discovery converge in our classrooms and laboratories.



Physics Professor and Senior Associate Dean for Research and Graduate Education, Joshua Cohn, initiated studio-style instruction using an active-learning pedagogy (SCALE-UP) in which students learn physics through group problem-solving and lab activities. The instructor serves as a Socratic guide, cultivating critical thinking, collaboration, and camaraderie in the learning process.

Award-winning professor and scholar Kathi Kern, Professor in Religious Studies, was recruited in 2022 as the inaugural Vice Provost for Educational Innovation at the University. In her role, she is leading the University's efforts on pedagogical innovation.

NOTABLE ACCOMPLISHMENTS

- ▶ Funded pedagogy workshops to explore new and innovative instructional methodologies
- ▶ Promoted collaboration with the Platform for Excellence in Teaching and Learning (PETAL) and other campus partners to expand innovative teaching methods and enhance teaching excellence
- ▶ Leveraged new technologies, including online pedagogies, to enhance the educational experience especially during the pandemic
- ▶ Provided seed funding to encourage the development of high-quality hybrid and online courses
- ▶ Aligned teaching assignments with national standards across the disciplines



INCLUSIVE AND THRIVING
COLLEGE CULTURE

We embrace diversity
and value collaboration.

DIVERSITY IN A&S

The College's focus and commitment to an environment that fosters creativity and promotes belonging and equity remains strong. By embracing diversity and valuing different thoughts, ideas, and cultures, our faculty, students, and staff excel in an interconnected world.

NOTABLE ACCOMPLISHMENTS

- ▶ Established collaborative arrangements with Florida A&M University and other universities to host students for summer research
- ▶ Offered annual training for all faculty search committees and department chairs to focus on implicit bias and best recruiting practices
- ▶ Developed a comprehensive diversity action plan that includes retention and hiring policies
- ▶ Supported the formation of the Center for Global Black Studies and the Native American and Global Indigenous Studies initiative through faculty searches
- ▶ Created the College Culture, Equity, and Diversity Advisory Committee



Dr. Donette Francis, Associate Professor of English, co-founded and directs the Center for Global Black Studies. Serving as a hub for Black intellectual life, the Center highlights Miami as a crossroads of the Black world and leads in community-engaged teaching and research.



UNLEASHING POTENTIAL THROUGH REIMAGINED SPACES

Our investment in cutting-edge facilities, state-of-the-art laboratories, and interdisciplinary collaborations enables us to pursue groundbreaking discoveries and advance pedagogy across the disciplines. Focusing on resource optimization has enabled us to expand program offerings, enhance student services, and invest in areas that directly impact faculty and student success.

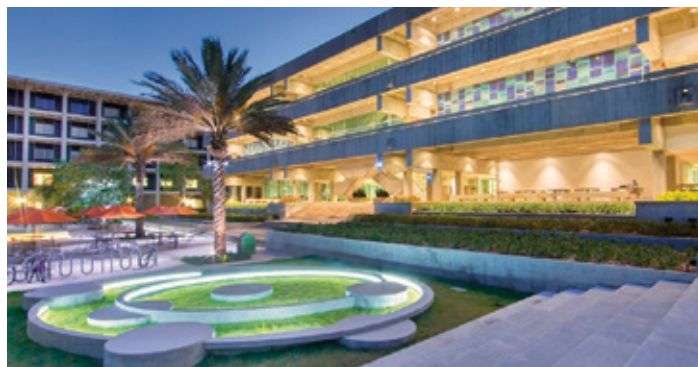
32

UPGRADED OR RENOVATED
CLASSROOM SPACES
WITH A&S FUNDING
2018–2023



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Efficient use of resources plays a crucial role in advancing the College



NOTABLE ACCOMPLISHMENTS

- ▶ Invested in the continual renewal of our classrooms, teaching studios, and laboratory facilities
- ▶ Tracked indicators of success appropriate for each discipline to measure research and scholarship
- ▶ Developed a tuition-sharing model to encourage departments to innovate in degree creation and course design and delivery
- ▶ Expanded new revenue streams by increasing philanthropic support and creating new professional master's degrees and certificates
- ▶ Developed a comprehensive hiring plan to expand the Frost Institutes and their impact
- ▶ Implemented initiatives to ensure equity and fairness in departmental budgets

AMPLIFYING OUR REACH AND IMPACT



**As drivers of change and progress, we will
continue to lead and create positive change
and be a catalyst for innovative solutions.**



IMPACT 2025



Building local, national, and international partnerships, the College has amplified the impact and visibility of its research, discovery, and creative endeavors. Our dedication extends beyond campus as we actively engage with our communities, connecting our scholarship to real-world issues and needs.

NOTABLE ACCOMPLISHMENTS

- ▶ Worked with Development and Alumni Relations to formalize and execute an alumni engagement plan, including networking and career opportunities
- ▶ Promoted impactful research and scholarship through enhanced marketing and communications
- ▶ Developed and executed a strategic marketing plan for Professional Masters programs and certificates
- ▶ Established the Academic Review Committee and the Dean's Advisory Committee to advise the College on new initiatives and opportunities
- ▶ Collaborated with the Frost Science Museum to promote STEM and curate exhibits for the South Florida community
- ▶ Sustained and strengthened internal and external communications including social media, print media, digital signage, and web presence

POWERING CHANGE THROUGH PHILANTHROPIC SUPPORT

Philanthropic gifts are working to transform the College. They are helping to build a world-class faculty engaging in cutting-edge research, an exceptional student body who is prepared to make the world a better place, and a thriving academic community that fosters innovation and excellence.



CAMPAIGN GOAL

CAMPAIGN GOAL
\$85 MILLION



AMOUNT RAISED TO DATE
\$86.3 MILLION

32%

FACULTY AND STAFF GIVING



\$18M

IN PLANNED GIFTS



GIVING BY AREA*

Community	\$27,111,442
Research	\$23,638,217
Faculty	\$21,622,730
Students	\$13,958,322

GIVING BY THEMES*

Brighter Education	\$54,048,761
Brighter Science	\$30,301,798
Brighter Opportunities	\$10,657,219
Brighter Arts	\$8,896,545
Brighter Health	\$5,960,786
Brighter Planet	\$310,457
Brighter Champions	\$25,100

KEY CAMPAIGN GIFTS*

- ▶ Michele Bowman Underwood to name the Department of Modern Languages and Literatures
- ▶ Fain Family Foundation to support Judaic Studies
- ▶ Hanley Foundation to establish the Center for Democracy
- ▶ Robert Werner to support the Lowe Art Museum
- ▶ Steven B. Schonfeld Foundation to support computer science/ computer engineering scholarships with a focus on women and mathematics
- ▶ Clint and Cortney Bridges to support students
- ▶ Jeff Fuqua to support Mathematics
- ▶ Nancy Hector to support Endowed Judge-in-Residence Program
- ▶ Jill Mangone and Dennis Mangone to support a speaker series in Classics
- ▶ Liane Ginsburg Family Fund to support Endowed Scholarships
- ▶ Taft Foundation to support the Center for Autism and Related Disabilities
- ▶ Annette M. LaGreca to support the Department of Psychology

Affirming a path to a better future, the *Ever Brighter* Campaign is accelerating our vision to be a recognized leader in transformative scholarship, research, and artistic expression.

*As of September 13, 2023

THE WAY FORWARD



With the goal to be recognized as a globally preeminent College, we will continue to focus on educational innovation to transform the student experience and increase our recognition through impactful research and scholarship.

FUTURE INITIATIVES

- ▶ Continue to recruit world-class faculty who will have an immediate and sustained impact on research and scholarship
- ▶ Establish co-majors in innovation and other market driven areas
- ▶ Launch First-Year Directions courses within Arts and Sciences
- ▶ Pursue targeted research initiatives in areas of national and global significance
- ▶ Increase experiential opportunities for undergraduate students including research, internships, and civic engagement
- ▶ Integrate math and data science across the curriculum
- ▶ Expand the College's impact through the Humanities and the Arts
- ▶ Expand the range of academic experiences that take advantage of our global presence and "Miami Moment"
- ▶ Strengthen our commitment to inclusivity and diversity across our programs and initiatives
- ▶ Continue to track progress through measurable outcomes and metrics
- ▶ Align College resources with University priorities and goals





UNIVERSITY OF MIAMI
COLLEGE of
ARTS & SCIENCES



www.as.miami.edu