
NIU College of Business
STRATEGIC PLANNING COUNCIL XI MEETING MINUTES

Second Meeting (Academic Year: 2007-08) ~ Friday, November 9, 2007 ~ 2:00 – 4:00 p.m.

STRATEGIC PLANNING COUNCIL XI (SPC)

SPC Members:

Tim Aurand (MKTG Faculty), Ann Carrel (Executive MBA Program Assistant Director), 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), Charles Gowen III (MGMT Faculty), Sonja Herington (COB Strategic Planning & Assessment Coordinator – As of SP08), Gyu Kim (OMIS Faculty), Courtney Krug (MS MIS – Graduate Student Rep), Brian Mackie (OMIS Faculty), Jane Mall (COB Experiential Learning – Outreach Director), 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), Mona Salmon (Evening MBA Program Assistant Director), Denise Schoenbachler (Dean, College of Business), Tanuja Singh (MKTG Chair), Wayne Smith (iTest Quality Partners Inc.), Sally Wakefield (COB Strategic Planning & Assessment Coordinator – FA07), and Phyllis Zerull (Undergraduate BSBA Advisor)

SPC Members Unable to Attend:

Mary Allen (MGMT Secretary & President – Staff Council), Sue Braffet (COB Alumni Director), Charlie Cao (FINA – Undergraduate Student Rep), Virginia Cassidy (NIU Associate Vice Provost), Diane Docking (FINA Faculty), James Johnson (FINA Faculty), Kate Mantzke (ACCY Faculty), and Lori Marcellus (Undergraduate Studies in Business Director)

Dean Schoenbachler welcomed members and guests to the second SPC meeting of the 2007-2008 academic year. The Dean stated that the SPC members' jobs and tasks will be a little different this year as we work to align the COB Strategic Plan with the University's and update the plan in anticipation of the Fall 2008 AACSB visit.

SPC XI SEPTEMBER 28, 2007, MINUTES

A motion to approve the September 28, 2007, minutes was made by Sarah Marsh, seconded by Tanuja Singh, and passed unanimously.

COB STRATEGIC INITIATIVE ACTION TEAMS (SIAT) BRIEFINGS

Global Initiative

Tanuja Singh reported that the Global Team has met numerous times. The newest members of the team, Paul Prabhaker, Chang Liu, and Chih-Chen Lee, were welcomed and thanked for their contributions thus far. Paul was acknowledged for his input and help with activities the Team is currently undergoing with China and Egypt, which encompass:

- Chinese Government partnerships
 - Signed agreement to provide executive education and training in management practices in the spring 08 term.
- Egyptian Government training program
 - Train up to 9000 senior executives from Egypt
 - 3-9 years

It is pertinent to note that while the first Executive Education Training program is already in place, proposals are currently being prepared for additional partnerships with China and a potential partnership

with Egypt. With the monies acquired by these partnerships, the College will be able to fund other global initiatives which include but are not limited to: regular scholarships for study abroad travel and general study abroad incentives, funding for faculty development, international research support, and outreach and other globalization initiatives. These partnerships should also help when applying for internationalization grants.

Using a team approach, the COB hosted meetings with Chinese and Egyptian representatives, who are interested in partnering with the NIU College of Business to deliver international programs - two for China and one for Egypt. Tanuja shared that taking a team approach, which included faculty, administrators, staff and business executives (Joe Cullinane and Jeff Wallem attended almost all of meetings), provided to be quite effective. The visitors were very excited about what we are doing.

We have acquired three signed letters of friendship from China, Egypt and Serbia. The programs present opportunities for faculty to receive additional income. They will be taught by a combination of faculty, industry professionals, and outside experts and will be built on synergism across the programs.

There is a significant long-term potential in the proposed Egypt partnership which includes short and long-term executive training program for Egyptian executives coming to the U.S. and organizational re-design and training for various Egyptian ministries in Egypt.

Thanks to a donor's very generous \$1,000,000 contribution to the college, the Dean noted that every student will have the opportunity to apply for monies to use toward study abroad expenses.

Endowment Initiative

Anthony D'Andrea thanked everyone involved with the Endowment Team. Although the Team has not met formally, a number of objectives have been implemented in keeping with the COB's strategic planning goals established for 2007-2008:

- Fund raising is up 10% from last year
- Approximately \$4.2M current endowment balance
- \$36K committed this year toward endowment this fiscal year with a goal of \$750K

Additionally, several gift discussions are currently underway. Having concentrated on raising funds for buildings, NIU's focus is now shifting toward establishing endowments.

Alumni are happy to hear from us. The college needs to educate them on what endowments are and how they will be used. Prospects have been invited to attend luncheons, act as guest speakers in classes, and be daylong executive residents. Of the three alumni who have been *Executives-in-Residence*, two will have an endowment level gift by the end of the year.

NIU STRATEGIC PLANNING CONCEPT PAPER PROPOSALS INVOLVING THE COLLEGE OF BUSINESS

The College of LA&S submitted 180 concept papers. The College of Business submitted 6. In large part, the disparity is the result of the COB's long history of strategic planning and implementation. Thus, many of the LA&S' concept papers are akin to the ideas-generation the college experienced during the early days of the COB's planning process. The concept papers will be reviewed at a Council of Dean's meeting mid-December. The Dean's will work together trying to fit all of the concept papers together.

Furthermore, after reviewing the concept papers at the Council of the Dean's meeting, the Dean will present the COB with concept papers from other colleges that are a good fit with activities in which COB faculty members are interested since there may be potential opportunities in which they could partner with others across the university.

Center for Microfinance and Social Entrepreneurship – Jim Young¹

This concept is in line with the mission for the university and college; it fosters interdisciplinary studies and could reach across to disciplines such as environmental studies, engineering, sociology, and international studies.

The center will be a project based center parallel to the Experiential Learning Center. The prime focus of this center is to engage students on using principles of entrepreneurship to create social value. It is believed that a center such as this would bring in grant opportunities for the college. Additionally, the center would be incorporated in both the undergraduate and graduate programs. Students have proved to be passionate about these types of projects/experiences.

NIU Experiential Learning Consortium – Jane Mall²

The COB would assist the College of Engineering and the College of Health and Human Sciences create Experiential Learning Centers. This provides the COB an opportunity to collaborate with other colleges at NIU and it gives COB students the opportunity to work on multidisciplinary projects that address critical business and industry issues in a team-based approach.

Advanced Professionalism Certificates – Jane Mall³

This program will help develop skills students need in order to be successful in the working world. The certificate will be self-directed and offered via online, face to face, or blended formats. The certificate will be available to all NIU students and to current working professionals through a fee-based executive program.

Global Ethics Collaboratory – Jane Mall⁴

The COB will work with NIU's eLearning Services and the College of Education to create a community learning space that will be built in a virtual world centered around the study and application of ethical practices. This virtual world will help teach students to think outside of the box to solve ethical dilemmas using a team based approach.

Curriculum Enhancement – Jane Mall⁵

The purpose of this concept is to create a business unit to enhance the curriculum for NIU students through experiential based learning opportunities. This unit will serve as a conduit with other colleges and other majors to get students throughout NIU working together, expanding opportunities for real-world based experiences.

COB STRATEGIC PLAN REVIEW

The COB Strategic Plan Review Team devised a chart mapping the COB's Mission Statement with our Strategic Initiatives. This chart lists activities that the college is currently involved with that align with our initiatives. The Dean will present this chart to College Senate and College Council for their input and, likewise, asked the SPC members to share this chart with their colleagues. The Team also produced a matrix that shows which COB Strategic Plan Initiatives align with the University's Strategic Imperatives. The Dean stated that the SPC should work to ensure all of the COB Initiatives align with the University's Imperatives.⁶

¹ See Attachment A: *Center for Microfinance and Social Entrepreneurship* – Concept Paper

² See Attachment B: *NIU Experiential Learning Consortium* – Concept Paper

³ See Attachment C: *Advanced Professionalism Certificates* – Concept Paper

⁴ See Attachment D: *Global Ethics Collaboratory* – Concept Paper

⁵ See Attachment E: *Curriculum Enhancement* – Concept Paper

⁶ See Attachment F: *NIU College of Business Strategic Plan Mapping and Matrix*

The Dean concluded the meeting by reminding SPC members that they are instrumental in conveying information to their cohorts about what is transpiring within the college. Relative to activities in which the faculty are involved – or wish to pursue, the Dean reiterated that requests which do not align with the college’s strategic goals and objectives will not be funded by the college. The Dean also recommended that SPC members encourage their peers to apply for available grants, where appropriate.

The Dean announced that the December at-large meeting is canceled, so the next SPC meeting will be Friday, February 1, 2 – 4 PM. Depending upon the attendance count, the meeting will be in BH 300. The main topics of discussion will include updates from team leaders, an update on the University’s strategic plan and concept papers, the University’s *Strategic Planning Reporting Template*, and the COB Strategic Plan Mapping to the mission statement and the University’s four strategic imperatives.

Respectfully submitted,

Sonja R. Herington
COB Strategic Planning Coordinator

Attachments

ATTACHMENT A

**CENTER FOR MICROFINANCE AND SOCIAL ENTREPRENEURSHIP
(NORTHERN ILLINOIS UNIVERSITY COLLEGE OF BUSINESS)**

“Business practices rooted in universal values can bring social and economic gains.”

Ban Ki-Moon, Secretary-General, United Nations

Purpose

The microfinance movement has spread rapidly in the developing world over the past ten years. The concept is appealing to a broad spectrum of people in the developed world as a means to empower the poor in a market based economic system. Typically, participating borrowers get small loans of anywhere from fifty to several hundred dollars. First-time borrowers must repay these loans within a few months. There are many success stories in many countries – with people rising out of abject poverty into a more dignified existence.

In line with fostering interdisciplinary studies across the University, this Center would bring together COB faculty, students, and external constituents to share resources for the betterment of the local and global community. Given the notion of microfinance and microenterprise, faculty and students from all COB disciplines (accountancy, finance, management, marketing, and operations/systems) could be leveraged to focus on a single issue with the potential for significant impact. One of the goals would be to foster self-sustaining businesses and provide advice at critical junctures. Participants could consult with groups engaged in microfinance both locally as well as throughout the world with the express purpose of assisting them to attain best business and microfinance practices.

Moving towards a best practices goal facilitates more efficient and effective operations, greater access to capital, and the ability to provide assets to more people empowering them to help themselves. Also, in keeping with the University mission to increase social awareness and educating for greater social responsibility, the Center would involve students. Both graduate and undergraduate students would work in the Center, locally in the Chicagoland region, and in other countries on a project basis.

As microfinance and microenterprise are such broad concepts, over time, this Center could reach across the entire University – to disciplines such as environmental sciences, engineering, sociology, and international studies.

Curriculum Innovation

One of the purposes of the Center would be to focus on using principles of entrepreneurship to create social value. The College already offers an elective course on social entrepreneurship and could work on developing other electives in all COB disciplines – with the long-term strategy of offering a minor in this area to undergraduates and a graduate business degree. The graduate degree would be aimed at preparing students to work in organizations (corporate or non-governmental) providing assistance in the microfinance and microenterprise arenas. Courses would be designed to provide not only a foundation in business principles, but also emphasize an entrepreneurial approach, developing world markets, and both for-profit and non-profit organizations. Courses could include entrepreneurial strategy, nonprofit management and leadership, accountability and ethics, microfinance strategy, services delivery, service quality management, ecological perspectives for business, and philanthropy, voluntarism, service blueprinting and service learning.

Links to Local Non-Governmental Organizations

In the Chicagoland region, several non-governmental organizations (NGOs) are significantly involved in microfinance and microenterprise efforts in the United States and around the world. The Center would

seek to partner with these and other organizations to provide opportunities for faculty and students to put into practice the learning done on campus.

Opportunity International (Oak Brook, IL) is one of the largest microfinance organizations in the world. It is dedicated to the needs and well being of the poorest of the working poor – providing small microfinance loans as well as banking, insurance and other financial services that allow poor entrepreneurs to start or expand a business, develop a steady income, provide nutritious meals and education for their children and create jobs for their neighbors. Opportunity International's long-term desire is to help 100 million poor people work their way out of poverty by the year 2015.

ACCION Chicago is a small business lender dedicated to providing financing and business education for Chicagoland's entrepreneurs. Since 1994, it has disbursed over \$12.5 million in small business loans to over 950 locally-owned businesses. It offers loans of up to \$15,000 for start-up businesses (\$25,000 for established businesses) and also offers Credit Builder loans between \$200 to \$2,500 (used to purchase equipment, expand inventory, or cover unexpected repairs). By providing loans to small businesses unable to get a loan from a traditional bank, ACCION's loan program provides the working capital these entrepreneurs need to make their businesses thrive and grow.

Other local NGOs include *World Vision* and *World Relief* (both with regional offices in Chicago). These organizations provide microloans and relief to the poor around the world through economic development programs and also provide services to entrepreneurs including coaching in accounting, marketing, and management, based on ethical business principles. In addition, these organizations work to provide local communities access to clean water, stable food sources, health care, and education for local families.

Consultancies and Work Study Programs

Service learning is an important part of the College of Business and NIU. Project proposals that involve student teams supervised by professors involving microfinance institutions or the writing and preparation of small business plans for ventures seeking funding would be considered and funded. Students, faculty and external constituents could make trips to microfinance institutions around the world as well as sites in the US where advising activity may be underway. Faculty and students could assist in consultancies and perform a variety of tasks to assist non-governmental organizations (e.g., in marketing strategy, audits, and training). Other faculty and students could assist in longer-term work-study programs.

Summary

This Center has the potential to have a significant impact on faculty, students, and the greater world. It would offer us the opportunity to become more involved in our local community, the Chicagoland area, and participate in the global economy – using business techniques to help change the world.

Selected Bibliography

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ATTACHMENT B

**A Proposal for
NIU Experiential Learning Consortium**

Identity

- **Omar Ghrayeb**, ISYE Department Chair, College of Engineering and Engineering Technology
- **Jane Mall**, Director, Experiential Learning Center, College of Business.
- **Philip Eubanks**, Acting Chair, Department of English
- **Mary Pritchard**, Associate Dean, College of Health and Human Sciences
- **Simon Song**, MEE Department Chair, College of Engineering and Engineering Technology
- **Sen-Maw Kou**, EE Department Chair, College of Engineering and Engineering Technology
- **Cliff Mirman**, Technology Department Chair, College of Engineering and Engineering Technology
- **VPA Contact TBD**
- **Laura Vazquez**, Associate Professor Media Studies, College of Liberal Arts & Science

Proposal

Learning is the process of creating knowledge. NIU like other higher education institutions and as stressed in its strategic plan, strives to preserve, strengthen, and extend NIU's teaching and learning environment. Many scholars recommend the application of research from what has been called "the new science of learning". This research focuses on experiential learning as an important component to improve the learning process in higher education.

In response to NIU's strategic plan and to offer our students a more complete learning environment for all types of learners than the traditional lecture format, we propose to establish the "**NIU Experiential Learning Consortium.**" The proposed Consortium builds on current initiatives on experiential learning in different colleges at NIU. For example, the College of Engineering and Engineering Technology offers all its students to work in teams through the senior design projects. The College of Business has its own experiential learning center that provides students from all majors across the university the opportunity to work as teams of junior consultants. Guided by a faculty coach, each team solves real world business issues for non-profit and for profit organizations. The English Department has an active internship program, which includes Professional Writing Partnerships for aspiring technical and professional writers. The Consortium will integrate all these individual efforts and facilitates experiential learning that complements the NIU curriculum to enrich students' academic programs and help students to develop higher-order skills. The consortium will share best practices and establish a way to communicate to students the team based, experiential learning opportunities from other colleges. The structure of the proposed consortium is shown in the following figure.

ATTACHMENT C

**Northern Illinois University
Strategic Planning Concept Paper**

Advanced Professionalism Certificate

Submitted by Jane Mall, NIU College of Business, Director of Corporate Relations/Experiential Learning Center (ELC)

Others involved - Amy Buhrow, College of Business, Outreach Specialist; Aline Click, Asst. Director of eLearning Services; NIU and College of Business faculty; College of Business Corporate and Alumni partners

Proposal: The idea is to offer a non-credit certificate in Advanced Professionalism to junior, senior, and graduate students. Students in business, law, health sciences, engineering, and other professional studies will be encouraged to participate in the certificate program. As the certificate develops, it will be made available to professionals in the working world with the idea to be a self-sustaining program within two years. The workshops required to earn the certificate will focus on professional skills needed for success in the workplace. Participants will begin with a 360-degree evaluation to identify areas of strength and developmental needs. They will also attend an introductory workshop to plan a program of study. Participants will attend at least five business professional workshops over the course of two years. Workshops will be provided online, face to face or in a blended format. Workshops could include:

1. Presentation Skills- 2 part with interactive practice session
2. Etiquette
3. *Business/Report Writing
4. Phone Communication
5. *Communication with Technology (e-mail, IM)
6. *Adaptability to Technology in Training
7. Non-disclosure/confidentiality agreements
8. Situation Versatility
9. Change Management
10. Team Building
11. Dealing with the Media
12. *Dressing for Success
13. Meeting Management
14. Brainstorming
15. *Building your Brand- Personal/Professional Image
16. *Ethics
17. Global Cultural Competencies
18. Networking
19. Positive Thinking

*Course will be offered via online or blended format

Rationale: To have a competitive edge in the job market and boost potential, college graduates must be academically prepared and possess a host of other skills, personal characteristics and work-related experience. Employers are looking for graduates with the ability to communicate, lead others, work on a team, manage others, think critically, learn, and identify and solve problems. They also seek graduates who demonstrate initiative and motivation, a strong work ethic, honesty and integrity, flexibility and adaptability, organization, and the ability to handle change.⁷ At the College of Business Executive Board

⁷ Northern Illinois University Career Services Characteristics Employers Seek in Candidates. Retrieved February 13, 2006 from <http://www.niu.edu/CareerServices/handouts/Characteristics.pdf>

of Advisors meeting last November, a focus group of senior level business executives voiced opinions on what they are looking for in new employees. Many of their suggestions were centered around the soft skills such as presentation, meeting management, oral and written communication, idea selling, and creativity.

Impact:

- Professional, softer skills are not often focused on in the traditional academic setting. When students enter the workforce, they need these skills to succeed. Working professionals who have not had formal training in softer skills would also benefit from this certificate. This program would include students from across the university from multiple disciplines learning and working together giving them the skills needed to enter the workforce prepared and focused.
- These workshops could be offered to participants outside of the university and available as open enrollment public programs at the NIU Regional campuses and through NIU's eLearning Services Second Life Glidden Campus. Professionals in health care, law, service industries, education, business and other careers would benefit from this type of certificate program. The certificate will reach across the NIU campus and beyond.
- Students will realize that NIU is preparing them not only academically but preparing them professionally so they can quickly succeed in the real working world.

ATTACHMENT D

Northern Illinois University
Strategic Planning Concept Paper

Global Ethics Collaboratory

Identity:

- Jane Mall, NIU College of Business, Director of Corporate Relations/Experiential Learning Center (ELC)
- Aline Click, eLearning Services, Assistant Director
- Sharon Smaldino, College of Education, Professor
- NIU Students; NIU Faculty

Proposal:

The vision of this project is to develop a Second Life campus that provides problem-based teaching and learning opportunities in the study of ethical practice within a variety of professional fields. This campus would be designed to engage a community of scholars and students in exploration and inquiry. It would bring together a global community and provide a forum for continuous collaboration in the development of ethics teaching, learning and research through experiential learning events and activities.

Objectives

- Establish the Global Ethics Collaboratory (GEC), a learning space in Second Life, for use by a global community of students, faculty, professionals and Second Life residents to collaborate in the study and application of ethical practices.
- Establish an advisory panel of experts from multiple disciplines, such as copyright, business and health, who will provide ethical dilemmas and engage student teams in their resolution.
- Engage university students from multiple disciplines in an experiential learning team to solve ethical dilemmas.
- Develop a range of event opportunities such as fireside chats, conferences and panel discussions that will bring students, educators, professionals and the general public together to form a community of learners.
- Evaluate and research the outcomes of the GEC.

Rationale:

Ethics is an important aspect of every workplace from corporate to government. It is also important in education and research. The world is shrinking as the Internet, matures, and an evolving global community necessitate new ethical knowledge and skills. To reach broader audiences and to engage them in dialog, Internet resources such as virtual worlds may serve to provide a solution. Some question whether or not virtual worlds are a viable place for educational institutions to expose students. While it is true that virtual worlds tend to replicate some real world challenges and can be compared to the Wild West, they are more like new countries that are growing and maturing. These virtual world environments offer opportunities for learning paradigm shifts, where teams of experts, faculty, and students can collaborate to address ethical dilemmas in their professional areas, especially as these dilemmas become more complicated by an increasingly networked global culture.

Virtual worlds are becoming ever more popular among adolescents and adults due to their social context. One of the most advanced of these virtual worlds, developed by Linden Labs, called Second Life, is a multi-user, 3D environment with over 9,000,000 registered users from around the world. Second Life is

not a game but an environment built entirely by its residents. According to a presentation given by John Lester of Linden Labs, at the July 2007 Games, Learning and Society Conference in Madison WI, Second Life is currently being used by over 300 educational institutions to supplement teaching or to research its potential to engage students an immersive 3D interface that provides for globally collaborative persistent content creation.

Impact:

- Faculty and students will be open to learning in a variety of ways. Virtual worlds, social networking, Web 2.0 are just a few cutting edge opportunities to learn and communicate in a collaborative manner. NIU will continue to provide cutting edge and collaborative ways to learn and create knowledge.
- This concept will involve many faculty and students from across campus to create the Second Life area. Teams of students, from across campus, will be recruited from a multiple of disciplines including art, business, communications, education, health and technology. The lead researchers will identify and invite an advisory board of experts on ethics to provide real world dilemmas, meet with the student teams in order to share their expertise and guide the experiential learning opportunities. Establishing the Global Ethics Collaboratory and allowing other universities will extend NIU's presence to a global community
- By providing alternative ways to incorporate ethics into the curriculum for NIU students and faculty by involving others outside of NIU, new and diverse communities of learners can help each other understand ethics from a global perspective.

ATTACHMENT E

**Northern Illinois University
Strategic Planning Concept Paper**

Curriculum Enhancement

Submitted by Jane Mall, NIU College of Business, Director of Corporate Relations/Experiential Learning Center (ELC)

Proposal:

As the call for concepts papers was announced, several NIU colleagues have approached the leadership of the College of Business Experiential Learning Center (ELC) to collaborate on several opportunities. These opportunities would enhance the education of NIU students, offer professional practice experience to faculty, and allow regional and global constituents outside of NIU to participate in experiential learning and professional development opportunities in traditional and non-traditional educational delivery systems.

With the College of Business's Curriculum Innovation strategic initiative, many of the requests from other colleagues tie into the Curriculum Innovation's strategic goals and into the imperatives within NIU's strategic plan. The other concepts include creating a University wide "Experiential Learning Consortium", a certificate program in Advanced Professionalism, and creating a virtual Global Ethics Collaboratory. All of these exciting concepts will reflect the Curriculum Innovation Initiative goals set forth by the Strategic Initiative Action Team last spring.

The concepts mentioned above could be combined into one concept paper. Using the College of Business's ELC as the department/business unit for curriculum enhancement will make this possible. The business unit could be the umbrella organization for experiential learning opportunities and professional development/executive education learning initiatives. This department would also act as the conduit to connect with others in the university for multi-disciplinary teams of NIU students and students from other universities learning ethics, professionalism, consulting skills, team building, and communication skills that will prepare them for the real working world. As the Advanced Professionalism certificate develops, working professionals could participate through an executive education format and help fund this business unit.

Rationale:

The College of Business needs a business unit to implement these concepts that other colleagues from across the university are requesting (Experiential Learning Consortium and the Global Ethics Collaboratory). Also, this department is needed to implement the Curriculum Innovation strategic initiatives and goals (career enhancement course, professional development training, the class non-permit ELC course). It will also be used to create and market the Advanced Professionalism certificate program that will be offered to all NIU students and other working professionals in the northern Illinois region. The business unit would be called "Curriculum Enhancement".

Impact:

- By having a formal process to reach out to all NIU students to work on team based projects and participate in the Advance Professionalism Certificate program, students will learn to work with others outside of their traditional majors and learn the skill necessary to succeed in a diverse job market.
- NIU will prepare students with a solid understanding of the real working world and they will be prepared to act professionally as new employee. Students will be offered the opportunity to work

collaboratively with other majors on projects and use this as a resume builder to set themselves apart from other graduates. This can be used in student recruitment.

- As the ELC continues to grow, NIU faculty can gain professional practice experience by working with a team of students with an external client. This can provide faculty the opportunity to write case studies and publish research based on the experiences with external organizations.
- Having a central department for all curriculum enhancement activities and initiatives will make the best use of resources needed to accomplish the strategic goals for NIU and the College of Business.

NIU COLLEGE OF BUSINESS STRATEGIC PLAN MAPPING

<p align="center"><u>COB MISSION STATEMENT</u></p> <p>The College of Business provides higher education and professional outreach in northern Illinois, participates in relevant activities at the national level, and is committed to raising students' awareness about the implications of international and global business operations. The college offers outstanding educational programs and academic services to students, faculty, business, and other stakeholders. The college endorses a balance between teaching and research while engaging in partnerships with the business community. The college focuses its efforts to continually improve the quality of instruction and scholarship to advance its disciplines and the success of all learners.</p>	<p align="center"><u>COB STRATEGIC INITIATIVES</u></p> <p>A. One College ... One Team ... One Focus B. Global C. Endowment D. Curriculum Innovation E. Entrepreneurship F. Branding</p>	<p align="center"><u>NIU STRATEGIC IMPERATIVES</u></p> <ol style="list-style-type: none"> 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
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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
<u>Activities:</u> EMBA, PMBA, MST??	<u>Activities:</u> International partnerships	<u>Activities:</u> National rankings ACCY/Sales/BW/Craignes	<u>Activities:</u> Advising Services	<u>Activities:</u> Merit systems	<u>Activities:</u> COB/Departmental/Units Advisory Boards	<u>Activities:</u> UBUS 310/311	<u>Activities:</u> New Faculty Research Circle (NFRC)
CPA Review	Study abroad programs	<i>BusinessWeek</i> (BW) – Rick Ridnour	Staff Council – <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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