



# ***STRATEGIC PLAN 2025-2030*** >

**TIMELY ACTIONS, TIMELESS IMPACT:**

**THE ARTS AND HUMANITIES AT UMD**



COLLEGE OF  
**ARTS & HUMANITIES**





# Letter from the Dean



**As artists, humanists, and scholars in the College of Arts and Humanities, we share a common mission: to deepen understanding of the world around us and to imagine, inspire, and shape a better future.**

**THE COLLEGE OF ARTS AND HUMANITIES (ARHU)** at the University of Maryland is a vibrant community of scholars and artists working across an array of disciplines. For generations, our work has shaped how people understand the world and one another—and today, it's more essential than ever.

In a time marked by rapid change and global challenges to peace, democracy, environmental security, and human rights, we bring the power of the arts and humanities to bear on the grand challenges of our time. Our strategic plan reflects this urgency, while also looking ahead to a more just, creative, and connected future.

Our work is both timely and timeless: timely because it responds to the pressing issues shaping society today; timeless, because we have always turned to the arts and humanities to navigate moments of upheaval, change, and possibility. Across disciplines, we ask hard questions, examine lived experiences, and generate new knowledge. We help students build essential skills—like empathy, critical thinking, and communication—that prepare them not only for meaningful careers but also for lives of purpose.

Our scholars and artists value all peoples, cultures, and communities. ARHU is a place where diverse perspectives, identities, and modes of learning are not just welcomed but vital. Here, students, faculty, and staff come together to imagine and help build a better future for all.

This strategic plan provides a fresh canvas for creating a living portrait of a college that is responsive, enduring, and powerfully human!

**Stephanie Shonekan**, Dean and Professor  
*College of Arts and Humanities*

## College Profile

**#12** among public universities in U.S. News' Best Global Universities Arts & Humanities subject rankings

**3** Schools **11** Departments **19** Institutes, centers, & galleries

**30** Undergraduate majors

**38** Undergraduate minors

**36** Graduate degrees

**11** Undergraduate & graduate certificate programs

**2,843**  
**Students**

**2,231**  
undergraduate students  
**612**  
graduate students

FY25  
Fundraising  
Total:

**\$10.8M**

**96%** Job & graduate school  
placement rate for  
undergraduate students

*\*Data pulled from the 2024-25 Academic Year*

## Our Vision

Our 2025-2030 Strategic Plan positions the College of Arts and Humanities to meet the challenges of a rapidly changing world through four strategic commitments:

**1**

We Embrace  
and Develop  
**TRANSFORMATIVE  
THINKING**

**2**

We Enrich  
an Environment for  
**BOUNDLESS  
CREATIVITY**

**3**

We Cultivate  
a Culture of  
**EXPANSIVE  
EMPATHY**

**4**

We Pave  
a Path to  
**MEANINGFUL  
FUTURES**

Our new strategic plan aligns with the strategic commitments of the University of Maryland:

- WE REIMAGINE LEARNING
- WE TAKE ON HUMANITY'S GRAND CHALLENGES
- WE INVEST IN PEOPLE AND COMMUNITIES
- WE PARTNER TO ADVANCE THE PUBLIC GOOD





# Embrace and Develop **TRANSFORMATIVE THINKING**

**IN ARHU, WE FOSTER THE KIND OF THINKING** that expands perspectives, challenges assumptions, and inspires change. We welcome bold ideas and nurture critical, creative, and interdisciplinary approaches that not only interpret the world—but shape it.

Transformative thinking is a mindset we cultivate across classrooms, studios, and research spaces. It empowers our students, faculty, and staff to imagine new possibilities, address complex challenges, and lead with empathy, curiosity, and purpose.

We thoughtfully process the world around us, both past and present, exploring context and culture, communication, and critique. Through this transformative study of the human experience, we foster critical thinking that drives action, sparks innovation, and deepens understanding—opening new perspectives on how we see the world, live within it, and shape its future. We prepare our community not only to thrive in a changing world, but to help build a better one.

Transformative thinking is what distinguishes ARHU—its education, research, creativity, and culture. In thinking transformatively across the college, we ensure we are constantly **reimagining learning** and addressing **grand challenges** in our teaching, research, and creativity. ➤







## GOALS:

- 1 Advance interdisciplinary scholarship, teaching, and learning** that transforms and furthers the abilities of our faculty, staff, students, and partners to tackle pressing challenges.
- 2 Deepen community engagement and foster cross-campus collaboration**, creating innovative academic programs that inspire students and create new pathways for research, learning, and career success.
- 3 Demonstrate and amplify ARHU's impact** through public scholarship, creative work, and storytelling that elevate the arts and humanities as engines of change.



## STRATEGIES:

- 1 Invest in and incentivize research fellowships, curricular innovations, and leadership roles** within and outside the college.
- 2 Develop new and expand existing college/community partnerships** that demonstrate the impact of the arts and humanities.
- 3 Create and grow innovative academic programs** that excite students, develop intellectual nimbleness, and provide career pathways.
- 4 Pursue development and advancement opportunities for ARHU research centers and labs.**
- 5 Foster a culture of learning and curiosity** among ARHU staff, encouraging their participation in college and department programs and activities.



**"We are preparing the next generation of creative thinkers and leaders who will shape the future of technology and AI. Grounded in history, society, and culture, they will challenge and transform the inequities of our present."**

**Neda Atanasoski** | Professor and Chair, Harriet Tubman Department of Women, Gender, and Sexuality Studies  
Associate Director of Education, Artificial Intelligence Interdisciplinary Institute at Maryland (AIM)





# Enrich an Environment for **BOUNDLESS CREATIVITY**

**ARHU IS THE CREATIVE CORE OF UMD**—where imagination, expression, and innovation converge to reveal our shared humanity. From our classrooms to our stages and studios, creativity infuses everything we do.

Our faculty, students, and staff engage in bold scholarship and dynamic creative practices—spanning music, theater, visual art, dance, poetry, literature, storytelling, and more—that challenge us to see beyond what is in front of us and expand our imaginations now more than ever. We embrace creativity in all our work while continually invigorating and reimagining our connections to our entire community—college, campus, country, and beyond.

ARHU celebrates the creativity of every individual and the inextricable link we play in **reimagining learning, investing in people and communities, and partnering to advance the public good**. We serve a unique role at UMD in cultivating the skills needed to create beauty, spark solutions, and tell challenging stories at a critical time that requires an unwavering investment in human-centered connection. ➤







## GOALS:

- 1 Champion ARHU's leadership in creative scholarship and teaching**, proudly asserting our central role at UMD and amplifying the impact of our work.
- 2 Foster multidisciplinary collaboration** rooted in creativity and storytelling, expanding community partnerships and deepening engagement across the UMD community.
- 3 Drive innovative approaches to research, learning, and public impact** that bridge the arts and humanities and incorporate non-traditional and emerging domains of study and inquiry.



## STRATEGIES:

- 1 Systematically showcase and present student and faculty creative work** across our campus in traditional and non-traditional venues.
- 2 Support and spotlight all arts units and initiatives.**
- 3 Enhance external partnerships with museums, performing arts venues, and arts organizations** in the area to create and curate the visual and performing arts.
- 4 Support and invest in artist-in-residence programs** through donor relationship building.
- 5 Reenvision Undergraduate Research Day** to include a showcase of creative activity, in collaboration with relevant campus partners.
- 6 Highlight the boundless creativity/ problem-solving capacity of college staff** by creating staff awards and recognitions.



**"The arts give us all a space to reflect, explore, and connect—across disciplines and experiences. We are all creative, and at UMD, we're shaping what it means to be an arts-informed university."**

**Craig Kier** | Director, Arts for All | Professor, Voice & Opera and Conducting & Ensembles



# Cultivate a Culture of **EXPANSIVE EMPATHY**

**ARHU IS COMMITTED TO CULTIVATING A SPIRIT OF INCLUSIVITY** and belonging at UMD by building empathy across our various academic and artistic spaces. We define “empathy” as the capacity to understand and connect with the experiences of others in all their differences, a skill the arts and humanities cultivate through deep engagement with diverse perspectives, cultures, languages, and stories. To make a difference in society, we begin by cultivating empathy—first within our diverse ARHU community and then extending it outward. Through our disciplines and centers, we deepen understanding of global histories and cultures, immigrant experiences, and the rich complexity of individual lives. At a time transformed by constant technological change, ARHU reaffirms what it means to be human, centering belonging, connection, and understanding.

We acknowledge that this journey may at times be uncomfortable and difficult, but that it is essential nonetheless and crucial to our **investment in people and communities**. Our commitment to empathy is “expansive,” meaning it is ongoing and evolving across time and space. ➤







## GOALS:

- 1 Celebrate and elevate the range of diversity within ARHU**, creating programs and spaces that honor and reflect the experiences, identities, histories, and contributions of our community.
- 2 Foster an inclusive and globally engaged ARHU community** by deepening our understanding of diverse experiences, strengthening local and global partnerships, expanding opportunities for meaningful community connections, and developing programming that fosters cross-cultural dialogue and engagement.
- 3 Advance equity across the college** by demonstrating our commitment to fair treatment, inclusive practices, and equitable access to resources and opportunities.



**"We're connecting classroom learning with meaningful community engagement. As students practice their language skills, they're also developing cultural responsiveness and gaining firsthand insight into the lived experiences of local immigrant communities."**

Ana Patricia Rodríguez | Associate Professor, Spanish and Portuguese and U.S. Latina/o Studies

## STRATEGIES:

- 1 Create and expand intentional spaces to regularly hear from the community**, ensuring all voices—especially those from underrepresented groups—are included.
- 2 Emphasize the importance of learning languages and global engagement.**
- 3 Increase the number and diversity of global study abroad programs.**
- 4 Develop and implement a plan for coordinated community engagement** whereby we connect meaningfully with organizations and communities in Prince George's County, e.g., through internships, experiential learning, and service opportunities.
- 5 Develop and grow programming and activities at the Frederick Douglass Center for Leadership Through the Humanities** to nurture and attract leaders and changemakers.







# Pave a Path to **MEANINGFUL FUTURES**

**UNDERSTANDING THE WORLD**—past and present, near and far—is essential to a well-rounded education and a meaningful life. In ARHU we inspire, challenge, and support students, faculty, and staff to become “worldwise” through intentional learning, global awareness, and ongoing dialogue across differences.

We are committed to ensuring students understand that the values, knowledge, and skills they gain in ARHU will prepare them for a range of meaningful careers.

Undergraduate and graduate students across ARHU engage with innovative courses and transformational experiences that deepen their understanding of human expression, thought, and creativity. These opportunities extend beyond the classroom—on campus, throughout the region, and across the globe.

Equally, we cultivate a workplace where staff and faculty thrive personally and professionally. Through support for research, professional development, and advancement, we **invest in the growth of our people and the communities we serve.** ➤







## GOALS:

- 1 Reimagine learning in the arts and humanities** through creative curriculum innovations and curating high impact learning experiences that prepare students to navigate and lead in the rapidly changing world.
- 2 Strengthen ARHU's advising and professional development services** to ensure the college is equipped to provide students with support and opportunities in line with curricular transformation and growth.
- 3 Advance professional growth pathways** for staff and faculty across the college.



## STRATEGIES:

- 1 Better support ARHU students throughout their academic journeys,** based on the work of the ARHU College Requirement Task Force.
- 2 Bolster ARHU's Career Development efforts** to serve both undergraduate and graduate students and facilitate the college's career-curriculum initiatives.
- 3 Update our curricular and experiential learning/internship offerings** to ensure students are prepared for next steps.
- 4 Expand leadership opportunities** for the ARHU community.
- 5 Invest in professional development and mentorship programs** for staff and develop clear career pathways for various staff positions.
- 6 Ensure faculty promotion guidelines, policies, and processes are clear and more inclusive** of the breadth of faculty research and scholarly activities throughout the college.
- 7 Develop mentorship and developmental programs** for associate professors to prepare for promotion.
- 8 Enhance student learning and career pathways** by leveraging out-of-classroom experiences, engagement with alumni, and UMD's location advantage.



**"ARHU offers a comprehensive liberal arts curriculum that teaches students how to think instead of what to think. Our goal is for students to be personally motivated, academically prepared, and ready for the ever-changing world!"**

**Audran M. Downing** | Associate Dean, Academic Affairs: Undergraduate Education, College of Arts and Humanities







#### **THE COLLEGE OF ARTS AND HUMANITIES' STRATEGIC PLAN (2025-2030)**

was developed in consultation with the Center for Leadership and Organizational Change (CLOC) and input from a variety of stakeholders from Fall 2023 to Spring 2025, including the following:

- **Administrative Council**
- **Race, Equity and Justice Committee**
- **Undergraduate Advisory Board**
- **Graduate Advisory Board**
- **ARHU faculty and staff**
- **Staff Council**
- **Collegiate Council**
- **ARHU Alumni Association Board**
- **ARHU alumni and supporters**
- **Emeriti faculty**
- **Senior staff**
- **ARHU College Assembly (Fall 2024 Convocation)**







## COLLEGE OF ARTS & HUMANITIES

University of Maryland  
1102 Francis Scott Key Hall  
4282 Chapel Lane  
College Park, MD 20742  
[arhu.umd.edu](http://arhu.umd.edu)

- American Studies
- Art
- Art History and Archaeology
- Classics
- Communication
- English
- Harriet Tubman Department of Women, Gender, and Sexuality Studies
- History
- Joseph and Rebecca Meyerhoff Program and Center for Jewish Studies
- Linguistics
- Philosophy
- School of Languages, Literatures, and Cultures
- School of Music
- School of Theatre, Dance, and Performance Studies

