CCAS

Council of Colleges of Arts & Sciences

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN

DRAFT REPORT: July 15, 2022

This report outlines the planning processes employed and summarizes the feedback received from member deans received in the first half of 2022, with recommendations for the implementation of the 2023-2028 Strategic Plan.

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EMPOWERING DEANS TO LEAD: 2023-2028 PLAN
STRATEGIC PLANNING COMMITTEE CHARGE, January 2022

The Strategic Planning Committee (SPC) is an ad hoc committee of the Board of Directors and is accountable to the Board of Directors. Committee work is done with the CCAS mission in mind and in accordance with the Bylaws. SPC Subgroups will be chaired by a CCAS Board Director and report to the Strategic Planning Committee Co-chairs.

Membership.
The SPC is co-chaired by Leslie Cornick and Jonathan Millen. Additional members include Jennifer Drake, Dolores Guerrero, Andrew McMichael, and Marcus Sherrell. Members serve at the pleasure of the CCAS Board of Directors between February 15 and November 4, 2022.

Responsibilities.
- Oversee the development of the 2023-2028 Strategic Plan in partnership with CCAS Staff
- Prepare the language of the Mission and Vision for adoption at the November 2022 Business Meeting
- Solicit and incorporate feedback from the Board of Directors and Membership
- Delegate work to the SPC Working Groups

Timeline.
January 2022
- Share the draft framework with the Board of Directors
- Survey membership for general input
- Determine the planning timeline through the November 2022 Annual Meeting

March 2022
- Form the SPC Working Groups, outline the SPC Working Group Charges, recruit membership participation

April-July 2022
- Support the SPC Working Groups as needed
- Solicit and incorporate additional feedback from the membership as needed
- Compile data in partnership with CCAS Staff

August-September 2022
- Author Strategic Plan Document and incorporate feedback from the Board of Directors
- Articulate revisions needed for the CCAS Bylaws Draft

October 2022
- Disseminate the draft Strategic Plan Document to the membership w/Zoom opportunity
- Distribute the draft CCAS Bylaws to the membership
- Solicit and Incorporate Feedback from the membership

November 4, 2022
- Present and promote the 2023-2028 Strategic Plan at the CCAS Annual Meeting
- Recruit membership participation in the work outlined in the 2023-2028 Strategic Plan for 2023 and beyond

Outcomes.
- 2023-2028 Strategic Plan At-a-Glance
- Detailed 2023-2028 Strategic Plan with Timeline
- Formation of ad hoc working groups as needed
Incorporation of Strategic Plan into CCAS Staff Performance Evaluations

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EMPOWERING DEANS TO LEAD: 2023-2028 PLAN
DRAFT FRAMEWORK

Vision *(Drafted in 2022)*
CCAS is the premier international organization of choice for deans of arts and sciences that fosters inclusive excellence, helps shape the conversation about higher education, and develops effective leaders and resourceful problem solvers.
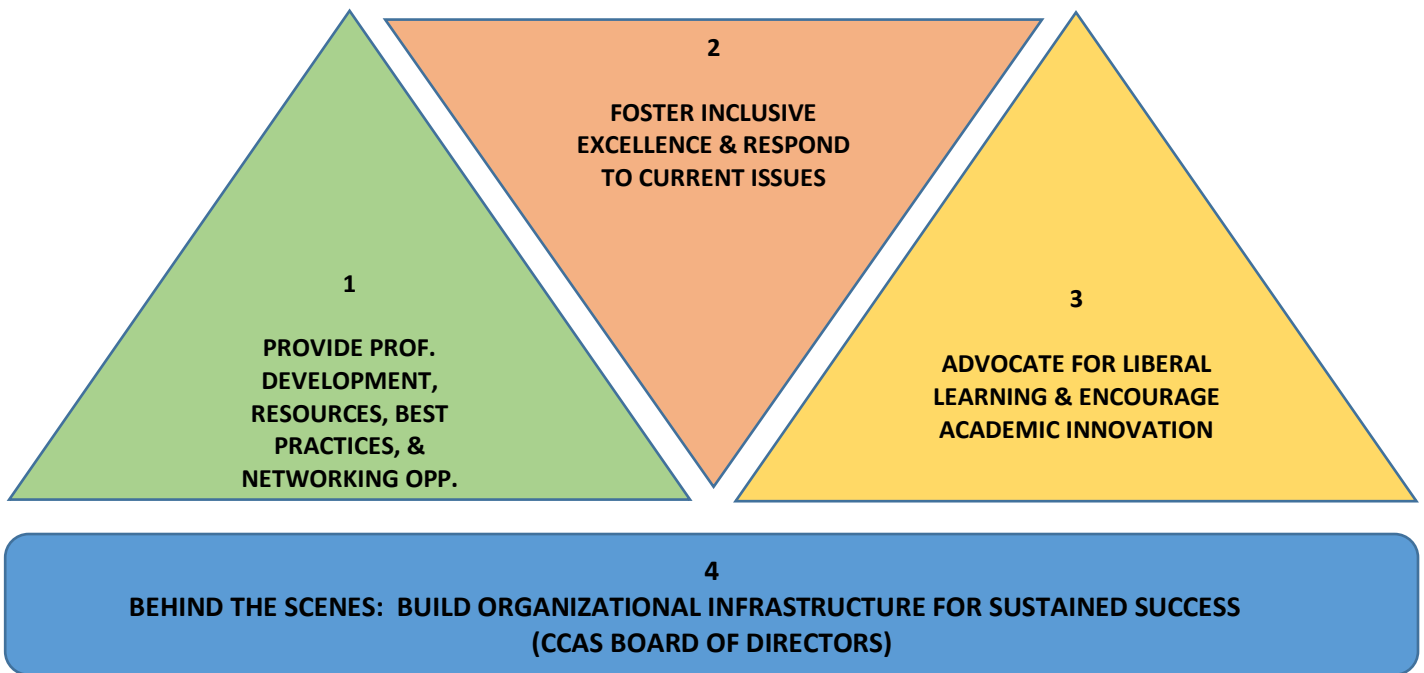
Mission *(Drafted in 2019)*
CCAS is a deans leadership organization that creates opportunities to network with other deans, fosters inclusive excellence and academic innovation, offers professional and career development, provides resources and best practices, responds to current issues, and advocates for liberal learning.

VALUES *(Identified in 2019)*

- Ethical standards
- Academic innovations
- Professionalism
- Development
- Growth
- Mentorship
- Leadership
- Diversity of ways of knowing
- Inclusion and equity

- Diversity
- Networking
- Integrity
- Engagement of ideas
- Liberal arts and sciences
- Learning
- Creativity
- Accountability
- Serving member needs

- Efficiency
- Quality experiences
- Advocacy of the liberal arts
- Fiscal responsibility
- Stewardship
- Deans' Success
- Collaboration
- Support
- Sharing

WORKING GROUPS with GOALS (Identified Spring 2022)

2
FOSTER INCLUSIVE EXCELLENCE & RESPOND TO CURRENT ISSUES

1
PROVIDE PROF. DEVELOPMENT, RESOURCES, BEST PRACTICES, & NETWORKING OPP.

3
ADVOCATE FOR LIBERAL LEARNING & ENCOURAGE ACADEMIC INNOVATION

4
BEHIND THE SCENES: BUILD ORGANIZATIONAL INFRASTRUCTURE FOR SUSTAINED SUCCESS (CCAS BOARD OF DIRECTORS)

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN

MEMBERSHIP SURVEY, January 2022

The CCAS Executive Director provided a SurveyMonkey instrument to the membership via email and CCASConnect on at least four occasions and also promoted the tool on half a dozen Zoom Discussions for Deans. Fewer than 30 Deans participated, out of the 1700 who received the invitation. The CCAS Board of Directors concluded that this was insufficient data to be informative, but that the low participation was not a lack of support but more likely an endorsement of current programmatic activities.

EMAIL INVITATION from the Executive Director, June 15, 2022
(repeated twice in advance of each session)

Dear Deans,

On behalf of the CCAS Board of Directors, I invite you to participate in any of the following Strategic Planning Member Feedback sessions via Zoom:

Tuesday July 5 @ 4:00 Eastern Time
DISCUSSION: FOSTERING INCLUSIVE EXCELLENCE & RESPONDING TO CURRENT ISSUES

Thursday July 7 @ 4:00 Eastern Time
DISCUSSION: ADVOCATING FOR LIBERAL LEARNING & ENCOURAGING ACADEMIC INNOVATION

Tuesday July 12 @ 4:00 Eastern Time
DISCUSSION: PROVIDING PROFESSIONAL DEVELOPMENT, RESOURCES, BEST PRACTICES, & NETWORKING OPPORTUNITIES

What is or is not working with current programs and activities?
What more can CCAS do?
CCAS Staff will ask additional questions and welcome your input.

All sessions will last up to one hour and be held via this Zoom link: https://tamusa.zoom.us/j/82797153814

Your feedback will help shape the development of the next 5 year plan for our organization. The new plan will be shared at the CCAS 2022 Annual Meeting in Washington, DC, this November.

((attachments: Empowering Deans to Lead: 2023-2028 Strategic Planning Framework))

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN

MEMBER INPUT SESSIONS, Summer 2022

The CCAS Board of Directors articulated six tentative goals grouped into the 3 Working Group categories as noted in the above diagram during Winter and Spring 2022.

The CCAS Board of Directors and Executive Director next hosted a series of Zoom Discussions in Summer 2022 to encourage dialogue and solicit feedback from current member deans. Participants were invited via multiple email messages and CCASConnect and were informed that their feedback would help shape the development of the next 5-year strategic plan and that the draft document would be shared in Washington, DC, at the CCAS 2022 Annual Meeting. Each Zoom discussion lasted 60 minutes and allowed for interaction via camera, audio, and chat features via the same shared Zoom link and with no necessary registration. Between 10 and 25 deans participated in each session, where the Executive Director asked a series of questions and the Strategic Planning Working Groups reported out on their own ideas relating to the draft goals.

INPUT SESSIONS AGENDA:
- *Introduction to Strategic Planning Process and Framework Overview (attached document)*
- *Participant Introductions*
- *Review of Current Programs and Activities*
- *Brainstorming for Future Projects and Member Input*
- *Questions from the Executive Director*

This report enumerates the ideas and suggestions brought forward during the following Member Input Sessions and categorized by the draft goals:

Tuesday July 5 @ 4:00 Eastern Time
DISCUSSION: FOSTERING INCLUSIVE EXCELLENCE & RESPONDING TO CURRENT ISSUES

Thursday July 7 @ 4:00 Eastern Time
DISCUSSION: ADVOCATING FOR LIBERAL LEARNING & ENCOURAGING ACADEMIC INNOVATION

Tuesday July 12 @ 4:00 Eastern Time
DISCUSSION: PROVIDING PROFESSIONAL DEVELOPMENT, RESOURCES, BEST PRACTICES, & NETWORKING OPPORTUNITIES

GOAL 1 DISCUSSION: PROVIDING PROFESSIONAL DEVELOPMENT, RESOURCES, BEST PRACTICES, & NETWORKING OPPORTUNITIES
(Working Group 1, Tuesday July 12 @ 4:00 Eastern Time)

Executive Director Questions to the Working Group and the Zoom Discussion Participants included:

What more can CCAS do to, offer professional and career development?
What more can CCAS do to provides resources and best practices?
What more can CCAS do to provide networking opportunities?
Are these the right programs and activities? What should be continued, changed, reduced, or added?
How will we measure our success?

CCAS Current Programs & Activities discussed:
- Annual Meeting
- Committees and Working Groups
- Case Study Discussions
- Zoom Discussions
- Workshops
- Partnerships with NHA, COSSA, ACAD, ICFAD, MLA, and International Alliances
- Diverse representation for CCAS Board, Workshops, Working Groups

Working Group Ideas referenced:
- Encourage self-organizing subcommunities such as HBCU Deans
- Aggregate resources (Toolkits)
- Design-Thinking Workshop for Deans
- Keep Zoom Discussions private
- Link with disciplinary organizations

Zoom Member Dean Participant Contributions:
- Form a Professional Development and Networking Opportunities Working Group

- Modify Existing Standing Committee Structure
    - Aim to improve participation and reduce confusion
    - Encourage self-organizing subcommunities such as HBCU Deans
    - Provide CCASConnect structure for support
    - Host Zoom discussions for networking and professional development
    - Set clear expectations/goals/outcomes where desired
    - Retain committees for Associate/Assistant Deans
    - Discontinue Standing Committees in Bylaws in favor of more flexible ad hoc working groups
    - Encourage Communities/Affinity Groups broadly defined

- Strengthen Case Studies as a Resource
    - Aggregate in a searchable online resource for deans and chairs
    - Alter or eliminate "cutesy" names
    - Solicit more from membership frequently and share more broadly
    - Sort into categories for easier access

- Support Networking at Disciplinary and other Higher Ed Conferences
    - MLA, as example
    - ACE, AACU, disciplinary associations

- Improve Networking at Annual Meeting
  - Modify Speed Deaning to allow more time, provide discussion prompts, facilitate follow up, change ratio of Mentors to Mentees
  - Provide Affinity Group discussion opportunities
  - Provide State and Regional discussion opportunities
  - Offer sign-up for 30-minute private consulting with another Dean

- Identify Virtual Networking Avenues
  - Zoom Discussions by affinity group, community, public/private, Carnegie Classifications
  - Expanded Speed Deaning opportunities for continued dialogue
  - Post-Annual Meeting workshop Zoom discussions for attendees
  - Post-Seminar Zoom discussions for attendees
  - Create a consulting network for new deans or chairs

- Review and Update Workshops, Seminars, and Zoom Discussions
  - Evaluate curriculum, format, composition of attendees for current offerings
  - Revise and aggregate materials as Toolkits in support of DEI, Crisis leadership, Reorganization
  - Identify additional content areas and formats
  - Continue with both virtual and in-person seminar offerings
  - Reconsider pricing structure for maximum revenue and participation (discounts)
  - Topic ideas: So You Want to Be A Chair (pipeline effort), Keeping Faculty Excited, Use of Social Media, Legal Issues and Considerations, Faculty Morale, Emerging Leaders, Staff Supervision, Faculty Mentoring
  - Determine professional development for more senior deans, such as more advanced skill workshops and Returning to the Faculty or Becoming a President or Provost

Key Metrics TO BE DETERMINED by committees.

GOAL 2 DISCUSSION: FOSTERING INCLUSIVE EXCELLENCE & RESPONDING TO CURRENT ISSUES
(Working Group 2, Tuesday July 5 @ 4:00 Eastern Time)

Executive Director Questions to the Working Group and the Zoom Discussion Participants included:

What more can CCAS do to foster inclusive excellence?
What more can CCAS do to responds to current issues?
Are these the right programs and activities? What should be continued, changed, reduced, or added?
How will we measure our success?

CCAS Current Programs & Activities discussed:
- Annual Meeting
- Committees and Working Groups
- Case Study Discussions
- Data Collections
- Standards of Practice
- Zoom Discussions
- Workshops
- Partnerships with NHA, COSSA, ACAD, ICFAD, MLA, and International Alliances
- Aggregation of resources such as Anti-Racism Resources
- Diverse representation for CCAS Board, Workshops, Working Groups

Working Group Ideas referenced:
- Encourage self-organizing subcommunities such as HBCU Deans
- Aggregate resources (Toolkits)
- Contextualize Legislation in partnership with other organizations
- Flipped Classroom Model for Annual Meeting and Workshops
- Whitepapers
- Design-Thinking Workshop for Deans
- Submit Chronicle, IHE articles from deans' perspectives
- Keep Zoom Discussions private
- Link with disciplinary organizations
- Distribute legislative updates from ACE and other organizations

Zoom Member Dean Participant Contributions:

- Reconsider Committee Structure & Membership Model
  - Include additional members such as international partners, professional deans from other colleges, other nonmember institutions, past or retiring deans
  - Offer discounts or other options to encourage membership from more diverse institutions
  - Disband Standing Committees outlined in Bylaws
  - Encourage self-organizing subcommunities such as HBCU Deans

- Expand National and International Partnerships and Presence
  - Make CCAS the Go-to organization for more global perspectives
  - Author white papers, media articles on timely topics, from diverse dean perspectives
  - Use CCAS as a Think Tank for exploring broader research initiatives
  - Connect with other associations and disciplinary groups
  - Continue to present at conferences such as MLA, AHA
  - Continue to explore international programming with HELM, DASSH and others

- o Determine which other conferences are influential to this audience
- o Outreach to other institution types – Tribal, HSI, etc.

- Educate Deans About Advocacy
  - o Create Toolkit of aggregated resources from broad sources
  - o Continue to co-sponsor association lobby days such as NHA, COSSA
  - o Continue to present at conferences such as MLA, AHA
  - o Provide a forum for discussion of advocacy via CCASConnect
  - o Provide avenues for learning about advocacy at the state level as well
  - o NJ Humanities Initiative as an example: perhaps hosted Zoom Discussion for membership

- Expand CCAS Data Collection Activities
  - o Identify data and research needs and opportunities
  - o Partner with other associations where appropriate
  - o Recruit Member Dean Primary Investigators and explore funding opportunities
  - o Consider costs, staffing implications
  - o Offer surveys and data collections around current issues such as Reorganization or The Great Resignation, resulting in publications
  - o Advise Search Committees of Endorsement of Members
  - o Expand Salary Data Collection-form a working group to determine this
  - o

Key Metrics TO BE DETERMINED by committees.

GOAL 3 DISCUSSION: ADVOCATING FOR LIBERAL LEARNING & ENCOURAGING INNOVATION
(Working Group 3, Thursday July 7 @ 4:00 Eastern Time)

Executive Director Questions to the Working Group and the Zoom Discussion Participants included:

What more can CCAS do to advocate for liberal learning?
What more can CCAS do to encourage academic innovation?
Are these the right programs and activities? What should be continued, changed, reduced, or added?
How will we measure our success?

CCAS Current Programs & Activities discussed:
- Annual Meeting
- Committees and Working Groups
- Case Study Discussions
- Data Collections
- Standards of Practice
- Zoom Discussions
- Workshops
- Partnerships with NHA, COSSA, ACAD, ICFAD, MLA, and International Alliances
- Aggregation of resources such as Anti-Racism Resources
- Diverse representation for CCAS Board, Workshops, Working Groups

Working Group Ideas referenced:
- Encourage self-organizing subcommunities such as HBCU Deans
- Aggregate resources (Toolkits)
- Contextualize Legislation in partnership with other organizations
- Flipped Classroom Model for Annual Meeting and Workshops
- Whitepapers
- Design-Thinking Workshop for Deans
- Submit Chronicle, IHE articles from deans' perspectives
- Keep Zoom Discussions private
- Link with disciplinary organizations
- Distribute legislative updates from ACE and other organizations

Zoom Member Dean Participant Contributions:
- Remove 'ACADEMIC' to Encourage All Forms of Innovation
    - Create Toolkit for Becoming Active in Innovation
    - Aggregate Best Practices for Academic Innovation from the membership
    - Support White Papers on Liberal Arts Models

- Expand Toolkits and Resources
    - Aggregate topics and resources from across the membership and other organizations
    - Incorporate data collection
    - Advocate for Liberal Learning with articles and publications

- Support member-initiated Affinity Groups and Reconsider Standing Committee Structure

- Expand National and International Partnerships and Presence
  - Partner with COPLAC, ACAD, ICFAD, LEAP, NSF, NEH, NIH, AAAS, AACU
  - Author white papers, media articles on timely topics, from diverse dean perspectives
  - Use CCAS as a Think Tank for exploring broader research initiatives
  - Connect with other associations and disciplinary groups
  - Continue to present at conferences such as MLA, AHA
  - Continue to explore international programming with HELM, DASSH and others
  - Determine which other conferences are influential to this audience
  - Create an "Ask the Deans" series using the topics in the discussion listserv, could be used for The Chronicle of Higher Education or InsideHigherEd

- Improve Annual Meeting as Avenue for Innovation Dissemination
  - Create alternative delivery options (flipped classroom style)
  - Task Annual Meeting Planning Committee with Focus on Innovation
  - Innovation themes to consider: Student retention, reaching a broader audience for lifelong learning, and interdisciplinary

- Expand Workshop and Zoom Discussions
  - Ideas: Design Thinking, Humanities as Service, Professionalization of the Curriculum
  - Guiding document on best practices for a liberal arts & sciences core curriculum

Key Metrics TO BE DETERMINED by committees.

Council of Colleges of Arts & Sciences

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN

GOAL 4: BUILDING ORGANIZATIONAL INFRASTRUCTURE FOR SUSTAINED SUCCESS
CCAS Board of Directors Meetings, January-March-August-November, 2022

What more can CCAS do to strengthen the organization behind the scenes and plan for the future?
What staff efforts should be continued, changed, reduced, or added?
How will we measure our success?

- Redefine Membership
  - o Explore membership model to consider merits/impact of individual vs. institution, as well as staffing implications and cost scenarios/revenue projections
  - o Fees & timeline for increases
  - o Recruitment opportunities- international, HBCUs, MSIs, other?
  - o Members who are not active- how to engage
  - o Propose bylaws updates

- Redefine Affinity Groups or Standing Committees
  - o Add or remove some
  - o Change structure

- Strengthen HQ Infrastructure
  - o Financial systems
  - o CCAS Connect
  - o Robust i4a membership database and reporting

- Bring Bylaws & Board Policies Up to Date
  - o Thorough review
  - o Compare to other organizations- what's missing? Outdated?
  - o Impacted by changes to membership or committees

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN RECOMMENDATIONS

GOAL 1: PROVIDE PROFESSIONAL DEVELOPMENT, RESOURCES, BEST PRACTICES, & NETWORKING OPPORTUNITIES

- Form a **Professional Development and Networking Opportunities Working Group**
- Strengthen Case Studies as a Resource
- Support Networking at Disciplinary and other Higher Ed Conferences
- Expand and Improve Networking at Annual Meeting
- Identify Virtual Networking Avenues
- Review and Update Workshops, Seminars, and Zoom Discussions

GOAL 2: FOSTER INCLUSIVE EXCELLENCE & RESPOND TO CURRENT ISSUES

- Modify Existing Standing Committee Structure to Support Communities
- Expand DEI Focus
- Form **Partnerships Working Group**
- Expand National and International Partnerships and Presence
- Expand CCAS Data Collection Activities

GOAL 3: ADVOCATE FOR LIBERAL LEARNING & ENCOURAGE ACADEMIC INNOVATION

- Remove 'ACADEMIC' to Encourage All Forms of Innovation
- Form **Advocacy Working Group** to Educate Deans About Advocacy
- Expand Toolkits and Resources
- Expand National and International Partnerships and Presence
- Improve Annual Meeting as Avenue for Innovation Dissemination
- Expand Workshop and Zoom Discussions

GOAL 4: BUILDING ORGANIZATIONAL INFRASTRUCTURE FOR SUSTAINED SUCCESS (recommendations resulting from Board Meeting)

Recommendation for staff or intern position – data analyst/research associate
- Working groups generate data needs and this position provides the analysis

Recommended updated committee structure

BOARD COMMITTEES (in bylaws)
1. Executive
2. Governance
3. Finance

BOARD MANAGED ADVISORY COMMITTEES (in bylaws with Board Liaison assigned)
1. Assistant and Associate Deans
2. Justice, Equity, Diversity and Inclusion

STRATEGIC PLAN WORKING GROUPS (not in bylaws, only in strategic plan)
1. Professional Development and Networking (Goal 1)
2. Partnerships (Goal 2)
3. Advocacy (Goal 3)

Ideas from discussion of JEDI Committee
- Manage affinity groups
- Consider grant opportunities
- Assist deans with access to training and resources
- Advise board on response to national events
- Develop and evaluate policy
- Support and advocate for minority deans and diversifying the deanery
- Advise strategic plan working groups
- Develop meeting code of conduct and arrange ombuds/safety officer for meetings if deemed necessary