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**NIU College of Business**  
**STRATEGIC PLANNING COUNCIL XI MEETING MINUTES**  
Third Meeting (Academic Year: 2007-08) ~ Friday, March 28, 2008 ~ 2:00 – 4:00 p.m.

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**STRATEGIC PLANNING COUNCIL XI (SPC)**

**SPC Members:**

Tim Aurand (MKTG Faculty), Ann Carrel (Executive MBA Program Assistant Director), Virginia Cassidy (NIU Associate Vice Provost), Doug Clinton (ACCY Faculty), Joe Cullinane (MKTG Executive-in-Residence & President – Joe Cullinane Enterprises, Inc.), Anthony D'Andrea (Director of Development, Senior Gift and Estate Planning Officer – COB), Michelle De Jean (COB Marketing Director), Diane Docking (FINA Faculty), Charles Gowen III (MGMT Faculty), Sonja Herington (COB Strategic Planning & Assessment Coordinator), James Johnson (FINA Faculty), Gyu Kim (OMIS Faculty), Courtney Krug (MS MIS – Graduate Student Rep), Brian Mackie (OMIS Faculty), Kate Mantzke (ACCY Faculty), Sarah Marsh (MGMT Chair), Tim Paige (Director COB Tech Resources), Ronald Parrish (MGMT Instructor), Charles Petersen (OMIS Faculty), Paul Prabhaker (Associate Dean, College of Business), Denise Schoenbachler (Dean, College of Business), Tanuja Singh (MKTG Chair), and Wayne Smith (iTest Quality Partners Inc.)

**SPC Members Unable to Attend:**

Mary Allen (MGMT Secretary & President – Staff Council), Sue Braffet (COB Alumni Director), Jane Mall (COB Experiential Learning – Outreach Director), Lori Marcellus (Undergraduate Studies in Business Director), Mona Salmon (Evening MBA Program Assistant Director), and Phyllis Zerull (Undergraduate BSBA Advisor)

**Guest:** Jim Young (ACCY Chair)

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Dean Schoenbachler welcomed members and guests to the third SPC meeting of the 2007-2008 academic year. The Dean informed the council of the new binder system replacing the folder system. This system has been created in order to keep meeting materials together and avoid multiple copies of documents from meeting to meeting. Each new member will receive a binder at the beginning of the academic year, continuing members will receive date tabs to be added to their existing binders. Three hole punched copies of meeting materials will be provided at the beginning of each meeting for members to add to their respective binders. Materials that were distributed in past meetings that will be readdressed, will not be redistributed in paper format for future meetings, so it is asked that members bring their binders to each meeting.

**SPC XI November 9, 2007, MINUTES**

A motion to approve the November 9, 2007, minutes was made by Wayne Smith, seconded by Sarah Marsh, and passed unanimously.

**COB STRATEGIC INITIATIVE ACTION TEAMS (SIAT) BRIEFINGS**

*Branding*

The Dean stated the college has been working with an alumnus from a public relations service company.

- Public Relations is one area the college knew was missing and wanted to become more proactive.
- Since 2/14 the work with the PR firm has subsided, but we are starting to pick up momentum again.

Michelle De Jean stated that the Department Chairs have met with the PR firm and it has been decided to create a faculty expertise guide for the COB.

- Will serve as a database of faculty members with their research areas.
- Will help us find the appropriate faculty member(s) when reporters ask for someone with a specific research background.

*Entrepreneurship Initiative*

Sarah Marsh reported the work on creating a *Certificate of Undergraduate Studies in Entrepreneurship*. This Certificate is the result of students' requests to have an entrepreneurship program in the COB.

- Will be a designation on students' transcripts.
- Will help students identify what courses to take.
- May create new courses, but currently have classes in which students can enroll.
- Plan to go through formal implementation process next fall.
- Will be a two-course sequence in Entrepreneurship
  - Will be splitting up some courses that currently have a full curriculum.
  - First semester talk about elements of a business plan (MGMT 437).
  - Second semester create a business plan.

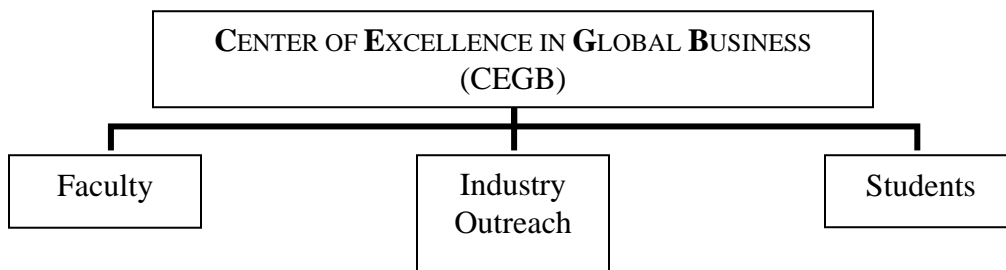
Chuck Gowen stated that, as of this academic year, the students in UBUS 310 get a taste of entrepreneurship by evaluating business plans. The UBUS 310/311 team will look at adding an aspect of entrepreneurship to UBUS 311 this summer.

Sarah discussed the External Business Plan Competition.

- The goal is to have an entry when NIU is invited to compete next year.
- Will give the students/COB the opportunity to win money.
- Need help from faculty to reach out and identify students, particularly from the MBA program, to compete.
- Working with NIU Research Foundation to develop university's intellectual property, which will give us the opportunity to engage in these types of opportunities.

*Global Initiative*

Tanuja Singh explained the model the Global Team created to move the COB forward with its global initiatives.



### China

The COB is currently hosting a cohort of Chinese Executives who are participating in a Professional Management and Leadership Certification (PMLC) program.

- The group has taken field trips to visit different companies/government offices.
- Government/Local officials and Corporate Executives have been guest speakers in the PMLC classes.
- It is expected that the COB will host two or three Chinese groups every year.

The experience with this first Chinese cohort has been beneficial for both the Chinese and the COB.

- Faculty who teach the cohort are learning from the Chinese and growing as individuals.
- The Chinese group spends time in the atrium with students working to improve their English speaking skills, which gives the COB students the opportunity to learn about another culture.
- The staff is working closely with the Chinese in scheduling activities and helping with personal needs, which has evolved into a positive international relationship.
- Due to a field trip to Hamburger University, the Chinese met the appropriate people to get connected to the McDonald's Franchise Division to start conversations about the possibility of opening a McDonald's in their home town, where there currently is no McDonald's.

### Egypt

The proposal to partner with the Egyptian National Management Institute (NMI) has been received by the Egyptian government and is under review. It is expected that the proposal will be approved and the COB will be awarded the bid. If this is the case, the COB will enter a 5 to 7 year executive training program with the Egyptian government.

### COB

Moneys generated from the aforementioned types of programs and the development office will be used to fund faculty/student international activities. Resources have been allocated to:

- Sponsor faculty to attend international seminars, training sessions and conferences.
- Create programs for students to study with COB faculty overseas.
- Create a study abroad scholarship fund to help students offset some of the study abroad costs.

The College of Business hopes to create a research fund for faculty who wish to research in an international area if this is their focus.

The COB previously had very strict rules/policies regarding student study abroad, however, the college is currently working to change those policies to create an awareness of study abroad opportunities and encourage students to participate.

- The COB is working to ensure courses taken abroad are comparable to NIU courses, to make sure students get course equivalents.
- The COB/Development Office is raising and allocating money to be used specifically for student study abroad.
- The COB and faculty are creating an awareness of the study abroad opportunities available to students by presenting information in classrooms, posting information in the COB website, and informing the International Program/Study Abroad Division.
- The Marketing Department offers four scholarships for their majors who are interested in international study.

Tanuja thanked everyone for their help in making the global efforts thus far successful, and to Paul for bringing in essential international contacts.

### *Endowment Initiative*

Anthony D'Andrea gave an update on the priorities of the Endowment Team:

- Top priority is to name the College of Business, there has not been anyone identified who will donate at this level yet.
- Second priority is the Endowed Chairs level, there has been some engagement and discussions with potential donors at this level.
- Third priority is the Endowed Professorships level, there has been a plan identified to focus on accounting firms to endow term professors.
- Endowed scholarships have a goal of \$1M, there has been one commitment.
- Endowment cash goal for this year is \$750K
- Center of Excellence in Global Business, working to engage potential donors on entrepreneurship and global.
  - Still in planning phases, does not have a specified target number, 1.5M and up.
  - Haven't put a number behind it yet, when endowed will get 4% each year.
  - Do not want to make too specific as it may lose its attractiveness to potential donors.

Anthony will provide a matrix to show progress at a future meeting.

Endowment group is working hard at first meetings and getting people engaged.

- It is typically a 10 touch process in order to get a gift; but, have found few touches have turned into significant gifts with NIU alum.
- Challenge is to identify find next phase of people to tap into and remind people about NIU.
- Inviting alumni to be Executives-In-Residence gets them back to campus and renews our ties with them.
  - Faculty are good at recognizing the value of this program.
  - SPC members are asked to encourage faculty to participate in allowing executives to go to their classes.

### **NIU/COB STRATEGIC PLANNING UPDATE**

The deadline for University Strategic Plan proposals submission has been moved to April 25, 2008. Proposal formats were included in the information in the SPC meeting binders.

### *Strategic Planning Reporting Template*

Sonja Herington logged into the University's new Strategic Planning web-based Reporting Template to show SPC members what information has been entered into the template and what information is missing, which needs to be populated by SIAT members. It is asked that SIAT members work as a group to populate the information requested by the next SPC meeting **April 25, 2008**.

### *Strategic Plan Mapping*

The Strategic Plan Mapping matrix was revisited. This matrix was created by the COB Strategic Plan Review Team. The Strategic Plan Mapping matrix will be used as a tool to show how the College of Business mission statement maps to our strategic initiatives and the evidence/activities that demonstrate the connection. It answers the questions:

- What are we doing?
- What is the evidence of how we are doing it?

Additionally, the mapping of the COB's mission statement and strategic plan helps to demonstrate how the COB's mission is consistent with the University's mission, which is Standard 2 in the AACSB Eligibility Procedures and Accreditation Standards for Business Accreditation.

SPC members are asked to take the Strategic Plan Mapping matrix back to their departments and fill in evidence/activities from the last five years under each section. **This is to be submitted to Sonja Herington, [sherington@niu.edu](mailto:sherington@niu.edu), by Monday, April 21<sup>st</sup> to be compiled before the Friday, April 25<sup>th</sup> meeting.**

As the COB works to increase visibility of the strategic plan and initiatives it was recommended that the SPC work to increase communication within the college and outside. Ideas were:

- email newsletter
- website updates
- story of the month/week

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The Dean announced that she presented the College of Business Strategic Plan at the University Foundation Board meeting in February. The presentation was well received by the board members and highly applauded. Additionally, the AACSB Visit Planning Team met with Senate where the group discussed best effective practices of the COB. SPC was identified as a unique process. Everything the SPC is doing ties back to the college and the Dean appreciates all of the SPC members' efforts and commends them on the work they have done.

The next SPC meeting will be Friday, April 28, 2 – 4 PM. The meeting will be in BH 300. The main topics of discussion will include review of the annual maintenance report, updates from team leaders, the University's *Strategic Planning Reporting Template*, the COB Strategic Plan Mapping matrix, SPC member recruitment, and the calendar for the 2008-2009 academic year.

Respectfully submitted,

Sonja R. Herington  
COB Strategic Planning Coordinator

Attachments

**STRATEGIC PLANNING  
NEXT STEPS**

**SPC XI MEETING  
March 28, 2008**

## **Division of Academic and Student Affairs Strategic Planning Timeline**

### Spring 2007

- University Strategic Planning Task force develops planning framework.

### Summer 2007

- Planning framework is finalized and implementation procedures are developed.

### Fall 2008

- President Peters announces NIU Great Journeys Strategic Plan.
- Call for concept papers is distributed. Papers are reviewed and categorized thematically by the Council of Deans.
- Presidential Task Forces on Student Success, Curricular Innovation and Environmental Sustainability begin topically focused strategic planning.
- Academic colleges begin strategic planning.

### January, 2008

- Provost announces process and RFP for Strategic Planning Proposals (this correspondence).
- VP for Research announces RFP for multidisciplinary research clusters.
- Thematic conversations to facilitate the development of proposals begin.
- Non-academic units begin strategic planning based on concept papers.

### February, 2008

- Provost announces RFP for Strategic Initiatives Grants.

### April, 2008

- Strategic planning proposals and multidisciplinary research cluster proposals are submitted.
- Presidential Task Force plans are submitted to Provost and President.
- Strategic Initiative Grants proposals are submitted.

### May, 2008

- College strategic plans are submitted to Provost.
- College and multidisciplinary plans are consolidated into University level strategic plan.
- Council of Deans makes recommendations for strategic initiative grants and awards for Fall 2008 are announced.

### Summer 2008

- College and Unit plans are compared with the University plan for alignment and necessary revision.
- Initial funding decisions on strategic budgetary priorities for first year of the University plan are made.

Fall 2008

- Implementation of strategic plan begins
- Funding begins for the first Strategic Initiatives Grant projects

Spring 2009

- College/Unit and University plans are revised and updated and strategic decision making and strategic resource allocation/reallocation continues for FY09-10
- Proposals are solicited for next round of Strategic Initiative Grants

## Proposal Formats

All proposals, except those that involve multidisciplinary research clusters, should use the following format:

1. **Goals.** [A concise 1-2 sentence goal statement followed by a brief explanation of not more than 2 pages] Provide a statement of the goal or goals. The statement should explicitly indicate the expected outcomes envisioned as the object of the project. As far as possible, the proposal should specify how the goals could be quantified.
2. **Champions.** [3 page maximum] As many goals will seek outcomes that reach across unit boundaries, different units may share the same goal. Proposals should identify the individual, group of individuals, or units that will be actively engaged in the implementation of the project. The specific expertise and roles of all partners and exactly what they will contribute to the goals and strategies of the project should be identified.
3. **Imperatives.** [2 page maximum] Indicate how achieving the goal would advance one or more of the strategic imperatives.
4. **Strategies.** [3 page maximum for each strategy] Goals can be thought of as the ends or outcomes and strategies as the means or processes used to achieve those ends. Proposals must explicitly identify the series of steps and activities necessary for the implementation of the goals. Multiple strategies may be pursued independently, either simultaneously or sequentially. The description of each strategy should include:
  - a. A coherent set of **Action Steps** that when executed successfully will achieve or make substantial progress toward the goal;
  - b. A **Timeline** that specifies the series of action steps, the person responsible for each step, and the time period within which each is to be accomplished;
  - c. A set of **Requisites** that indicate what is needed to successfully implement the strategy. These requisites could be policy or practice changes, or resources of personnel, travel, equipment, consultant fees, or other funding. Be as specific as possible about all requisites and indicate whether they could be phased in over time.
  - d. A **Rationale** explaining how the strategy contributes to the stated goal.
5. **Diversity.** In all cases where applicable, explain in what way the strategies will enhance the diversity of the university community.
6. **Evaluation Plan.** [2 page maximum] Each goal must have a clear plan for assessment that will be used to determine if the goals have been achieved. The plan should include at least the following matters:

- a. **Milestones.** Identify key steps in the process of implementation whose completion can track progress towards achieving the goal.
  - b. **Performance indicators.** Identify numerical quantities that can be compared across time, across units or across institutions to show progress towards goals. Meaningful benchmarks from peer institutions should be considered for establishing targets for performance indicators.
  - c. A **summary process** that integrates quantitative and qualitative indicators of success to give a nuanced understanding of the outcomes produced in relation to the outcomes originally sought.
7. **Supporting Documentation.** Proposals must include supporting documentation indicating that all designated partners, both individuals and units, are aware of the goals and strategies of the proposal, will contribute to them in the manner indicated, and have considered the implications of their support. Proposals must include a letter from each partner unit, indicating their commitment to engage in the implementation of your proposal. Further supporting material may be requested.

### **Proposal Submission**

Proposals must be submitted by **April 4, 2008**. Proposals should be submitted in electronic form, preferably as a Word or pdf file. The routing of a proposal depends on the nature and scope of the proposal:

- Proposals that involve a single college should be submitted to the dean's office of that college.
- Proposals that involve multiple colleges should be submitted to the deans' offices of all of the relevant colleges.
- Proposals arising from the activities of the *Task Force on Student Success* or the *Task Force on Curricular Innovation* will be developed and prioritized by the respective task forces and submitted to the Office of the Provost.
- Proposals not falling in the previous categories from units outside of the Division of Academic and Student Affairs go directly to the appropriate vice president.
- Proposals for research clusters prepared in response to the parallel RFP should be submitted to the VP for Research, as well as to the deans' offices of all of the relevant colleges.

**Thematic Conversations/Thematic Focus  
Specific to the College of Business**

**University-wide Thematic Focus**

**Coordinator**

Curricular Innovations

Curricular Innovation Task Force

Global Issues

Deb Pierce

Ethics

Denise Schoenbachler

<b>UNIT</b>	<b>AUTHOR(S)</b>	<b>TITLE</b>	<b>THEMATIC FOCUS</b>
CEET, COB	Ghrayeb, et al.	NIU Experiential Learning Consortium	Curricular Innovation
COB	Mall	Curriculum Enhancement	Curricular Innovation
COB	Mall, Buhrow, Click, et al.	Advanced Professionalism Certificate	Curricular Innovation
COB	Young, Singh, et al.	Center for Microfinance & Social Entrepreneurship	Global Issues
COB	Mall, Click, Smaldino, et al.	Global Ethics Collaboratory	Ethics
COB, CLAS	Tolhurst & Mantzke	Applied Ethics Institute	Ethics

The Council of Deans will host a series of conversations on the concept paper themes developed. A full list of the concept papers and the thematic foci they came under is posted on the university's strategic planning website, <http://www.niu.edu/strategicplan/concept-papers.pdf>.

Faculty and staff who submitted concept papers on a theme will be invited to the appropriate forum, but participation will be open to all interested parties.

## Strategic Planning Reporting Template

To promote a shared discourse on strategic planning, we recommend that the development of strategic plans at the unit level should be organized according to a common structure, and employ a common lexicon. The structure we recommend operates on a hierarchy of planning levels, from imperatives to goals to strategies to action steps. A more detailed reporting template will be developed and distributed, but in outline, the template will contain the following elements:

1. The **imperatives** are set forth in section II of the Strategic Planning Imperatives document, and inform all university strategic planning.
2. Each unit will define a series of **goals**. These are outcomes that the unit seeks to achieve that will address the university imperatives. A goal may be shared to multiple units, and may address multiple imperatives.
3. As many goals will seek outcomes that reach across unit boundaries, the same goal may be shared by multiple units. The **champions** for that goal must be identified, including both the person or unit with primary responsibility, and those who will be actively partnering with them.
4. Each goal will be achieved by a series of **strategies**. That is, goals can be thought of as the ends or outcomes, and strategies as the means or processes used to achieve those ends. A strategy represents a coherent set of **action steps** that, when executed successfully, will achieve (or make substantial progress towards) the goal. There may be multiple strategies that can be pursued independently. The elements of a strategy should include:
  - a. **Timeline**: what are the action steps, who will be responsible for each, and when will they be accomplished?
  - b. **Requisites**: what is needed to successfully implement the strategy? This may include both resources (personnel, funding) and policy changes that may be needed for the strategy to be implemented.
5. Each goal must have associated with it a clear **evaluation plan**. The evaluation plan sets forth the process that will be used to determine if the goal has been achieved. This should include (but is not limited to):
  - a. Quantifiable **performance indicators** (numerical quantities that can be compared across time, across units or across institutions).
  - b. **Milestones** (key steps in the process of implementation whose completion can track progress towards achieving the goal).
  - c. A **summary process** that integrates quantitative and qualitative indicators of success to give a nuanced understanding of the outcomes produced in relation to the outcomes originally sought.
6. Finally, as we will inevitably have more good ideas than we can immediately implement, each goal must be given a **priority**. Goals should be categorized as:
  - a. **Immediate**: goals that can be readily achieved, with minimal requirements in time or resources.

- b. **High:** goals that require significant investment of time, effort or resources, and which are determined to be most deserving of that investment.
- c. **Long Term:** goals that require substantial policy changes or require significant investment of time and resources, and which may be eventually pursued if appropriate opportunities arise.

NIU COLLEGE OF BUSINESS STRATEGIC PLAN MAPPING

<p align="center"><b><u>COB MISSION STATEMENT</u></b></p> <p>The College of Business provides higher education and <b>professional outreach</b> in northern Illinois, participates in relevant activities at the national level, and is committed to raising students' awareness about the implications of <b>international and global business operations</b>. The college offers <b>outstanding educational programs and academic services</b> to students, faculty, business, and other stakeholders. The college endorses a <b>balance between teaching and research</b> while engaging in <b>partnerships with the business community</b>. The college focuses its efforts to continually improve the <b>quality of instruction and scholarship</b> to advance its disciplines and the success of all learners.</p>	<p align="center"><b><u>COB STRATEGIC INITIATIVES</u></b></p> <p>A. One College ... One Team ... One Focus          B. Global          C. Endowment          D. Curriculum Innovation          E. Entrepreneurship          F. Branding</p>	<p align="center"><b><u>NIU STRATEGIC IMPERATIVES</u></b></p> <p>1. Preserve, Strengthen, and Extend NIU's Teaching and Learning Environment          2. Develop a Strategy for Investing in Multidisciplinary Scholarship and Artistic Clusters          3. Strengthen and Extend NIU's Regional and Global Impact          4. Make NIU an Institution of "First Choice" for Faculty, Students, and Staff</p>
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**ALIGNMENT OF MISSION FOCUS <--> COB STRATEGIC INITIATIVE(S) <--> NIU STRATEGIC IMPERATIVE(S)**

Professional Outreach	International & Global Business Operations	Outstanding		Balance Between Teaching & Research	Partnerships with the Business Community	Continuous Quality Improvement (CQI)	
		Educational Programs	Academic Services			Instruction	Scholarship
A, D, E, F	B, C, D	A, D, F?	A, D, F?	A, D	A, C, E, F	A, D	A
1, 3	1, 3	1, 4	1, 4	1?, 4	3?	1	2
<i>Activities:</i> EMBA, PMBA, MST??	<i>Activities:</i> International partnerships	<i>Activities:</i> National rankings ACCY/Sales/BW/Craignes	<i>Activities:</i> Advising Services	<i>Activities:</i> Merit systems	<i>Activities:</i> COB/Departmental/Units Advisory Boards	<i>Activities:</i> UBUS 310/311	<i>Activities:</i> New Faculty Research Circle (NFRC)
CPA Review	Study abroad programs	<i>BusinessWeek</i> (BW) – Rick Ridnour	Staff Council – ▪ Student Events (Hot Dog Days) ▪ Staff Events (3rd Thursday)	Tenure process	Financial commitments – ACCY, Sales Program, Others?	COB/Departmental/Units Assessment process/exit surveys	Cross departmental lunches
ELC projects (economic impact)	Faculty-led international programs/courses	CPA pass rates	Alumni & Corporate Relations	Teaching loads suggest balance with research expectations ▪ Offer support	Corporate sponsored scholarships	BOEA	Multidisciplinary Research efforts
Highlight non-profits*	Scholarships	NIU Presidential Teaching Professorship			Executive Club, Rockford Alumni Group, Young Professionals Network (YPN)	COB/Departmental/Units Advisory Boards	Press articles
CIA - NIU Outreach	Caterpillar Competitor Sales Analysis in India & China	Excellence in Undergraduate Teaching Award			Ethics Sponsorship (Ethics Task Force)	Technology Day	Research awards
Contributor to CFA, Exam		Alumni Survey			Endowed Professorships	Ethics Integration Workshops	
Service to professional organizations by faculty (Sedona entries?)		Professorships			High School Charter Program – Summer Camp	Multicultural Curriculum Transformation Institute (MCTI)	
International Executive Education		Educational Benchmarking, Inc. (EBI) Results			Downers Grove Leadership Academy		
					IVCC host		

					ELC Partnerships: Caterpillar, Wal-Mart, McDonald's, FTD.com, McKesson, OfficeMax		

\* Gap in small business

NIU Strategic Imperative		COB Strategic Initiative					
		A	B	C	D	E	F
		One College ... One Team ... One Focus	Global	Endowment	Curriculum Innovation	Entrepreneurship	Branding
1	Preserve, Strengthen, and Extend NIU's Teaching and Learning Environment	X	X	X	X	X	X
2	Develop a Strategy for Investing in Multidisciplinary Scholarship and Artistic Clusters	X			X		
3	Strengthen and Extend NIU's Regional and Global Impact	X	X	X	X	X	X
4	Make NIU an Institution of "First Choice" for Faculty, Students, and Staff	X			X		X