

**CCAS Strategic Plan**  
2016-2019



**CCAS**

Council of Colleges of Arts & Sciences



## CCAS Strategic Plan 2016-2019

### TABLE of CONTENTS

Mission Statement.....	2
Vision Statement.....	2
Previous Strategic Plans.....	3
Overview.....	4
Goal #1 .....	6
Goal #2 .....	7
Goal #3 .....	8
Timeline .....	9
Members of the Board.....	10
Member Participants .....	12

## **CCAS Mission Statement**

The Council of Colleges of Arts and Sciences, a network of deans, fosters excellence in colleges and schools of arts and sciences. In pursuit of our mission, CCAS

- connects deans with each other
- provides professional development
- serves as a forum for discussing issues in higher education
- advocates for liberal learning

## **CCAS Vision Statement**

CCAS will provide state-of-the-art professional development, managerial resources, and leadership opportunities for Arts and Sciences deans, chairs, and staff that

- shape national conversations and policy relevant to arts and sciences education at all levels;
- leverage existing and emergent partnerships with other organizations; and
- utilize a diverse array of delivery systems.

## Previous Strategic Plans

Over the last ten years, the Board of Directors has used two strategic plans and one Board work plan to focus its efforts on improving the programs and services provided to A&S deans. Among other accomplishments, the Board of Directors and Executive Office have

- Increased membership by over 20 percent
- Redesigned and upgraded all online services
- Redesigned the CCAS Newsletter for online delivery
- Created a searchable Deans Knowledge Base housing over 300 documents pertinent to A&S deans
- Added new formats and networking events at the Annual Meeting
- Received a \$1.2M grant from NSF to infuse gender-equity content into meetings and seminars
- Enhanced offerings for associate and assistant deans
- Partnered with AAC&U, CUR, ICFAD and other organizations to expand programs for members
- Created resource materials to promote the liberal arts and to inspire deans in their fundraising efforts
- Established a dean-to-dean mentoring program
- Offered workshops on phases of deans' careers
- Created the Standards of Practice to guide deans in using best practices for administering the arts and sciences
- Added on-campus workshops for chair/head training
- Increased the visibility of CCAS so that higher-education organizations, the media, and other groups contact us in order to gain the perspective of A&S deans
- Created an advocacy network for the humanities and became active in the National Humanities Alliance
- Established the A&S Advocacy Award for Arts & Sciences, since awarded to six prominent recipients
- Engaged in a board-development process resulting in improved committee structure, oversight, and operations of the Board of Directors

## Overview of the 2016-2019 Planning Process

To prepare for its next planning cycle, the CCAS Board of Directors began by engaging in a retreat focused on assessing the last 10 years and better understanding the current and future climate facing higher education. After an in-depth discussion of the issues affecting higher education going forward and their impact on the work of deans, the Board determined that in order to best differentiate and position CCAS, the 2016-2019 plan should consider focusing upon

- Finding new services and projects beneficial to our members
- Seeking a higher level of professionalization of our professional-development programs and adding new types of offerings
- Seeking greater visibility and improving the branding and marketing of CCAS
- Advocating nationally for the liberal arts and sciences
- Clarifying and expanding resources in support of members' advocacy on behalf of the arts and sciences
- Building alliances, partnerships, and joint programming with organizations with similar missions

Next, the Board decided to gather input from its members to help validate these priorities and flesh out the actions that could move us forward as an organization. Rather than using an electronic survey of all members, it chose a real-time iterative process involving a cross-section of stakeholders, including former board members, committee chairs, seminar leaders, other volunteers, and members of the Executive Office staff. The Board contracted with GEO Group Strategic Services—a consulting firm specializing in online collaborative planning—to conduct three online planning sessions in February and March of 2015. The sessions were attended by stakeholders who accepted the invitation to contribute their ideas during and immediately following the sessions.

The sessions were organized around the six Goal Areas that were proposed by the Board of Directors as a starting point for a collaborative, iterative process. Sixty-four participants attended the first online session, with 29 subsequently completing a survey where they suggested actions that could be taken under each of the six

Goal Areas during 2016-2019. Following the session, the input was analyzed and organized into broad action themes under each Goal Area.

In the second online session, 46 participants rank-ordered the six Goal Areas and explained the reasons for their top ranking. After the group reviewed the reasons, they rank-ordered the Goal Areas a second time and then again rank-ordered the action themes within each Goal Area, resulting in one change to the rank order of the Goal Areas, based upon the group discussion.

In the third session, 35 participants prioritized the actions that had previously been suggested for each Goal Area by checking those that they felt were most important.

The Board then reviewed the results of the stakeholder input process, merged several of the Goal Areas and eliminated others from consideration that were less well supported by stakeholders. These adjustments resulted in two Goals (1 and 2, following). The Board also chose to add an additional “stretch goal,” which appears as Goal 3.

GOAL #1:

**OFFER IMPROVED PROGRAMS AND SERVICES  
THAT BENEFIT MEMBERS**

CCAS will continue to offer a range of programs and services for its members, with an added focus on supporting leadership capacity and exploring new delivery formats.

STRATEGIES

- 1. Improve the quality of CCAS programs to enhance learning and effectiveness of deans**
  - a. Assess the structure of the Annual Meeting
  - b. Strengthen program curricula by using outside expertise, bringing relevant research to bear on content, and better preparing presenters
  - c. Assess whether the Standing Committees can be used to enhance programming
  
- 2. Provide programming to enhance leadership growth and skills**
  - a. Offer opportunities to learn about areas within and outside of Academic Affairs, to better understand how the university works, in all its aspects
  - b. Partner with other higher-education organizations that provide programming that can enhance leadership and effectiveness of member deans
  - c. Offer additional programming for deans at all levels to prepare them for advancing in the administrative ranks
  
- 3. Explore ways that CCAS can facilitate regional connections between deans**
  - a. Define a mechanism for determining regions
  - b. Identify issues common to deans within these regions
  - c. Consider using existing venues for making regional connections
  - d. If warranted, pilot regional meetings by connecting with organization/s that currently offer regional meetings

GOAL #2:

**ADVOCATE FOR THE VALUE OF THE  
LIBERAL ARTS & SCIENCES**

CCAS will take an active role in advancing the interests of the liberal arts and sciences through advocacy and will provide resources for member deans who wish to engage in such advocacy themselves.

STRATEGIES

**1. Provide advocacy resources to members**

- a. Create a resource base that can easily be updated and accessed by members
- b. Establish a means of alerting members to updates in the resource base

**2. Offer training and support for member advocacy**

- a. Offer sessions on advocacy at annual meetings and through other programs, such as the New Deans Seminar
- b. Develop a stand-alone workshop or webinar on advocacy

**3. Engage CCAS in advocacy efforts**

- a. Link members to advocacy opportunities
- b. Strengthen the Board's and Executive Director's roles in advocacy by monitoring policy and political issues that present opportunities for board advocacy, and take appropriate action
- c. Continue our affiliation with the National Humanities Alliance and explore additional affiliation with organizations that support the arts and sciences

### GOAL #3:

## **ELEVATE OUR NATIONAL STANDING AS THE PREMIER ORGANIZATION FOR BEST PRACTICES FOR ACADEMIC LEADERSHIP IN THE ARTS AND SCIENCES**

CCAS aims to be known within the higher education community for taking an active role in demonstrating best practices in academic leadership through multiple venues of national recognition.

### STRATEGIES

- 1. Disseminate CCAS signature resources for academic leadership to a wider audience**
  - a. Revise and promote the CCAS Standards of Practice to a wider audience
  - b. Continue to underwrite, publish, and disseminate books on decanal best practices
  
- 2. Use relationships and partnerships to raise awareness and importance of CCAS**
  - a. Assist those institutions adopting AAC&U's Liberal Education and America's Promise (LEAP) initiative by developing a set of best practices to implement the LEAP Essential Learning Outcomes
  - b. Participate in events sponsored by other organizations so as to raise the visibility of CCAS
  - c. Establish "Friends of CCAS" (e.g., past presidents, emeritus members, leaders of other organizations) to help carry the CCAS message more broadly
  
- 3. Develop and implement a strategic marketing and communication plan**
  - a. Designate spokespersons from the Board and Executive Office who are available to comment and speak on behalf of the value of the Arts and Sciences
  - b. Provide talking points to these spokespersons for going on record about national conversations pertinent to arts and sciences
  - c. Seek outside expertise in developing the marketing and communication plan

## **Timeline for implementation**

To accomplish these initiatives, the Board of Directors has adopted an ambitious timeline, which can be obtained upon request. The Board anticipated beginning its work on the Action Steps from January 2016 to December 2018, with its work during 2019 concentrated upon any activities that took longer than anticipated to complete. The Board will report to the membership at each Annual Business Meeting on its progress in implementing the goals and strategies.

During the planning process, many CCAS members expressed their willingness to be involved in in the implementation process. The Board looks to calling upon its membership to work together to accomplish our shared goals.

## **Members of the CCAS Board of Directors**

### **President, 2013-2014**

Nancy Gutierrez, *Dean, College of Liberal Arts and Sciences, University of North Carolina at Charlotte*

### **President, 2014-2015**

Timothy D. Johnston, *Dean, College of Arts and Sciences, University of North Carolina at Greensboro*

Catherine Albrecht, *Dean, Getty College of Arts and Sciences, Ohio Northern University*

Jeffery P. Braden, *Dean, College of Humanities and Social Sciences, North Carolina State University*

Goldie S. Byrd, *Dean, College of Arts & Sciences, North Carolina A&T State University*

Kate Conley, *Dean, Faculty of Arts and Sciences, The College of William & Mary*

Bret S. Danilowicz, *Dean, College of Arts and Sciences, Oklahoma State University*

Sametria R. McFall Dickerson, *Assistant Dean, College of Liberal Arts & Social Sciences, Savannah State University*

Mary Anne T. Fitzpatrick, *Dean, College of Arts and Sciences, University of South Carolina*

Joyce Taylor Gibson, *Dean, Lewiston-Auburn College, University of Southern Maine*

Gerald R. Greenberg, *Senior Associate Dean, The College of Arts and Sciences, Syracuse University*

David Manderscheid, *Executive Dean & Vice Provost, College of Arts and Sciences, The Ohio State University*

Christopher McCord, *Dean, College of Liberal Arts & Sciences, Northern Illinois University*

Patricia Mosto, *Dean, College of Liberal Arts, Education & Sciences, Rider University*

Janice L. Nerger, *Dean, College of Natural Sciences, Colorado State University*

Tom Otieno, *Associate Dean, College of Arts & Sciences, Eastern Kentucky University*

Steve Peters, *Dean, College of Fine Arts, University of Montevallo*

Elizabeth A. Say, *Dean, College of Humanities, California State University, Northridge*

Patricia Witherspoon, *Dean, College of Liberal Arts, University of Texas at El Paso*

Anne-Marie McCartan, *Executive Director*

**CCAS Members who participated in all three online sessions of the stakeholder input portion of the Strategic Planning Process**

- Mark Anderson, *Kennesaw State University*
- J. Chris Arndt, *James Madison University*
- David Boocker, *University of Nebraska at Omaha*
- Carmen Cid, *Eastern Connecticut State University*
- Beth Costner, *Winthrop University*
- Teresa Dorman, *University of Central Florida*
- Gayle R. Helmling, *CCAS*
- Andrew J. Kanu, *Virginia State University*
- Karen Kedrowski, *Winthrop University*
- Dawn Kirby, *Utah State University*
- April Massey, *University of the District of Columbia*
- Jonathan Millen, *Rider University*
- Karen Olmstead, *Salisbury University*
- Michael Perone, *West Virginia University*
- Steve Peters, *University of Montevallo*
- Nate Phinney, *Malone University*
- Russ Pottle, *Misericordia University*
- Gregory Sadlek, *Cleveland State University*
- Mary Schutten, *Grand Valley State University*
- Cathleen Webb, *Western Kentucky University*
- Carlton Wilson, *North Carolina Central University*
- Abbey Zink, *Sam Houston State University*