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**NIU College of Business**  
**STRATEGIC PLANNING COUNCIL IX MEETING MINUTES**  
Fourth Meeting (Academic Year: 2005-06) ~ Friday, April 14, 2006, 2:00 – 4:00 p.m.

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**In Attendance:**

Tim Aurand (MKTG Faculty), John Banko (FINA Faculty), Sue Braffet (COB Alumni Director), Ann Carrel (Executive MBA Program Assistant Director), Virginia Cassidy (NIU Associate Vice Provost), Michelle De Jean (COB Marketing Director), Diane Docking (FINA Faculty), Sue Goad (OMIS Academic Advisor & Intern Coordinator), Tom Haapoja (COB Experiential Learning Research Associate), Jim Johnson (FINA Faculty), David Sinason (ACCY Faculty), Steve Kispert (Undergraduate Studies in Business, Academic Counselor), Brian Mackie (OMIS Faculty), Jane Mall (COB Experiential Learning – Outreach Director), Kate Mantzke (ACCY Faculty), Lori Marcellus (Undergraduate Studies in Business Director), Roman Nowacki (MGMT Instructor), Tim Paige (Director, COB Tech Resources), Ron Parrish (MGMT Instructor), Charles Petersen (OMIS Faculty), Denise Schoenbachler (MKTG Chair – Dean-Elect), Brian Schramm (ACCY Graduate Student), Sally Wakefield (COB Strategic Planning & Assessment Coordinator) Dan Wunsch (COB Interim Associate Dean), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor).

**Unable to Attend:**

Bill Cummings (ACCY Faculty), Mona Salmon (Evening MBA Program Assistant Director), Wayne Smith (iTest Quality Partners Inc.), and Bill Tallon (COB Interim Dean).

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Starting the meeting promptly at 2:00 P.M., Dean-Elect Denise Schoenbachler welcomed members.

**SPC IX MARCH 31, 2006, MINUTES**

A motion to approve the March 31, 2006, minutes was made by Jim Johnson, seconded by Ann Carrel, and passed unanimously.

**FALL 2006 SPC – DEAN'S RETREAT AND SPC MEETING DATES REFINEMENT**

**SPC – DEAN'S RETREAT**

After soliciting input from the SPC membership, the date for the all-day Fall Retreat was set for **Friday, September 15**, which is expected to start at 8:30 A.M. and to end at 3:00 P.M. The venue is yet to be decided. Inasmuch as their schedules will allow, Dean-Elect Schoenbachler encouraged SPC members to reserve this date for the retreat since the COB's strategic direction for the next five years will be the focus of the discussion.

While preliminary program suggestions include the following:

- Continental Breakfast
- All-SPC Retreat Orientation
- Focus Groups – Breakout Sessions
- Working Lunch
- All-SPC Summary Session

The final agenda and structure for the retreat will be drawn up by the *Fall 2006 Strategic Planning Council – Dean's Retreat* Action Team, which will be meeting in the near future.

## **SPC MEETING DATES REFINEMENT<sup>1</sup>**

After experience with this year's schedule and with input from the membership, it was felt that the number of SPC at-large meetings could be reduced to four (from five) and the November meeting should be **rescheduled for the third Friday**, rather than the first Friday, of the month. The February meeting was eliminated and, depending upon the AACSB – International Conference and Annual Meeting date, the April meeting may have to be rearranged. These revisions resulted in the following dates for the 2006-07 meeting schedule:

**November 17, 2006, March 30, 2007, and April 27, 2007**

## **2006 AACSB ANNUAL MAINTENANCE REPORT: PROGRESS, PRIORITIES, AND FUNDING**

Denise Schoenbachler reviewed the annual maintenance report in its entirety. It was noted that, over the course of the past few years, AACSB has refined what it expects schools to provide in the way of progress, priorities, and funding of their strategic initiatives. Thus, schools now are asked to identify who, specifically, is responsible for oversight/implementation of the strategic initiatives. Jim Johnson asked whether AACSB is adding to the amount of documentation required of schools during their accreditation maintenance reviews. In response, Sally Wakefield advised that, in fact, AACSB has attempted to *reduce* the amount of documentation for those schools that are maintaining their accreditation. In the past, schools underwent the same level of detail for subsequent reviews as was required for initial accreditation – often necessitating several volumes of paperwork. Now, the self-study report is much more concise than was previously mandated. From the university perspective, Virginia Cassidy added that, comparatively speaking, the AACSB – International documentation requirements are more reasonable than those of some other accrediting agencies.

Of course, one major change has been the conversion to a 5-year, rather than 10-year, reporting period. Under the old standards/timetable, schools would “ramp up” for their reviews a couple of years prior to the self-study year and, following the AACSB visit, oftentimes not provide adequate oversight of their activities until the next review was on the horizon. Under the new standards, AACSB addressed this weakness but, sensitive to the reality that accreditation maintenance reviews are time-consuming affairs, reduced the overall documentation required. That said, these annual reports now provide a *constant* reminder that accreditation maintenance is an ongoing and dynamic, rather than a static, process. (Due to Michelle De Jean's meticulous record-keeping, NIU was readily able to provide a set of annual reports for the COB's 2003-04 review. Moreover, the reporting model developed by Michelle for that report – with some modifications based on AACSB's recent refinements of the *Strategic Management Standards* – remains in use.)

At the close of the discussion, Denise Schoenbachler asked for a motion to approve the college's 2006 AACSB Annual Maintenance Report as presented. Dave Sinason so moved, seconded by Charles Petersen, and the motion passed unanimously.

## **DISCUSSION OF PROPOSED AY 2006-07 STRATEGIC INITIATIVES AND SPC MEMBERS' SUGGESTIONS FOR OTHER INITIATIVES**

The rationale for the proposed strategic initiatives was shared, and the members were invited to offer additional ideas for 2006-07 activities.<sup>2</sup> Consistent with the college's strategic management process, SPC action teams will be expected to meet between (and to present progress reports at) the SPC at-large meetings.

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<sup>1</sup>See Attachment A: 2006 – 07 SPC Meeting and NIU Academic Calendar for details.

<sup>2</sup>See Attachment B: Strategic Planning Council X: Proposed 2006 – 07 Strategic Initiatives for details.

## RECOGNITION OF MEMBERS ROTATING OFF SPC AND RECRUITMENT OF NEW MEMBERS

In appreciation of their contributions to the COB's strategic planning efforts, Denise Schoenbachler recognized the members rotating off SPC:

- **Ann Carrel** has served as leader of the *Learner Recruitment – Coordinated Graduate Program Communication Plan Action Team* for the past three years and much of what has been discovered as part of this team's work will provide a foundation for the *Integrated Marketing Communication Plan*.
- **Virginia Cassidy** has proven invaluable in providing SPC with the university perspective, as well as sponsoring and supporting the college's assessment (notably, the Prentice Hall project) initiatives. Virginia's departure from the Council was short-lived as, at Dean-Elect Schoenbachler's invitation, Virginia has agreed to serve another 3-year-term as the university representative on SPC.
- **Bill Cummings** has been very involved in the *Ethics Task Force* initiatives and will be involved in the *Fall 2006 SPC – Dean's Retreat* planning.
- **Sue Goad** has participated in the *Learner Recruitment – Undergraduate Students Action Team* and, under the earlier *Student Career Preparation* initiatives played a key role in the development, implementation and assessment of *The Career Planner*.
- **Steve Kispert** has been on the *Learner Recruitment – Undergraduate Students Action Team*, as well, and has provided some of the data analysis for that group's work. He has also served as President of the Staff Council – an earlier SPC initiative.
- **Roman Nowacki** led the *Long-Range Scenario Planning* for the SPC and will be participating in the *Fall 2006 SPC – Dean's Retreat* planning.
- **Charles Petersen** was the leader of the *SPC Governance and Bylaws Revisions Action Team* and was the team leader for the *Brand Identity Action Team*. Charles also spearheaded the faculty and staff surveys used in the college's marketing materials.
- **Dave Sinason** was the proponent and action team leader of the *Academic Tradition Action Team*, which has resulted in the Atrium wall plaques. This initiative continues to be expanded, as demonstrated by the most-recent addition of the *NIU College of Business – Student Code of Ethics* plaque in the Three-Sons Cafe/Atrium area.
- **Brian Schramm** has served on the Dean's Students Advisory Board in the past, as well as serving on SPC this year.

Dean-Elect Denise Schoenbachler reviewed the 2006-07 membership status and needs and invited members rotating off Council to consider “re-upping” if they so desire. SPC members also were encouraged to recommend other COB faculty and staff (after conferring with prospective nominees) who, in their view, would make good candidates for SPC given the particular strategic initiatives under consideration. SPC IX members will be given until April 28 to submit nominations, after which a CBUS announcement will be transmitted eliciting other nominees. SPC X new member selections will be made in the context of the 2006-07 strategic initiatives.<sup>3</sup>

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The next meeting, the SPC – Dean's Retreat, will be on **Friday, September 15** (location yet to be determined). The meeting adjourned at approximately 3:30 P.M.

Respectfully submitted,

Sally A. Wakefield  
COB Strategic Planning Coordinator

Attachments

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<sup>3</sup>See Attachment C: *SPC Membership Status Report* as of 5-8-06.

ATTACHMENT A

# 2006-2007 ACADEMIC YEAR CALENDAR

JULY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

AUGUST						
S	M	T	W	T	F	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SEPTEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

OCTOBER						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

NOVEMBER						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

DECEMBER						
S	M	T	W	T	F	S
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JANUARY						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

FEBRUARY						
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

MARCH						
S	M	T	W	T	F	S
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27*	28
29	30					

MAY						
S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE						
S	M	T	W	T	F	S
					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

JULY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

\*Mtg may need to be rescheduled.

*SPCX DEAN'S RETREAT: FRIDAY, SEPTEMBER 15, 2006, 8:30 A.M. – 3:00 P.M.*  
*SPCX MEETING SCHEDULE: FRIDAY, 2 – 4 P.M., ON: NOVEMBER 17, 2006; MARCH 30, 2007; AND APRIL 27, 2007*

**ACADEMIC CALENDAR 2006-2007**

(Approved by University Council - December 8, 2004)

FALL SEMESTER 2006

August 21 - 25	Monday - Friday	Faculty Meetings
August 28	Monday	Classes Begin
September 4	Monday	Labor Day (University Closed)
November 22	Wednesday	Thanksgiving Break Begins
November 27	Monday	Classes Resume
December 8	Friday	Classes End
December 11 -16	Monday - Saturday	Final Examinations
December 17	Sunday	Fall Commencement

SPRING SEMESTER 2007

January 8 -12	Monday - Friday	Faculty Meeting
January 15	Monday	Martin Luther King, Jr. Birthday (University Closed)
January 16	Tuesday	Classes Begin
March 10 - 18	Saturday - Sunday	Spring Recess
March 19	Monday	Classes Resume
April 15	Sunday	Honors Day
May 3	Thursday	Classes End
May 4	Friday	Reading Day
May 5, 7 - 11	Saturday, Monday - Friday	Final Examinations
May 12	Saturday	Spring Commencement

SUMMER SEMESTER 2007

June 18	Monday	Classes Begin
July 4	Wednesday	Independence Day (University Closed)
August 10	Friday	Summer Session Ends

ATTACHMENT B

**STRATEGIC PLANNING COUNCIL X  
PROPOSED 2006 – 07 STRATEGIC INITIATIVES<sup>4</sup>**

**STRATEGIC OBJECTIVE #1**

- **LEARNER RECRUITMENT AND RETENTION – SCHOLARSHIP FUNDRAISING:**
  - Create a fundraising process by which to generate a sufficient revenue stream for merit- and needs-based scholarships.
  - Establish the scholarship package amount per candidate and raise adequate funds to meet the number of NIU College of Business scholarships awarded.
  
- **GLOBAL INITIATIVES – CURRICULAR INTEGRATION:**

Develop processes, outcomes, measures, and an assessment framework for Global Initiatives/ Globalization Curricular Integration.
  
- **COMMON BUSINESS KNOWLEDGE (CBK): UBUS 310 & UBUS 311 REVISITED:**
  - Revisit what the role of CBK course work is to be.
  - Revisit how the CBK courses should be delivered.
  - Revisit how these courses should be assessed.
  
- **UBUS 310 COMPUTER SKILLS ASSESSMENT – EXCEL:**

Continue to refine the UBUS 310 Computer Skills Assessment of *Excel*.  
(Note: This may be designated as a College Curriculum Committee initiative, rather than a SPC/Action Team initiative.)

**STRATEGIC OBJECTIVES #1, 3, AND 6**

- **INTEGRATED MARKETING COMMUNICATION ["IMC"] PLAN:**
  - Design a user-driven *Integrated Marketing Communication* ("IMC") *Plan* – to include Brand Recognition.
  - Target implementation for AY 2006-07.
  - Identify appropriate technologies (i.e., web, email, etc.) for this purpose.
  - Assess (during 2007-08) the *IMC* Plan's effectiveness subsequent to adoption.

**STRATEGIC OBJECTIVE #2**

- **EXPERIENTIAL LEARNING – OUTREACH:**

Develop processes, outcomes, measures, and an assessment framework for the *Experiential Learning* - *Outreach* objective.

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<sup>4</sup>See Strategic Objectives, page 2.

## STRATEGIC OBJECTIVE #4

### ➤ CREATING A LEARNING ORGANIZATION – CURRICULUM COMMITTEE ORIENTATION TRAINING PROGRAM:

Examine other training needs for Faculty Development, such as *Curriculum Committee Duties and Responsibilities*.

## COLLEGE OF BUSINESS VISION

### ➤ EXPLORE DREAMS/GOALS/OPPORTUNITIES THAT ARE DOABLE, REASONABLE, AND VISIONARY:

- Engage all stakeholders – Faculty, Students, Staff, Administration, Alumni, and Business Leaders – in wide-ranging discussions about ways in which NIU can differentiate itself from other schools.
- Investigate potential partnerships within the University at-large or with other regional peer schools that are mutually beneficial.

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*Strategic Objectives*<sup>5</sup>. To accomplish our strategic intent, the college has developed the following objectives:

- **STRATEGIC OBJECTIVE #1**: To recruit learners and provide structured experiences that will give them a competitive edge by developing individual strengths which will expand their employment opportunities and enhance their career advancement potential.
- **STRATEGIC OBJECTIVE #2**: To provide learners with high quality experiential learning opportunities that serve the needs of public- and private-sector organizations for improved business practices and applied business research while enhancing the knowledge of students, faculty, and working professionals.
- **STRATEGIC OBJECTIVE #3**: To create a professional physical environment that fosters learning and a sense of community for the College of Business.
- **STRATEGIC OBJECTIVE #4**: To provide the resources for faculty and staff to discover, shape, and use the new fundamentals of business education and best business practices in performing research, teaching, professional service, and operations support activities.
- **STRATEGIC OBJECTIVE #5**: To promote a culture that recognizes and rewards the activities that support and advance the mission of the College of Business.
- **STRATEGIC OBJECTIVE #6**: To craft a comprehensive marketing strategy in order to elevate the image of the College of Business.

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<sup>5</sup>Source document: COB Strategic Plan (Rev. AY 2004-05), p. 2: <http://www.cob.niu.edu/strplan/StrategicObjectives2.pdf>.

ATTACHMENT C

**STRATEGIC PLANNING COUNCIL X  
 2006-07 MEMBERSHIP STATUS REPORT**

[As of 5-8-06]

**SPC Bylaws (Excerpts):**

1. The number of members at any time shall be no more than thirty (30).
2. SPC members must be a targeted stakeholder of the College of Business.
3. At least two-thirds of SPC membership must come from the College of Business. The membership goals of the SPC are as follows: two faculty members from each department (ACCY, FINA, MKTG, MGMT, and OMIS), 2 student representatives, 2 alumni representatives, 2 business community representatives, one university administration representative, 2 representatives from the operating staff, and 2 representatives from supportive professional staff. In addition, the SPC would ideally contain members of College Council, Staff Council, College Senate, and College Curriculum to serve as liaisons between these committees and the SPC.
4. SPC membership must include the Dean, the Associate Dean, the college's Strategy & Assessment Coordinator, the college's Director of Marketing, the current President of Staff Council, the Director of Technical Resources, and at least one student member.
5. College of Business members shall serve for a term of three years. One-third of the membership will rotate off each year....

<b>3-YEAR TERM                  FA06 – SU09</b>	<b>2-YEAR TERM                  FA06 – SU08</b>
<ol style="list-style-type: none"> <li>1. Virginia Cassidy, NIU Associate Vice Provost</li> <li>2. ACCY Faculty Member<sup>1 &amp; 2</sup></li> <li>3. Alumnus<sup>3</sup></li> <li>4. Business Community Rep<sup>3</sup></li> <li>5. Department Chair [College Senate Rep]</li> <li>6. Development Officer<sup>3</sup></li> <li>7. MGMT Faculty Member<sup>1 &amp; 2</sup></li> <li>8. MKTG Faculty Member<sup>1 &amp; 2</sup></li> <li>9. OMIS Faculty Member<sup>1 &amp; 2</sup></li> <li>10. OPS Member [Could be COB Staff Council Pres – if OPS]</li> <li>11. _____</li> </ol>	<ol style="list-style-type: none"> <li>12. Sue Braffet, Director, Alumni Relations</li> <li>13. Tom Haapoja, SPC, ELC/Business Research</li> <li>14. Jim Johnson, Professor – Finance Department</li> <li>15. Brian Mackie, Assistant Professor – Operations Management &amp; Information Systems Department</li> <li>16. Jane Mall, Director, Experiential Learning – Business Outreach</li> <li>17. Kate Mantzke, Assistant Professor – Accountancy Department</li> <li>18. Lori Marcellus, Director, Undergraduate Studies in Business</li> <li>19. Ron Parrish, Instructor – Management Department</li> <li>20. Phyllis Zerull, SPS, Operations Management &amp; Information Systems Department</li> </ol>
<sup>1</sup> With interest in Globalization <sup>2</sup> One faculty member should be a member of CC.	<sup>3</sup> If Fundraising SPC Action Team
<b>1-YEAR TERM                  FA06 – SU07</b>	<b>PERMANENT MEMBERS</b> (COB Dean, COB Associate Dean, COB Marketing Director, Tech Resources Director, and Strategy & Assessment Coordinator)
<ol style="list-style-type: none"> <li>21. Tim Aurand, Associate Professor – Marketing Department</li> <li>22. Diane Docking, Associate Professor – Finance Department and CCC</li> <li>23. Mona Salmon, Assistant Director, Evening MBA Program</li> <li>24. Wayne Smith, Business Community Rep – iTest Quality Partners Inc.</li> <li>25. Undergraduate or Graduate Business Student Rep</li> </ol>	<ol style="list-style-type: none"> <li>26. Denise Schoenbachler, Dean (SPC Facilitator)</li> <li>27. Dan Wunsch, Professor, Management Department &amp; Interim Associate Dean</li> <li>28. Michelle De Jean, COB Marketing Director</li> <li>29. Tim Paige, Director, COB Technology Resources</li> <li>30. Sally Wakefield, COB Coordinator, Strategy &amp; Assessment</li> </ol> <p style="text-align: center;">CC denotes College Council                  CCC denotes College Curriculum Committee</p>

**SPC X MEMBERSHIP COMPOSITION AS OF 5-8-06**

By-Laws Classification:	ACCY (2)	FINA (2)	MGMT (2)	MKTG (2)	OMIS (2)	MBA	COB/ NIU	TOTAL
Faculty (10)	1	2	1	1	1			6
College Council "CC" (1)								N
College Curriculum "CCC" (1)		1						1
<i>Faculty Sub-Total'</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>6</i>
COB Undergrad or Graduate Student (1 or 2; SPC must include at least 1 student)								N
College Senate (1)								N
Staff Council (1)								N
SPS (2)					1	1	4	6
OPS (2) Could be COB Staff Pres								N
NIU COB Permanent Members (5)							5	5
NIU Admin (1)							1	1
Business Community Rep (2)							1	1
Alumni (2)								N
<i>Total Representation as of 5-8-06</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>11</i>	<i>19</i>
<i>Percentage Based on Target N of 30 (As of 5-8-06)</i>	<i>3%</i>	<i>7%</i>	<i>3%</i>	<i>3%</i>	<i>7%</i>	<i>3%</i>	<i>37%</i>	<i>Shading and/or N denotes 'Need'</i>
<b>Total Representation Based on Target N of 30</b>								
Status as of 5-8-06 w/N=19: Overall %-Age from COB (Must be = or > 67%):								89%
%Age Faculty:								32%