![CCAS — Council of Colleges of Arts & Sciences]

EMPOWERING DEANS TO LEAD: 2023-2028 PLAN

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.
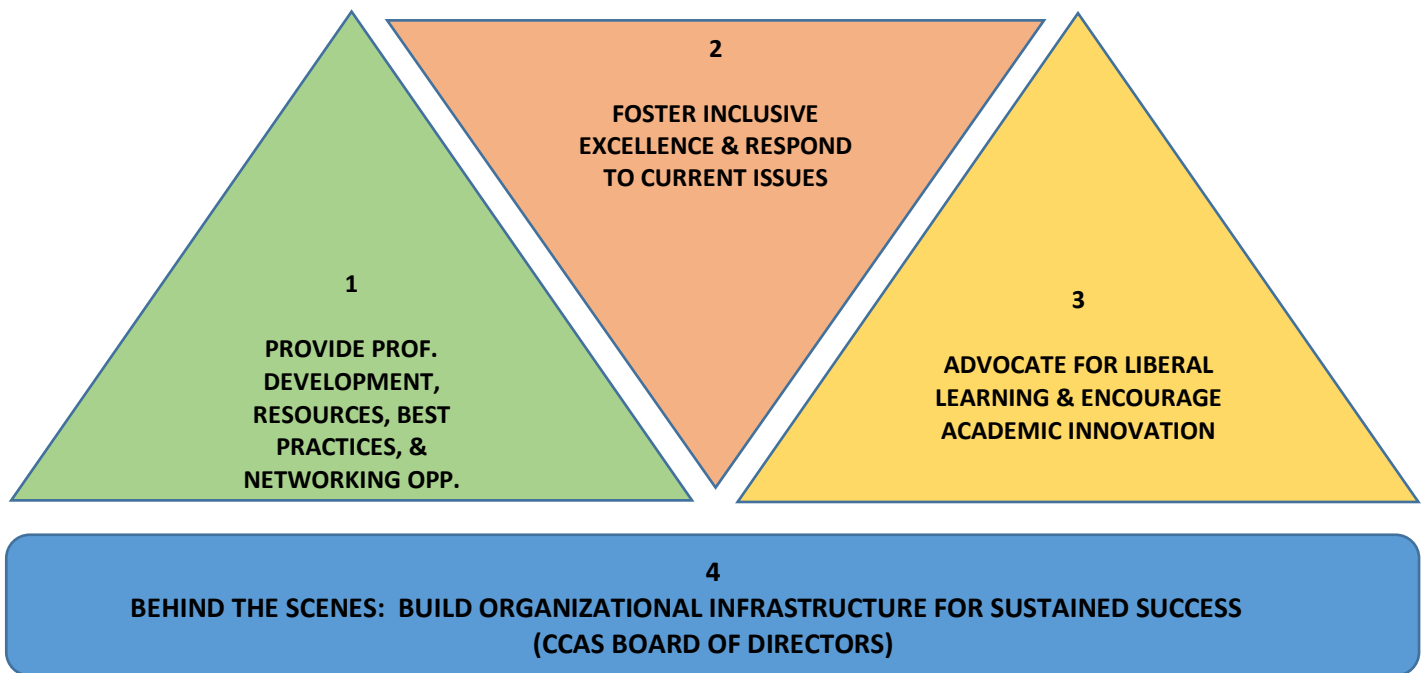
Mission *(Drafted in 2019)*
CCAS is a deans leadership organization that creates opportunities to network with other deans, fosters inclusive excellence and academic innovation, offers professional and career development, provides resources and best practices, responds to current issues, and advocates 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
GOALS & OBJECTIVES

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 Focus on Diversity, Equity, Inclusion, and Justice.
- Form **Partnerships Working Group.**
- Strengthen and Expand National and International Partnerships and Presence.
- Expand CCAS Data Collection Activities.

GOAL 3: ADVOCATE FOR LIBERAL LEARNING & ENCOURAGE ACADEMIC INNOVATION

- Form **Advocacy Working Group**.
- Expand Advocacy 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

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