

Direction	Goal	Objective	Item	Action Item	Semester to Start Action	Status	Responsible Parties	KPIs/Notes
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 external speakers, multiple Distinguished Speaker lectures, 2-3 Works-in-Progress workshops per semester. All College meetings continuing every
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 and has held 2 meetings
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 through 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; most English faculty are in 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 every year. 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	Completed	Departments	Degree completion programs in Design and Writing Studies launched in Fall'21. Diverse Summer Institutes offered every summer
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.	Fall'20	Completed	Departments, Dean's office	3 Advisory Groups for ENTC, MAP and MI created.
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	Completed	Dean's office, Departments	Annual Conference on the Holocaust and Genocide revived and run by a university-wide committee. Signature lectures (Jackson, Woodson, Nelson) delivered annually
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	Completed	Dean's office, Departments	Pre-Law concentration marketing plan developed. Entertainment Arts cluster marketing implemented.
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	Completed	Departments, Dean's office	Funding process established. Multiple faculty-led trips funded in 2021-22

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	Completed	Dean's office, College Council	Funding process established. 7 student creative/research activities funded in 2021-22.
3	4	B	3-4B-2	Promote interdisciplinary use of AHSS spaces (galleries, performance spaces, McComsey, outdoor space)	Fall'20	Completed	Dean's office, Departments	University Gallery, Winter Center have increased collaborative, interdisciplinary activities. Plans for the utilization of Chryst Hall developed.
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	Completed	Dean's office, Department Chairs	Being done on departmental level and in the Summer/Winter session office
1	3	B	1-3B-1	Map responsibilities of academic faculty, AHSS Center for Academic Advising, and AHSS faculty advisement liaison	Fall'21	Completed	Dean's office	Advising model has been rethought by the Student Support Network leadership. The item no longer relevant
1	4	A	1-4A-2	Improve scheduling/planning on College level to accommodate sections needed in the 1st semester	Spring'23	Completed	Dean's office, Department chairs	Flexible first year schedules developed by the Departments and shared with the Registrar as of Spring'22
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	Completed	Dean's office	Subgroup of the University-wide Faculty Mentoring Committee is working on surveying/interviewing mid-career faculty.
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	Completed	Departments	Pre-Law concentration launched in Fall'22. Entrepreneurship in Visual Arts concentration proposal developed. Ethics in Society minor implemented. Musical Theatre in the process of development.
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	Completed	Departments	First year schedule forms were updated and shared with Registrar's office. The updated forms clarified, which gen eds could be taken at any time during the 1st year. This allows for more flexibility in scheduling
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	Completed	Dean's office, Office of International Programs and Services	IPS initiated a university-wide faculty survey addressing the issues in this Action Item. Completed for the College.
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	Completed	Departments, Dean's office	Mentoring model was not developed by the Student Success Network. Item no longer relevant/on hold
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	Not much progress made so far.
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	Some progress made in developing collaborations with Chinese partners in Economics and Music.
2	3	C	2-3C-3	Support existing and develop new department-based community building efforts	Fall'20	In Progress	Dean's office, Departments	
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-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	Increased use of outdoor space outside of McComsey in Fall'21. Food and faculty lounge ideas not moving forward as effectively.
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, History). Develop and implement certificates that are marketable to non-traditional students (Ethics, Musical Theatre, Spanish for Professions)	Spring'21 and Fall'21	In Progress	Departments	Progress made in developing the 4+1 programs in English and History. Ethics certificate implemented. Musical Theatre and Spanish for Professions still in progress.
2	3	C	2-3C-1/4-1B-1	Explore hosting a College-wide annual Award Ceremony, include alumni	Fall'21	In Progress	Dean's office	Discussions about the Award Ceremony will return to College Council in Fall'22.
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	Fall'21	In Progress	Departments, Dean's office	
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	Spring'22	In Progress	Departments, Dean's office	AHSS Faculty Speakers Bureau for external presentations created and advertised to Advancement, External Relations and among local school districts. Dean's office will regularly inquire about faculty's accomplishments in working with the community partners.
1	4	A	1-4A-3	Continue the conversation about optimal class sizes in the context of University's student retention goals	Spring'22	In Progress	Dean's office, Departments	Due to decreasing enrollments, all Departments have been asked to create effective schedules that meet student needs and utilize the existing faculty resources. Class sizes are an ongoing element in this work.
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	In Progress	Graduate programs	Some Departments (Art) have completed this work. Others (English, Social Studies) will work in this next year
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	In Progress	Dean's office	Implementation of Starfish might be helping to address this. Faculty need more information on what happens after students receive the alerts.
2	2	A	2-2A-2	Market existing certificate programs	Fall'21	In Progress	Dean's office, Departments, UCM	
4	1	B	4-1B-2	Explore creating a College-wide Distinguished Alumni award to be handed out during the Award Ceremony	Spring'22	In Progress	College Council	Need to ensure that there is no competition with the existing University-wide alumni award. Potential solution would be to encourage AHSS to ensure that our alumni are nominated for the University awards. Use the winners of the University awards as speakers for AHSS events.
4	2	A	4-2A-1	Create at least 2 new donor or grant funded internships within AHSS	Spring'22	In Progress	Dean's office	Potential gift from a donor in Comm.&Theatre. Explore crowdsourcing with faculty.

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	In Progress	Departments, Dean's office	Progress already made in the Departments with high need in technology. Art, Music and Comm. are creating/updating lists of technology requirements both long and short term.
4	2	A	4-2A-2	Increase the number of service learning opportunities in AHSS departments	Fall'22	In Progress	Departments, Dean's office	Need to make connections with ELCM on this.
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	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	
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	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	
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	2 faculty advisor workshops held in Fall'21. Looking into MyVille as the resource guide for advising. <i>Item tabled to see how advisor training will be handled on the University level</i>