

| Direction 1 | Goal | Objective | Action Item | Semester to Start Action | Status | Responsible Parties | KPIs/Notes |
|-------------|------|-----------|--|--------------------------|-------------|--|--|
| 1 | 1 | 1 | Request and review workforce demand data from IR for each program. Promote it on departmental webpages and during new student recruitment | Spring 2027 | | Departments, Institutional Research | Data posted and promoted |
| 1 | 1 | 1 | Articulate specific skills and abilities that students acquire in every program. Promote them on departmental webpages and during new student recruitment | Fall 2027 | | Departments | Skillsets posted and promoted |
| 1 | 1 | 1 | Articulate program level learning outcomes. Post them on departmental webpages and promote them during new student recruitment | Spring 2027 | | Departments | Learning outcomes posted and promoted |
| 1 | 1 | 2 | Develop Gateway general education certificates | Fall 2027 | | Departments | 2 certificates in AHSS developed |
| 1 | 1 | 3 | Strengthen and stabilize enrollments in online degree completion programs | Fall 2026 | | Relevant Departments | Stable enrollments |
| 1 | 2 | 1 | Participate in and contribute toward fundraising activities led by the dean's office | Spring 2026 | In Progress | Departments, dean, AHSS Advancement liaison | Increased number of interactions between faculty and donors |
| 1 | 3 | 1 | Schedule and hold training workshops on General Education advisement | Spring 2026 | In Progress | Dean, dean of student success, general education coordinator | Multiple trainings offered |
| 1 | 3 | 1 | Support faculty on advising challenges, as needed | Fall 2026 | | Departments, dean | Multiple indicators |
| 1 | 3 | 2 | Develop and implement strategies to address repeating of ENGL110 through self-placement for first year writing. Develop and implement strategies to demonstrate competence through prior learning in COMM100 and provide support for test-out in public speaking | Fall 2026 | | ENWL and COMM Departments, dean | Writing self-placement implemented. Test-out for public speaking implemented |

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| 1 | 3 | 2 | Utilize credit-for-prior learning to facilitate student success in programs with industry and professional competencies | Fall 2027 | | Departments, dean, Graduate and Adult Learning | 3 courses identified and approved for credit-for-prior learning |
| 1 | 3 | 1 and 2 | Review data from the student exist surveys and graduation surveys run by IR and Registrar's office. Using that data identify areas where student retention efforts could be most effective | Fall 2027 | | Departments, Institutional Research, Registrar | Request data from IR and Registrar from withdrawal forms and exit surveys |
| Direction 2 | Goal | Objective | Action Item | Semester to Start Action | Status | Responsible Parties | KPIs/Notes |
| 2 | 1 | 1 | Increase emphasis on internships, specifically 1) raise new scholarship funds to support student internships; 2) leverage connections with alumni to increase internship opportunities; 3) hold an annual college-wide internship event/panel presentation; 4) increase the number of paid and on-line internships as appropriate and possible; 5) increase the number of programs that require internships | Spring 2026 | In Progress | Departments, dean | Multiple indicators |
| 2 | 1 | 1 | Incorporate professional trainings and certifications offered by area's industries into the curriculum through, for example, credit-for-prior learning or special studies | Spring 2026 | In Progress | Departments | Incorporate at least 2 different industry trainings/certifications into AHSS programs |
| 2 | 1 | 1 | Add new program-based industry advisory groups, as deemed appropriate by the departments | Fall 2028 | | Departments, dean | Create 2 new Advisory Groups |
| 2 | 1 | 1 | Collaborate with CAE on facilitating professional development in the area of online teaching and AI in online classes for faculty in AHSS and campus-wide | Fall 2027 | | Dean, interested faculty | Training opportunities developed and implemented |
| 2 | 1 | 3 | Create new study abroad courses and increase fundraising for them | Spring 2027 | | Departments, dean | Add at least 3 new study abroad courses created |

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| 2 | 2 | 1 and 2 | Develop and implement project-based, experiential, cross-disciplinary and co-taught courses, particularly in the Live Events program cluster (Entertainment Technology&Theatre, Music Industry, Media Arts Production and Interactive and Graphic Design) | Fall 2025 | In Progress | Relevant Departments, dean | Develop and implement 2 or 3 cross-program, multi-disciplinary courses with at least 2 collaborating faculty in each such co-taught course |
| 2 | 2 | 1 and 2 | Leverage the Winter Center's performance spaces to support student professional development | Fall 2026 | | Dean | Increased student participation in the live event support crew. Incorporation of performances in the Winter Center into class projects and learning experiences |
| 2 | 2 | 2 | Continue to grow community engaged components in a broader array of AHSS courses including volunteering, service-learning, faculty-led study trips, industry expert guest lectures, masterclasses, industry visits | Spring 2026 | In Progress | Departments | Multiple indicators |
| Direction 3 | Goal | Objective | Action Item | Semester to Start Action | Status | Responsible Parties | KPIs/Notes |
| 3 | 1 | 1 | Strengthen mid-career faculty mentoring around promotion and sabbaticals within the College | Fall 2026 | | Dean, Departments | Successful promotion and sabbatical applications |
| 3 | 1 | 1 | Continue to promote, support and celebrate faculty's scholarly and creative activity | Fall 2026 | | Dean, faculty committee | Regular participation of AHSS faculty in the University-wide Faculty Celebration events. Stories about faculty's research on the AHSS webpage. Social media videos and reels that feature faculty's research |
| 3 | 1 | 2 | Continue to support faculty and staff professional development travel | Fall 2025 | | Dean | Annually allocated professional development funding from College's budget |

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| 3 | 2 | 3 | Generate revenue for AHSS through the Winter Center's rentals and events | Spring 2027 | | Dean's office | Increase in revenue to AHSS from outside clients utilizing Winter Center's performance spaces |
| Direction 4 | Goal | Objective | Action Item | Semester to Start Action | Status | Responsible Parties | KPIs/Notes |
| 4 | 1 | 1 | Identify and promote academic, cultural, and experiential learning experiences that are unique to AHSS. Feature these experiences and student success stories on AHSS webpage and in Annual Report | Fall 2028 | | Dean's office, Department Chairs | AHSS-specific activities featured on the webpage and publications |
| 4 | 1 | 2 | Identify and promote tradition focused campus activities in AHSS (for example, Conference on the Holocaust and Genocide, Glorious Sounds of the Season). Incorporate them into faculty's classes and incentivize student participation | Fall 2027 | | Dean, Departments | Increased connections between events and AHSS faculty's courses; increased student participation in AHSS' events |
| 4 | 1 | 3 | In collaboration with the Alumni Relations, engage with departmental alumni through panels, homecoming activities, career advising, or similar events | Fall 2026 | | Departments, Alumni Relations | Increased number of recorded interactions with alumni as tracked by the Alumni Relations office |
| 4 | 1 | 4 | Enhance connections to retired faculty such as 1) invite retired faculty to share perspectives on key moments/changes in the campus experience and involve students in collecting these stories; 2) host retrospectives on retirees' research and pedagogical innovation in AHSS | Spring 2029 | | Dean's office, Departments | Multiple indicators |
| 4 | 2 | 3 | Conduct college level reviews of departmental web and intranet content for accuracy, clarity, and consistency. Ensure that departmental webpage information is current and effectively presented | Fall 2026 | | Dean's office, Departments | Departmental webpages updated and current |