

Objective	Item	Action Item	Semester to Start Action	Status	Responsible Parties	KPIs/Notes
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; multiple Distinguished Speaker lectures, 2-3 Works-in-Progress workshops per semester. All College meetings continuing on regular basis.
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.
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.
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 3 meetings.
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.
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.
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.
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.
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.
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
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 Interactive and Graphic Design, Writing Studies and PR launched. Diverse Summer Institutes offered every summer.

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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	Completed	Departments, Dean's office	3 Advisory Groups for ENTC, MAP, MI and Pre-Law concentration in GOVT created. In process - Music Education and Economics.
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.
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.
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 and 2022-23.
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. 8 student creative/research activities funded in 2021-22; 3 activities funded in 2022-23.
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 interdisciplinary collaborations in Chryst Hall under development.
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 and dean's office level in collaboration with the Summer/Winter session office.
A	1-4A-2	Improve scheduling/planning on College level to accommodate sections needed in the 1st semester	Spring'22	Completed	Dean's office, Department chairs	Flexible first year schedules developed by the Departments and shared with the Registrar as of Spring'22. See also 1-4A-1.

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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, not approved by Deans Council. Ethics in Society minor and certificate implemented. Kodaly, Music Tech for Music Educators and Modern Band certificates implemented. Musical Theatre certificate being considered though no concrete progress made. Spanish for Medical Professions was discussed, might need to be revisited.
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 . See also 1-4A-2.
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. IPS provides informaiton to the faculty about study-abroad programs. Not sure what the College could add.

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B	3-3B-3	Advocate for contextual information and holistic data that further inform decision-making about scheduling, resources, and space allocation	Spring'23	Completed	Dean's office, Departments	Department Chairs and dean regularly utilize data from prior semesters to create effective schedules, budgets and classroom assignments. Dean's office works with the Chairs to create schedules that utilize all time slots and regular grid to avoid scheduling conflicts for the students. ENWL pursued a wholistic analysis of ENGL110 repeaters and is implementing an innovative solution for Spring'24 with a lab. ECON has done data analysis on students not passing ECON101 and 102 and developed suggestions for when students in Business and Sports Administration should take these courses.
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'23	Completed	Dean's office	Increased use of outdoor space outside of McComsey in Fall'21. Food vending installed in McComsey. Faculty lounge is not likely.
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	Completed	Departments, Dean's office	Art, Music and Comm. have created plans for their technology needs both long and short term. These are used for Tech Fee requests. Music created a complete inventory of their instruments that are now being checked out via the Library. Comm. is working on improving its system for inventory and equipment check out with the completion date of Fall'23.
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'23	Completed	Departments, Dean's office	At provost's initiative, each Departmental webpage will have a short video featuring current students. The project is being executed by UCM.

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A	1-4A-3	Continue the conversation about optimal class sizes in the context of University's student retention goals	Spring'23	Completed	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 of this work. Also see 3-3B-3
A	1-3A-2, 3	Ascertain barriers to student success that are AHSS-specific. Implement strategies for addressing those barriers	Spring'23	Completed	Dean's office, Department Chairs	All Departments worked on identifying the best instruments for supporting student retention going forward. ART&DESIGN: course sequence sheets, better advisor assignment, pre-enrolling, 4-year plans, events to build community. COMM&THEA: peer mentoring, community building events. CSAN: Green Dot connections. ECON: tutoring, better scheduling of 101/102 for other majors. ENWL: implement ENGL110+111 sections for students repeating the course, community building events. GOVT: group and individual tutoring, increased engagement with faculty through UNIV103. HIST: tutoring, create spaces for student interactions, make connections to alumni. MUSI: peer mentoring, group advisement sessions, degree program materials, advisement support for transfer students. PHIL: community building events.
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'23	Completed	Dean's office, Departments	Departmental ideas solicited and discussed at College Council. The final list of priorities identified and shared back with the Departments. The list is being used by the dean for fund-raising meetings. The current fundraising focus is on Artist-in-Residence program, Holocaust Conference and Studio 1 renewal.

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A	4-2A-2	Increase the number of service learning opportunities in AHSS departments	Fall'23	Completed	Departments, Dean's office	New internship opportunities were added/explored as possible with Comcast, Disney Entertainment, Clair/Avid, others. Mark as completed?
C	2-3C-3	Support existing and develop new department-based community building efforts	Fall'23	Completed	Dean's office, Departments	See 1-3A-2,3. New events added this year - World Philosophy Day and Student Research Symposium in Philosophy; rock concert at the Winter Center's loading dock; new faculty-led study trips. Mark as completed?
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	Spring'24	Completed	Dean's office	Dr. Gates conducted a survey of mid-career faculty in AHSS. She is working on mid-career faculty mentoring initiatives for 24-25. See 1-4-C.
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'24	Completed	Dean's office, Departments	Discussions and planning for a mid-career faculty mentoring program in AHSS were started under the leadership of Dr. Gates. After completing a survey of mid-career faculty and working with a group of interested colleagues, Dr. Gates devised a set of recommendations. The College implemented these recommendations by setting up new ways to promote and recognize faculty's accomplishments; by continuing to support scholarly work through regular meetings of a faculty Reading Group; by offering individualized mentorship; and and by running a workshop on promotion applications, which was very well-attended.

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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.	Spring'24	Completed	Departments	Work on this with the Center for Public Scholarship and Social Change. The topic was brought to All College meeting in February of 2024. During the Spring'25 semester, the College collaborated with the CPSSC to run a workshop led by Dr. Cuthbert, Dr. Russell-Loretz and Professor Leitzke about concrete recommendations on how to integrate community engagement into faculty's scholarship and teaching. The workshop was well-attended by faculty from multiple Departments.
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'23	Completed	Departments, Dean's office	AHSS Faculty Speakers Bureau for external presentations created and advertised through Advancement, External Relations and among local school districts. Some presentations made to the local organizations and at the libraries. New Industry Advisory Groups created in Pre-Law, Music Education and Music Performance programs. These groups provide direct channels for building connections to local community and industry partners, which increases mentoring and internship opportunities for the students. Discussed community based research at the Spring 2024 All College meeting. See 4-2-B above.
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). English 4+1 was implemented. New certificates were not added due to shifts in faculty resources.	Fall'23	Completed	Departments	4+1 in English developed and approved. History continues working on theirs. Certificates in Ethics, Kodaly, Music Tech for Music Educators and Modern Band implemented. Musical Theatre in discussion. May want to revisit certificate in Spanish for Medical Professions.
B	1-1B-3	Develop graduate level courses to cross-list with undergraduate certification courses. Promote and grow post-baccalaureate certification programs	Fall'23	Completed	Graduate programs	Some Departments (Art) have completed this work. Most of this work was completed.

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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'24	Completed	Dean's office	Not sure that the Chief Diversity Office has conducted an audit that would be helpful for this item. AHSS contributed to the creation of the DEI plan in 24-25 with Dr. Corkery as our representative.
C	1-4C-1	Develop College-specific responses to data provided by the University about underrepresented student graduation gaps	Fall'23	In Progress	Dean's office, Departments	See 1-3A-2,3. Data was shared with the Departments by IR. Will revisit this item in Spring'24. Work will continue into the next Strategic Plan.
D	2-1D-3	Continue AHSS' participation in 2+2 and other joint programs with international partner institutions	Fall'23	In Progress	Dean's office, Departments, Office of International Programs and Offices	Faculty in Music Industry, Entertainment Technology and English had meetings with Dan Kulmala about potential 2+2 programs in India and Philippines. Awaiting more concrete follow-up from Kulmala. For a number of reasons, this work has slowed down and will have to continue beyond this Strategic Plan.
B	1-3B-2	Understand how at risk/priority students are identified. Obtain information from Academic Advising to close the reporting loopholes	Fall'23	In Progress	Dean's office	Implementation of Starfish could be helping with this, but faculty need more information what happens after students receive the alerts. The loop has not been closed yet. Work with the University College on this. This work will have to continue into the next Strategic Plan.
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'24	Future	Departments, Dean's office	Mentoring model not developed by the University College as of now. Funding structure not clear. TABLED
C	1-3C-3	Establish a College-wide beginning of the year workshop for mentors and mentees	Fall'24	Future	Dean's office	Not enough mentoring programs developed in the Departments. See 1-3C. TABLED
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'24	Future	Departments, Dean's office	See 1-3C. TABLED
B	4-3B-1	Create and publicize a list of curricular and co-curricular activities supporting sustainable developmental growth goals	Fall'24	Future	College Council, Dean's office	TABLED

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B	4-1B-2	Explore creating a College-wide Distinguished Alumni award to be handed out during the Award Ceremony	Fall'23	Future	College Council	Need to make sure that there is no competition with the existing University-wide alumni award. Potential solution would be to encourage AHSS to nominate our alumni for the University award. Continue the conversation. Interest in this initiative declined. TABLED
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'23	Future	Technical support staff, Dean's office	Ongoing. There have been significant declines in funding available for capital projects. For a number of reasons this item has been difficult to address. TABLED
C	2-3C-1/4-1B-1	Explore hosting a College-wide annual Award Ceremony, include alumni	Fall'24	Future	Dean's office	Multiple discussions at the Collge Council and in the Departments led to a conclusion that the College is not ready to host such an event yet. See 4-1B. TABLED
A	2-2A-2	Market existing certificate programs	Fall'22	Completed	Dean's office, Departments, UCM	All program marketing in the University moved to UCM out of the College. ARCHIVED/RETIRED
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. ARCHIVED/RETIRED