

AY 2006-07 ANNUAL GOALS ~ AY 2005-06 PROGRESS UPDATE

AY 2006-07 ANNUAL GOALS*

In support of the COB's mission and strategic objectives, the following initiatives were identified during the Strategic Planning Council Fall 2006 Retreat and replace or augment those priorities developed in Spring 2006. Goals generated from these strategic initiatives were presented by the Action Teams – who worked on them throughout AY 2006-07 – to the SPC at-large at its March 30, 2007, meeting. Initiatives were prioritized with funding recommendations (where applicable) at the SPC at-large meeting on Friday, April 27, 2007, and were forwarded to the Dean and/or appropriate standing body – Senate/College Curriculum Committee/College Council – or administrative office for adoption, implementation, and financial resources (where applicable).

GOALS \ INITIATIVES	YEAR 1	YEARS 2 – 4	YEAR 5
<p>CURRICULUM INNOVATION</p> <ol style="list-style-type: none"> 1. Develop and reinforce professional business skills through real world experience, professional development training, and curriculum specialization (Real-world experiences are defined as real projects and/or work experience for profit and non-profit organizations.) 2. Expand real-world experiences for students and required that they have at least three real-world experiences during their undergraduate education 3. Provide options for students to meet the real-world experience requirement 	<ul style="list-style-type: none"> ▪ Compile list of all upper-division courses in each major that give students realistic hands on experience and a list of professional develop skills currently being taught in each department ▪ Implement a monthly or weekly “dress for success” day. Students and faculty will be strongly encouraged to dress in business attire that day ▪ Create documentation process and procedure to encourage students to report non-credit student internship experiences ▪ Encourage departments that do not have a real-world component in upper division courses to create one ▪ Evaluate UBUS 310 and 311 to make sure the UBUS course work is preparing students to work on real-world cases and projects by developing the business skills necessary – as recommended by the COB Board of Executive Advisors (BOEA) 	<p>Year 2 – Design, Develop, and Implement: Career Enhancement Courses –</p> <ul style="list-style-type: none"> ▪ For working students <ul style="list-style-type: none"> ▪ Faculty coach to co-op with employer and assist in student/employee development ▪ Interpret Vision & Mission ▪ Analyze financial statements ▪ Creative thinking ▪ Idea selling ▪ Effective communications ▪ Presentation skills ▪ Interview etiquette ▪ Dress for success ▪ For non-working students based on real-world projects <ul style="list-style-type: none"> ▪ Enterprise sponsored project – 4 to 5 person multi-function teams 	<ul style="list-style-type: none"> ▪ Evaluate effectiveness of courses ▪ Evaluate effectiveness and relevance of professional development tutorials ▪ Create elective course based on real-world experience for graduate students ▪ Track undergraduates to make sure they meet the real-world requirement

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<p>CURRICULUM INNOVATION CONT'D</p> <p>4. Guide students (via faculty and staff) to make the best use of internships with career planning emphasized at the college, rather than the university, level</p> <p>5. Encourage each department to incorporate guest speakers in each course</p>	<ul style="list-style-type: none"> ▪ Develop set of professional development tutorials and resources (possibly podcasts) necessary for reinforcement and continued development of real-world business skills ▪ Inventory technology used in the classroom and match it with technology currently used in industry (i.e., ERP, CRM) 	<p>Year 2 Cont'd: Open to all students</p> <ul style="list-style-type: none"> ▪ Address assigned business issue ▪ Outcome – two solutions per team; formal presentation to client ▪ Organized by specialization and industry/sector (i.e. telecom, ag business, franchise management, manufacturing) <p>Year 3 – Document that:</p> <ul style="list-style-type: none"> ▪ The majority of seniors in the College of Business are completing or have completed and reported an internship ▪ All seniors have taken or are taking at least two real-world experience based courses in addition to their internship: <ul style="list-style-type: none"> ▪ Department level capstone course or upper division course using real world projects ▪ Business Consulting Project - UBUS 485 ▪ Career Enhancement course ▪ Real-World Experience course ▪ Appoint the ELC as the umbrella organization for all real-world experience based courses that have a cross-functional focus. The ELC will also be responsible for compiling internship data for credit and non-credit internships and for obtaining real-world projects from outside organizations. 	

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<p>ENTREPRENEURSHIP</p> <ol style="list-style-type: none"> 1. Create entrepreneurial capability in all students that can be applied in many future career settings 2. Provide students (who have new venture needs/desires) opportunities to gain experience in the process of taking an idea to commercial reality 3. Provide resources to the northern Illinois community to assist in new venture development 4. Create a faculty that is a thought-leader in entrepreneurship 5. Establish metrics to measure achievement toward the goals 	<p><i>Phase I</i></p> <ul style="list-style-type: none"> ▪ Analyze other Entrepreneurship programs within Illinois higher ed institutions (Completed) ▪ Appoint leader of the initiative to take concept to reality ▪ Establish mandatory course for all COB undergraduate students (implemented FA08); resource implications include: <ul style="list-style-type: none"> ▪ Resources for instruction ▪ Faculty training ▪ Curriculum Content Development ▪ Resources for coordination ▪ Institute Business Plan Competition; resource implications include: <ul style="list-style-type: none"> ▪ Prize money ▪ Training for students ▪ Resources to screen entrants ▪ Publicity ▪ Organizing event (phases), judges 	<p><i>Phase II</i></p> <ul style="list-style-type: none"> ▪ Design new courses (creativity, finance, others?); resource implications include: <ul style="list-style-type: none"> ▪ Instructional resources ▪ Training ▪ Seek opportunities with College of Engineering and Engineering Technology (CEET); resource implications include: <ul style="list-style-type: none"> ▪ Time, energy, funding for curriculum design and modification ▪ Create an <i>Entrepreneurship & Innovation Center</i> (CEIC); <ul style="list-style-type: none"> ▪ Organize efforts in college ▪ Solicit funding from external parties ▪ Allocate and organize efforts across college relative to entrepreneurship CEIC requires Development effort to establish: <ul style="list-style-type: none"> ▪ Leadership for Center ▪ Sustainable funding 	<p><i>Phase III</i></p> <ul style="list-style-type: none"> ▪ Enhance efforts to work with community; resource implications include: <ul style="list-style-type: none"> ▪ Publicity effort ▪ Management and organization of faculty and student interface with community members ▪ Create an Incubator to support community efforts; resource implications include: <ul style="list-style-type: none"> ▪ Lots of \$ and administrative structure for operations

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<p>GLOBAL</p> <ol style="list-style-type: none"> 1. Create two or three initiatives to provide international experiences for faculty and students 2. Develop two major initiatives for faculty and student involvement in international projects 3. Identify and develop alliances with selected academic institutions overseas in order to have relevant presence in the strategic areas of the world 4. Explore opportunities for cooperation between NIU and Chicago-Based Global Companies 5. Formalize the structure for the <i>Center for Excellence in Global Business</i> (CEGB) 	<ul style="list-style-type: none"> ▪ Assess current students' international experience ▪ Visit <i>Centers of Excellence in International Business</i> at other universities ▪ Identify Industry partnerships to support: Student < -- > Faculty Scholarships ▪ Explore participation in <i>Opportunity International</i> microenterprise development/microcredit/microfinance projects ▪ Initiate Global Speaker Series 	<p>In three years, the COB will have achieved the following:</p> <ul style="list-style-type: none"> ▪ 30% of the COB faculty will have had one or more international experiences. ▪ Development of exchange or other relationships with ten universities around the world. ▪ X% (no decision on %) of students in the College will have had an international experience ▪ Adoption of an approved and detailed plan for the CEGB ▪ Establish formal business alliances with Chicago-based global firms 	<p>In five years, the COB will have achieved the following:</p> <ul style="list-style-type: none"> ▪ 100% of the interested faculty will have had one or more international experiences ▪ Implementation of COB's global presence strategy ▪ Y% (% left undecided due to uncertainty on funding) of COB students will have had at least one international experience ▪ A fully-operational CEGB

<div style="text-align: right;">INITIATIVES</div> GOALS	YEAR 1	YEARS 2 – 4	YEAR 5
<p>ONE COLLEGE ... ONE TEAM ... ONE FOCUS</p> <p>Create and nurture a greater sense of community within the College of Business for all of its various stakeholders through:</p> <ol style="list-style-type: none"> 1. Social initiatives 2. Academic (research and teaching) initiatives <p>[<i>One College ... goals amended 4/23/07.</i>]</p>	<ul style="list-style-type: none"> ▪ Implement "One College" Initiatives <ul style="list-style-type: none"> ▪ Social – COB <i>Face of the Week</i> (Launched SP07) ▪ Social – COB <i>After Hours</i> (Launched SP07) ▪ Conduct: <ul style="list-style-type: none"> ▪ Social Benchmarking – Market Study of COB (FA07) ▪ Academic Benchmarking - Survey of familiarity: tenured/tenure-track professors (FA07) ▪ Explore additional COB Informal Social Events (ongoing) ▪ Organize: <ul style="list-style-type: none"> ▪ Academic – "Secrets of Our Success" Presentations (SP08 +) <ul style="list-style-type: none"> ▪ NIU Presidential Award Winners Panel ▪ Distinguished Alums Panels ▪ Presentations by representatives from the COB Young Professional Network (YPN) ▪ Academic – COB cross-disciplinary research workshops (FA07 +) ▪ Conduct "NIU Finishing School" workshops to communicate information to students regarding "professional behavior and polish" [*4-23-07] 	<ul style="list-style-type: none"> ▪ Institute: <ul style="list-style-type: none"> ▪ Academic – COB cross-disciplinary research grants (SU08 +) ▪ Academic – COB cross-disciplinary teaching workshops (SP08 +) 	<p>To be determined</p>
<p>BRANDING</p> <ol style="list-style-type: none"> 1. Determine "value-add" proposition of the COB brand 2. Promote the brand's use across entire COB 	<ul style="list-style-type: none"> ▪ Look at past research to assess its consistency with what COB currently is doing ▪ Conduct benchmarking study – once prior research has been reviewed for its applicability to current marketplace perceptions ▪ Identify potential anchor points/areas of differentiation (such as Entrepreneurship and Global) ▪ Assure alignment of COB brand with university's mission/strategy 	<p>To be determined</p>	<p>To be determined</p>

GOALS \ INITIATIVES	YEAR 1	YEARS 2 – 4	YEAR 5														
<p>ENDOWMENT</p> <p>1. Identify Endowment priorities</p> <ul style="list-style-type: none"> ▪ <i>Named</i> College of Business¹ ▪ Student Scholarships ▪ Faculty Support ▪ Lectureships ▪ Centers of Excellence ▪ Visiting Scholars ▪ Travel/Study Abroad ▪ Barsema Hall Room Sponsorships <p>2. Establish Endowment goals</p> <ul style="list-style-type: none"> ▪ Name the College of Business¹ ▪ Endow a minimum of two (2) faculty chairs ▪ Endow a minimum of five (5) professorships ▪ Endow a minimum of twenty-five (25) student scholarships ▪ BH Room Sponsors ▪ Program Endowments ▪ Achieve a minimum of 20% annual fund-raising growth (includes endowed and non-endowed funds) <p>[Endowment goals amended 4/23/07.]</p>	<p>Item 1: Completed AY 2006-07 – Endowment priorities identified</p> <p>ENDOWMENT GOALS:</p> <p>YEAR 1: (June 30, 2008)</p> <ul style="list-style-type: none"> ▪ \$5 million endowment ▪ \$750K in gifts and pledge payments <p>*COB Endowment Balance (6/30/07): \$4,250,000 Annual Endowment Growth Over Next Five Years^{1 & 2}</p> <div data-bbox="663 781 1146 1237" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">NIU College of Business</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th></th> <th>FY07</th> <th>FY08</th> <th>FY09</th> <th>FY10</th> <th>FY11</th> <th>FY12</th> </tr> </thead> <tbody> <tr> <td>Total Endowment</td> <td>4.25</td> <td>5.00</td> <td>5.75</td> <td>6.75</td> <td>8.75</td> <td>10.75</td> </tr> </tbody> </table> </div> <p>¹Chart excludes gift for a <i>named</i> College of Business ²Chart excludes investment returns</p>		FY07	FY08	FY09	FY10	FY11	FY12	Total Endowment	4.25	5.00	5.75	6.75	8.75	10.75	<p>ENDOWMENT GOALS:</p> <p>YEAR 2 (June 30, 2009)</p> <ul style="list-style-type: none"> ▪ \$5.75 million endowment ▪ \$750K in gifts and pledge payments <p>YEAR 3 (June 30, 2010)</p> <ul style="list-style-type: none"> ▪ \$6.75 million endowment ▪ \$1 million in gifts and pledge payments <p>YEAR 4 (June 30, 2011)</p> <ul style="list-style-type: none"> ▪ \$8.75 million endowment ▪ \$2 million in gifts and pledge payments 	<p>ENDOWMENT GOALS:</p> <p>YEAR 5 (June 30, 2012)</p> <ul style="list-style-type: none"> ▪ \$10.75 million endowment ▪ \$2 million in gifts and pledge payments
	FY07	FY08	FY09	FY10	FY11	FY12											
Total Endowment	4.25	5.00	5.75	6.75	8.75	10.75											

*Replaces AY 2005-06 Progress - AY 2006-07 Objectives document dated 4-14-06.

AY 2005-06 ANNUAL GOALS PROGRESS UPDATE**

GOALS \ INITIATIVES	ACTIVITY	PROGRESS UPDATE
STRATEGIC PLANNING COUNCIL – DEAN'S RETREAT	Develop a Fall 2006 SPC Retreat as a means to enhance team-building between the new Dean and SPC	SEP 2006 – Completed
BUSINESS ETHICS LEARNING OUTCOME	<i>Finalize and print:</i> <ul style="list-style-type: none"> ▪ NIU COB <i>Ethics Handbook</i> ▪ <i>Ethics Card</i> 	<ul style="list-style-type: none"> ▪ SU06 – Implemented ▪ SU06 – Implemented
	Select COB Ethics Coordinator	MAR 06 – Ethics Coordinator Appointed
	Design and pilot online <i>Business Ethics Qualifying Exam</i> Assessment System	In process – COB seniors to be assessed FA07
	Establish <i>Teaching Business Ethics</i> Workshop	<ul style="list-style-type: none"> ▪ FEB 2007 – Implemented; to be held every Spring term ▪ “Brown bag” lunches on specific Ethics-related topics – Schedule for alternating Fall term
	Install Student Code of Ethics Plaque	SU06 – Completed
	Institute COB <i>Ethics Day</i> & Student Code of Ethics Plaque Dedication Ceremony	AY 2006-07 – Inaugural event held October 2006; ongoing activity
CREATING A LEARNING ORGANIZATION – COMMITTEE ORIENTATION TRAINING PROGRAM	Develop a <i>Committee Orientation Training Program</i> for COB faculty and administrators	<ul style="list-style-type: none"> ▪ AUG 2006 – Personnel Committee training implemented; ongoing activity ▪ Future plans include a Curriculum Committee Orientation Program
COLLEGE MARKETING & GRAPHIC IDENTITY CAMPAIGN	Build Brand Identity	Ongoing activity
	Integrate Graphic Identity Throughout COB Programs	Ongoing activity
	Market the College of Business	Ongoing activity

**Activities which have become integrated into ongoing funding allocations – such as COB marketing materials, SEDONA licensing, Multicultural Curriculum Transformation Institute grants, Business Careers House funding, Committee Orientation and Technology Training Programs, etc. – before AY 2005-06 have been removed from this chart. Refer to prior AACSB *Annual Maintenance Reports* for details about these and other strategic planning-based activities.