
NIU College of Business
STRATEGIC PLANNING COUNCIL X MEETING MINUTES
Fourth Meeting (Academic Year: 2006-07) ~ Friday, April 27, 2007, 2:00 – 4:00 p.m.

STRATEGIC PLANNING COUNCIL X (SPC)

SPC Members:

Tim Aurand (MKTG Faculty), Sue Braffet (COB Alumni 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 DeJean (COB Marketing Director), Diane Docking (FINA Faculty), Charles Gowen III (MGMT Faculty), James Johnson (FINA Faculty), Gyu Kim (OMIS Faculty), Brian Mackie (OMIS Faculty), Jane Mall (COB Experiential Learning – Outreach Director), Kate Mantzke (ACCY Faculty), Sarah Marsh (MGMT Chair), Lori Marcellus (Undergraduate Studies in Business Director), Ronald Parrish (MGMT Instructor), Charles Petersen (OMIS Faculty), Denise Schoenbachler (Dean, College of Business), Tanuja Singh (MKTG Chair), Wayne Smith (iTest Quality Partners Inc.), Sally Wakefield (COB Strategic Planning & Assessment Coordinator), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor)

SPC Members Unable to Attend: Mary Allen (MGMT Secretary & President – Staff Council), Sara Browning (FINA – Undergraduate Student Rep), Ann Carrel (Executive MBA Program Assistant Director), Brittany Kowalski (MGMT – Undergraduate Student Rep), Tim Paige (Director COB Tech Resources), Mona Salmon (Evening MBA Program Assistant Director), and Daniel Wunsch (COB Interim Associate Dean)

SIAT Members:

Luis Flores (MGMT Faculty), Elisa Fredericks (MKTG Faculty), Lenita Hepker, (Administrative Assistant to the Dean), Kathy McFadden (OMIS Faculty), Lynn Neeley (MGMT Faculty), Stacey Short (MGMT Instructor), and Jim Young (ACCY Chair)

Dean Schoenbachler welcomed meeting participants and recapped *in-brief* how the past year had transpired with respect to the strategic initiatives selected at the September 2006 retreat; how diligently and deliberately the action teams had worked toward developing goals, objectives, and funding targets in support of those initiatives; and how well the SIAT recommendations dovetail with AACSB's expectations to be mission-driven. The Dean noted that the *One College ...* Initiative has already implemented some of its social goals and the *COB Face of the Week* received plaudits; Kate Mantzke credited Lenita Hepker with the idea and its implementation. Importantly, the Dean has observed during recent conversations with friends of the college that these initiatives, goals, etc., resonate with potential, private-source donors and have made it easier to present the college's case for financial support.

The college's strategic initiatives and priorities (resulting from today's discussion) will be a major agenda item for the FA07 All-College meeting. Preceding and following that meeting, it is the Dean's hope that SPC/SIAT members will *share the message* with colleagues.

SPC X MARCH 30, 2007, MINUTES

A motion to approve the March 30, 2007, minutes was made by Sue Braffet, seconded by Anthony D'Andrea, and passed unanimously.¹

¹Note change to 3-30-07 SPC Minutes: The SIAT meeting attendees list has been revised to include Jim Young, whose name was omitted inadvertently from the originally-approved minutes.

2007-08 STRATEGIC PLANNING COUNCIL MEMBERSHIP²

For continuity purposes as the COB approaches its accreditation maintenance year, the Dean asked Tim Aurand, Diane Docking, Mona Salmon, and Wayne Smith to remain on the Strategic Planning Council for one additional year; all have accepted reappointments.

STRATEGIC INITIATIVES PRIORITIES-SETTING DISCUSSION³

NIU COLLEGE OF BUSINESS STRATEGIC INITIATIVES					
GLOBAL	ENTREPRENEURSHIP	CURRICULUM INNOVATION	ONE COLLEGE ... ONE TEAM ... ONE FOCUS	BRANDING ⁴	ENDOWMENTS

By way of setting the stage for the discussion on how the wide-array of goals and objectives cited in the *2007 AACSB Annual Goals ~ Financial Strategies Combined Report⁵* might be prioritized, the Dean asked participants to consider them in the context of:

- The COB’s Mission and Core Value #1 (*The learner is the beneficiary of our activities*)
- AACSB Expectations
- How the COB wishes to position itself (as opposed to how the marketplace currently may view the COB)

After some initial uncertainty on the structure for prioritizing the initiatives, the Dean clarified that participants should focus on:

1. What should be done within the immediate horizon (AY 2007-08), based on what best fits the context described above; and
2. Identifying across each initiative one or two priorities to pursue in the upcoming year, rather than concentrating on one initiative in its entirety at a time.

A lively discussion ensued. Kicking off the conversation, Kate Mantzke encouraged consideration of the *One College’s* recommendation for bi-department lunches as a means of enhancing a college-level organizational climate. Others likewise articulated rationale for why their Strategic Initiative-related goals and objectives should be pursued. The concepts of strategic intent, shared significance, value < > cost benefits, the COB’s vision for the future, and purposeful pursuit of a common direction infused the discussion. To the extent that maximizing the use of resources factored into the decision-making, three interrelated strategic objectives ultimately were viewed as first-tier priorities by the Council:



However, while these strategic initiatives will set the fund-raising bar for AY 2007-08, the other strategic initiatives remain on the table for implementation as financial resources dictate, with decisions yet to be finalized about prioritizing specific goals and objectives. Throughout the debate, it was abundantly clear that the *entire set* of initiatives is important to SPC, with members heavily invested toward pursuing all of them. To this point, Anthony D’Andrea felt that the COB’s combined Strategic Initiatives, Goals, and Objectives make for a very compelling presentation to prospective donors – an observation borne out in recent meetings with potential contributors.

²Refer to SPC XI Membership Status – Updates through 9-5-07 (separate document).
³See Attachment A for a synopsis of the SPC X *Priorities-Setting 4-27-07* discussion.
⁴See Attachment B: *Branding SIAT Report Addendum* (dated 4-27-07).
⁵Refer to the *2007 AACSB Annual Goals ~ Financial Strategies Combined Report ~ 4-27-07 Draft for SPC Review* (separate document).

SPC XI AY 2007-08 MEETING CALENDAR⁶

Based on the Provost's/Dean's availability during September 2007, the first meeting had to be rescheduled to Friday, September 28. At its first fall gathering, SPC plans to host a luncheon and panel discussion by NIU Provost Ray Alden and COB members of the University Strategic Planning Task Force – Elisa Fredericks, Kim Judson, Kate Mantzke, and Sarah Marsh – about the university's strategic plan.⁷

Throughout the remainder of the year, SPC will be reviewing and revising (where needed) the college's strategic plan, assuring its consonance with the university's strategic plan, and contributing to the Fall 2008 AACSB Accreditation Maintenance "Fifth-Year" Report, in addition to leading, guiding, and championing the COB's strategic priorities.

The Dean thanked those present for their input and recommendations regarding the AY 2007-08 strategic activities. The Dean also recognized the efforts of Lenita Hepker in arranging today's social hour, as well as all such SPC events.⁸ The next SPC meeting will be on **Friday, September 28, 2007**, from Noon – 2:00 PM; details will follow as that date approaches.

Respectfully submitted,

Sally A. Wakefield
COB Strategic Planning Coordinator

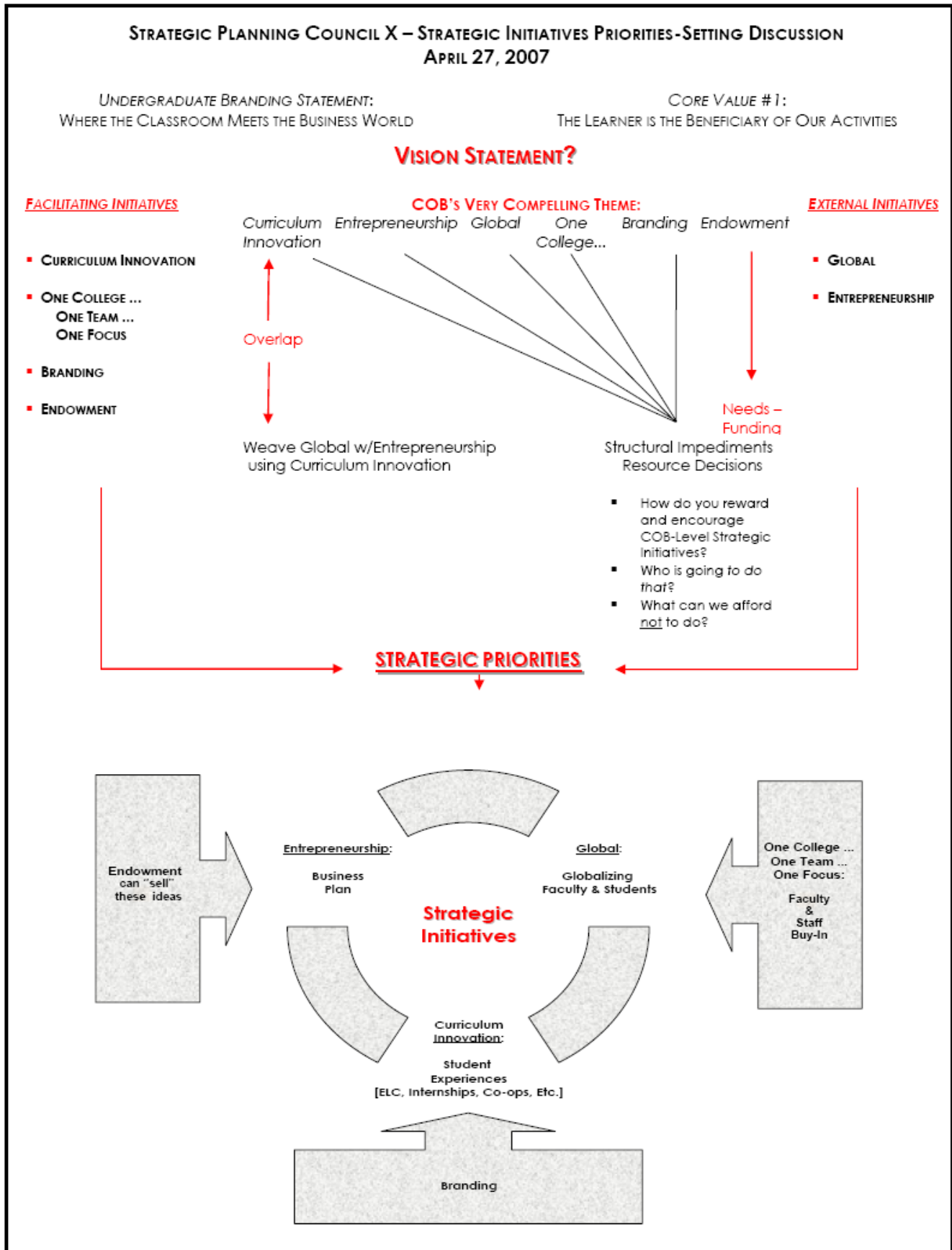
Attachments

⁶See attached SPC AY 2007-08 Meeting Calendar.

⁷For information about the NIU Strategic Planning Task Force, refer to <http://www.niu.edu/strategicplan/>.

⁸Additionally, Office Manager Pat Myers and Student Workers Elizabeth Dombek and Courtney Krug are acknowledged for their able assistance in compiling SPC meeting materials throughout the year.

Attachment A



BRANDING SIAT ADDENDUM: 4-27-07

**Strategic Planning Council X
Branding Strategic Initiatives Action Team Proposal**

Team Members: Tim Aurand
 Michelle DeJean
 Ben Bengtson
 Dennis Dean

Background:

A recent study was conducted by Lipman Hearne to assist NIU in better understanding their MBA program's brand position and to identify opportunities that would enhance the college's marketing initiatives. The study found that our MBA programs lack a strong brand promise that adequately differentiates us from other value-priced programs in the Chicago suburban market. The importance of a strong promise was stressed if we were to achieve a greater level of success in the marketing of our graduate programs.

The success of the initiatives, or "brand extensions", identified by the Strategic Planning Council is also heavily dependant upon a clearly defined institutional brand promise. Without a well defined, and differentiated, brand promise that is understood by both internal and external constituents brand extension initiatives can be severely hampered. We must have a strong understanding of our undergraduate brand promise if we are to adequately evaluate, and possibly develop, new global and entrepreneurship programs, and endowment and curriculum innovation initiatives.

The Branding Strategic Initiatives Action Team is therefore recommending a Branding Study be conducted so that we may better understand the current position of our undergraduate brand and to assist us in the validation and possible development of the four SPC initiatives.

Study Scope and Objectives:

The proposed study should focus only upon our COB undergraduate brand promise as perceived by both our internal and external constituents. The general objective of the study will be to clarify the undergraduate brand promise, and its position in the marketplace as perceived by internal and external constituents. Subsequently, the study will validate the appropriateness of extending the brand promise with global and entrepreneurship programs, and with specific curriculum innovations and endowment initiatives. A Gap Analysis comparing and contrasting perceptions of internal and external constituent perceptions will also be conducted in order to identify similarities and differences between the two groups, and opportunities and potential risks associated with these similarities and differences.

Approach:

The Branding SIAT recommends an objective outside research firm experienced with Brand Audits and market analysis be hired to conduct the multi-phase study. It is anticipated that the study will be largely qualitative in nature, although a quantitative approach may be possible. External constituents consisting of current NIU COB undergraduates, potential NIU COB students, NIU alumni, business students who have opted for competing programs at other colleges, business practitioners in the Chicago area, etc. be involved in the study. Internal constituents would consist primarily of NIU undergraduate program faculty and staff.

The study should be conducted under the direction of the SIAT and NIU administration. Project proposals and bids from two or more research firms are recommended.

Timeframe:

It is hoped that if accepted for funding, the study would be developed during the Summer 2007 term and implemented during the Fall 2007 semester, with a presentation to the Strategic Planning Council and NIU administration as early as the Spring 2008 semester.

Cost:

Costs for such studies will probably run in the \$80,000 - \$100,000 range.

Summary:

Only after an organization has a firm understanding of its brand promise and position can it effectively propose and develop effective brand extensions. Through the implementation of a brand audit focusing on our internal and external constituents' perceptions of our brand promise and position we will be able to validate other SIAT initiatives.

NIU COLLEGE OF BUSINESS – STRATEGIC PLANNING COUNCIL XI

2007 - 08 SPC Meeting Calendar*																														
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15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20			
22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27			
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18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26	10	11	12	13	14	15	16			
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30	31																			29	30									

*Finalized AY 2007-08 SPC Meeting Calendar

(Note: SEP 28, 2007, meeting is a luncheon meeting; all others convene from 2:00 – 4:00 P.M.)

ACADEMIC CALENDAR 2007-2008

(Approved by University Council - December 8, 2004)

FALL SEMESTER 2007

August 20 - 24	Monday - Friday	Faculty Meetings
August 27	Monday	Classes Begin
September 3	Monday	Labor Day (University Closed)
November 21	Wednesday	Thanksgiving Break Begins
November 26	Monday	Classes Resume
December 7	Friday	Classes End
December 10 -15	Monday - Saturday	Final Examinations
December 16	Sunday	Fall Commencement

SPRING SEMESTER 2008

January 7 -11	Monday - Friday	Faculty Meeting
January 14	Monday	Classes Begin
January 21	Monday	Martin Luther King, Jr. Birthday (University Closed)
March 8 - 16	Saturday - Sunday	Spring Recess
March 17	Monday	Classes Resume
April 20	Sunday	Honors Day
May 1	Thursday	Classes End
May 2	Friday	Reading Day
May 3, 5 - 9	Saturday, Monday - Friday	Final Examinations
May 10	Saturday	Spring Commencement

SUMMER SEMESTER 2008

June 16	Monday	Classes Begin
July 4	Friday	Independence Day (University Closed)
August 8	Friday	Summer Session Ends