



## MISSION

*We create transformative learning experiences, impactful creative and scholarly work, and collaborative initiatives through arts and design.*

## VISION

*By 2030, we will be a global leader in arts and design education and practice.*

REV. 260205.2



# 2026-2030 STRATEGIC PLAN

## GOALS + OBJECTIVES

**GOAL 1** BUILD A CULTURE OF COLLABORATION WITHIN AND BEYOND THE COLLEGE THAT STRENGTHENS TRUST, CONNECTION, AND BELONGING ACROSS A&A'S PEOPLE, PARTNERSHIPS, AND PROGRAMS.

- 1A Reimagine shared physical spaces and systems to foster collaboration and creativity
- 1B Integrate cross-disciplinary collaboration inside and outside A&A into curricula, research, and creative practice
- 1C Reduce administrative burden through collaboration to ease – rather than exacerbate – existing workloads

**GOAL 2** AMPLIFY OUR RESPONSIBILITY AS A CULTURAL BRIDGE THAT ENRICHES CAMPUS, COMMUNITY, AND CIVIC LIFE ACROSS PENNSYLVANIA – AND BEYOND.

- 2A Create a reciprocal campus–community arts and design pathway in the Centre Region
- 2B Expand artist residencies and student experiential opportunities, such as internships, research/creative activity projects, and service initiatives
- 2C Embed human-centered design principles into courses, performances, and creative practices
- 2D Strengthen A&A's visibility and partnerships at state, national, and global levels

**GOAL 3** EMPOWER LEARNERS TO BUILD THE FUTURE BY CULTIVATING SKILLS, IMAGINATION, AND AGENCY.

- 3A Expose students to diverse career pathways through experiential learning that integrates arts and design across industries and sectors
- 3B Integrate ethical AI literacy and future-ready skills into curricular and co-curricular experiences
- 3C Expand A&A's role in General Education to invite all students to explore creativity and human-centered emerging technologies
- 3D Develop new degree pathways, minors, certificates, and hybrid learning models aligned with student demand and responsive to workforce opportunities

**GOAL 4** CHAMPION THE ARTS AND DESIGN AS TRANSFORMATIVE FORMS OF RESEARCH, CREATIVE PRACTICE, INNOVATION, AND HUMAN UNDERSTANDING TO ADVANCE DISCOVERY, INSIGHT, INFLUENCE, AND IMPACT.

- 4A Build cross-campus partnerships that advance the visibility and impact of the arts and design
- 4B Elevate the visibility and recognition of A&A's creative activity, research, and scholarship
- 4C Lead the University-wide human-centered use of AI in creative practice and research
- 4D Strengthen external funding, philanthropic support, and revenue generation to advance A&A's programs, people, and priorities

**GOAL 5** CULTIVATE AN EQUITABLE COMMUNITY FOR ALL BY ENSURING EVERY STUDENT, FACULTY, AND STAFF MEMBER HAS SUPPORT, ACCESS, AND OPPORTUNITIES NEEDED TO THRIVE WITHIN AND BEYOND A&A.

- 5A Strengthen holistic student support systems
- 5B Address affordability and access barriers to reduce or remove the cost of participation
- 5C Strengthen well-being, inclusion, and equity for staff and faculty members
- 5D Expand access, enrollment, and retention/re-enrollment efforts to reach 2,030 students by 2030

