

Direction	Goal	Objective	Item	Action Item	Semester to Start Action	Status	Responsible Parties	KPIs
2	3	C	2-3C-1	Continue and expand interdisciplinary community-building initiatives such as visiting speakers, Distinguished Speaker series, Works-in-Progress series. Continue All College meetings once per semester.	Fall'20	Completed	Departments, Dean's office	Multiple speakers, 2 Distinguished Speaker lectures, 3 Works-in-Progress events, All College meetings continuing
2	3	C	2-3C-2	Increase welcome communication to new students and transfer students from the dean's office. Maintain regular communication from the dean's office to all students throughout the year.	Fall'20	Completed	Dean's office	Dean sends out regular communications to the students; participates in admissions events
3	1	B	3-1B-2	Designate at least \$24K/year for faculty professional development travel in College's budget. Identify funds for staff professional development	Fall'20	Completed	Dean's office	The funds are allocated every year now
3	2	E	3-2E-1	Grow a "friends of the College" community; establish the AHSS Advisory Board	Spring'21	Completed	Dean's office	AHSS Advisory Board established as of March 2021
3	2	E	3-2E-2	Identify fundraising priorities in the College. Engage the AHSS Advisory Board in promoting and fundraising for these priorities	Spring'21	Completed	Dean's	Fundraising priorities established the the Big Ideas process and in collaboration with the departments. AHSS Advisory Board informed of the priorities
3	3	B	3-3B-2	Use the data dashboard and course enrollment information to assist in decision- making about scheduling, resources, and space allocation	Fall'20	Completed	Dean's office, Department Chairs	All scheduling involves data from the dashboards and course enrollment reports
3	4	B	3-4B-1	Establish collaborative workspaces (tables, charging stations) in common areas of AHSS buildings. Make McComsey into the College's "home base" building by 2025	Spring'21	Completed	Dean's office	New lobby furniture installed in McComsey's common areas; majority of English faculty offices moved to McComsey as of summer'21
4	1	A	4-1A-1	Create AHSS mission and vision statements by Spring'21 semester. Utilize these statements in all public materials about the College	Fall'20	Completed	AHSS Strategic Planning Committee	Mission/Vision statements created, posted on AHSS website
4	1	B	4-1B-3	Invite alumni and friends to serve on the AHSS Advisory Board	Spring'21	Completed	Dean's office	AHSS Advisory Board of 7 includes 6 alumni
4	2	A	4-2A-3	Award the annual AHSS Fellowship to support student learning outside of the traditional classroom. Pursue additional fundraising to increase the amount/number of the fellowships awarded	Fall'20	Completed	Dean's office	AHSS Fellowship awarded in Fall'20 and the new award announced in Fall'21. Fellowship identified as the fundraising priority
1	1	C	1-1C-2	Develop and implement online degree completion programs (Writing Studies, Interactive & Graphic Design). Diversify offerings of Summer Institutes for teachers	Fall'21	In Progress	Departments	
1	3	B	1-3B-3	Develop resource guide for holistic advising, promote it among AHSS faculty. Host 2-3 advisement training workshops/year for AHSS faculty	Fall'21	In Progress	Center for Academic Advising, Dean's office	
1	3	C	1-3C-1	Establish peer mentoring as AHSS signature initiative for supporting student success. Promote department-based mentoring programs on College and departmental websites	Fall'20	In Progress	Departments, Dean's office	
2	1	D	2-1D-3	Continue AHSS' participation in 2+2 and other joint programs with international partner institutions	Fall'20	In Progress	Dean's office, Departments, Office of International Programs and Offices	
2	2	A	2-2A-1	Develop and implement new career-preparation focused certificates (Ethics, Musical Theater, Spanish for Professions) and concentrations/options (Pre-law, Art Entrepreneurship)	Spring'21	In Progress	Departments	
2	2	A	2-2A-3	Create Industry Expert Advisory Groups for at least 3 AHSS programs (Entertainment Technology, Media Arts Production, Music Industry). Explore additional ones, as needed. Utilize these groups and alumni for curricular innovation	Fall'20	In Progress	Departments, Dean's office	
2	3	B	2-3B-2	Continue to strengthen such signature events/initiatives as Conference on Holocaust and Genocide, Jackson Lecture, Kenderdine Lecture, Conrad Nelson Lecture, Woodson Lecture, Gospel Choir, University Theater, Latino Student Leadership Institute, LACS In-service Teachers Conference	Fall'20	In Progress	Dean's office, Departments	
2	3	C	2-3C-3	Support existing and develop new department-based community building efforts	Fall'20	In Progress	Dean's office, Departments	

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3	3	B	3-3B-3	Advocate for contextual information and holistic data that further inform decision-making about scheduling, resources, and space allocation	Fall'20	In Progress	Dean's office, Departments	
3	4	B	3-4B-2	Promote interdisciplinary use of AHSS spaces (galleries, performance spaces, McComsey, outdoor space)	Fall'20	In Progress	Dean's office, Departments	
3	4	B	3-4B-3	Develop opportunities for outdoor public, pop-up, work and play. Pursue opportunities for students to purchase food and beverages inside/outside McComsey. Explore creating an AHSS faculty lounge	Spring'21	In Progress	Dean's office	
4	1	A	4-1A-2	Create a diverse set of marketing materials (photos, videos, printed materials) for all programs and departments; update all websites in the College; implement annual targeted program marketing campaigns with regional and national reach	Fall'20	In Progress	Dean's office, Departments	
4	3	A	4-3A-1	Work with Facilities to ensure we choose best processes and technologies for sustainable operations when making resource allocations/purchases/capital projects decisions	Fall'20	In Progress	Technical support staff, Dean's office	
1	1	B	1-1B-2	Develop and implement accelerated 4+1 programs (English, MALC). Develop and implement certificates that are marketable to non-traditional students (Ethics, Musical Theatre, Spanish for Professions)	Spring'21 and Fall'21	Next AY	Departments	
1	1	B	1-1B-3	Develop graduate level courses to cross-list with undergraduate certification courses. Promote and grow post-baccalaureate certification programs	Spring'22	Next AY	Graduate programs	
1	1	C	1-1C-1	Develop intersession schedules that are based on past enrollment data. Analyze trends in student decisions to delay enrollment or drop	Fall'21	Next AY	Dean's office, Department Chairs	
1	3	B	1-3B-1	Map responsibilities of academic faculty, AHSS Center for Academic Advising, and AHSS faculty advisement liaison	Fall'21	Next AY	Dean's office	
1	3	B	1-3B-2	Understand how at risk/priority students are identified. Obtain information from Academic Advising to close the reporting loopholes	Spring'22	Next AY	Dean's office	
1	3	C	1-3C-2	Facilitate development of new mentoring programs using the template prepared by the Dean of Student Success & Associate Provost, Academic Support Services	Fall'21	Next AY	Departments, Dean's office	
2	1	D	2-1D-1	Advertise the existing study abroad initiatives in AHSS. Inform faculty of the opportunities for creating study-abroad programs	Fall'21	Next AY	Dean's office, Office of International Programs and Services	
2	1	D	2-1D-2	Develop and implement new College-specific experiential education and domestic intercultural trips adding at least one new program per year. Create process for requesting and allocating funds from the College in support of these trips	Fall'21	Next AY	Departments, Dean's office	
2	2	A	2-2A-2	Market existing certificate programs	Fall'21	Next AY	Dean's office, Departments, UCM	
2	2	A	2-2A-4	Create a mechanism to provide students with financial support for professional development opportunities (such as conference, competition or workshop registration fees) using the AHSS Student Engagement gift fund; continue to fundraise to grow this fund	Fall'21	Next AY	Dean's office, College Council	
2	3	C	2-3C-1/4-1B-1	Explore hosting a College-wide annual Award Ceremony, include alumni	Spring'22	Next AY	Dean's office	
4	1	B	4-1B-2	Explore creating a College-wide Distinguished Alumni award to be handed out during the Award Ceremony	Spring'22	Next AY	College Council	
4	2	A	4-2A-1	Create at least 2 new donor or grant funded internships within AHSS	Spring'22	Next AY	Dean's office	
4	2	A	4-2A-2	<i>Increase the number of service learning opportunities in AHSS departments</i>	Spring'22	Next AY	Departments, ELCM	

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1	1	B	1-1B-1	Update departmental webpages and profile non-traditional and international students. Engage other University entities such as UCM in support of these efforts	Spring'22	Next AY	Departments, Dean's office	
3	2	E	3-2E-3	Announce and complete the second round of Big Ideas proposal process in the College in 2021-22. Fundraise for the Big Ideas developed in round 1. Add fundraising for the projects emerging from round 2 of the Big Ideas process	Fall'22	Next AY	Dean's office, Departments	
4	2	A	4-2A-2	Increase the number of service learning opportunities in AHSS departments	Fall'22	Next AY	Departments, ELCM	
1	3	A	1-3A-2	Ascertain barriers to student success that are AHSS-specific	Fall'22	Future	Dean's office, Department Chairs	
1	3	A	1-3A-3	Implement proposed strategies for addressing those barriers	Spring'23	Future	Dean's office, Departments	
1	3	C	1-3C-3	Establish a College-wide beginning of the year workshop for mentors and mentees	Fall'22	Future	Dean's office	
1	4	A	1-4A-1	Improve utilization of Registrar's 1st semester course form to include both major and General Education course recommendations. Encourage AHSS departments to make recommendations to the Registrar for 2nd semester requirements	Spring'22	Future	Departments	
1	4	A	1-4A-2	Improve scheduling/planning on College level to accommodate sections needed in the 1st semester	Fall'22	Future	Dean's office, Department chairs	
1	4	A	1-4A-3	Continue the conversation about optimal class sizes in the context of University's student retention goals	Fall'23	Future	Dean's office, Departments	
1	4	C	1-4C-1	Develop College-specific responses to data provided by the University about underrepresented student graduation gaps.	Spring'23	Future	Dean's office, Departments	
1	4	C	1-4C-2	Explore meaningful on-campus training for faculty. Include training for mentoring across race/ethnicity for peer mentors and faculty advisors	Spring'23	Future	Dean's office, Departments	
2	3	B	2-3B-1	Identify, through an audit conducted by the University's Chief Diversity Officer, 2-3 concrete strategies for the College to advance inclusive excellence. Implement those strategies	Fall'23	Future	Dean's office	
3	1	B	3-1B-1	Create and distribute survey to assess professional development needs of mid and late career faculty and staff. Develop initiatives to respond to the results of the survey	Fall'23	Future	Dean's office	
3	3	B	3-3B-1	Audit the technology use (software & hardware) in the College (e.g., statistics software, Adobe Cloud in Art&Design, Communication&Theatre and Music) and identify the gaps. Ensure effective planning for tech fee requests	Spring'23	Future	Departments, Dean's office	
4	2	A	4-2A-2	Increase the number of service learning opportunities in AHSS departments	Fall'22	Next AY	Departments	
4	2	B	4-2B-1	Increase the participation of AHSS faculty/students in community-based research projects through Center for Public Scholarship and Social Change and other institutional venues.	Fall'23	Future	Departments	
4	2	B	4-2B-2	Work with Development to identify opportunities for faculty/student collaborations with local community partners. Continue to support the existing faculty- community collaborations	Fall'22	Future	Departments, Dean's office	
4	3	B	4-3B-1	Create and publicize a list of curricular and co-curricular activities supporting sustainable developmental growth goals	Spring'23	Future	College Council, Dean's office	