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**NIU College of Business**  
**STRATEGIC PLANNING COUNCIL IX MEETING MINUTES**  
Third Meeting (Academic Year: 2005-06) ~ Friday, March 31, 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), Tom Haapoja (COB Experiential Learning Research Associate), Jane Mall (COB Experiential Learning – Outreach Director), 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), Mona Salmon (Evening MBA Program Assistant Director), Denise Schoenbachler (MKTG Chair), Brian Schramm (ACCY Graduate Student), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (COB Interim Dean), Sally Wakefield (COB Strategic Planning & Assessment Coordinator).

**Unable to Attend:**

Bill Cummings (ACCY Faculty), Diane Docking (FINA Faculty), Sue Goad (OMIS Academic Advisor & Intern Coordinator), Jim Johnson (FINA Faculty), Steve Kispert (Undergraduate Studies in Business, Academic Counselor), Brian Mackie (OMIS Faculty), Kate Mantzke (ACCY Faculty), David Sinason (ACCY Faculty), Dan Wunsch (COB Interim Associate Dean), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor).

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Prior to the official start of the meeting, Interim Dean Bill Tallon was recognized for his contributions to the Strategic Planning Council and congratulated on his selection as Dean, Gordon Ford School of Business at Western Kentucky University, beginning July 1, 2006. In her comments on behalf of the Council, NIU College of Business Dean-Elect Denise Schoenbachler highlighted Bill's leadership on the Facilities Strategic Action Team in the mid-to-late 90s, whose work contributed significantly to the eventual concept of Barsema Hall.

In response, Dean Tallon thanked the SPC members for their involvement this past year and recounted how important strategic planning has become to the college's AACSB accreditation maintenance process. Bill is both pleased and proud of what the college has accomplished through strategic planning and intends to share that message with WKU stakeholders.

**SPC IX NOVEMBER 4, 2005, MINUTES**

A motion to approve the November 4, 2005, minutes was made by Virginia Cassidy, seconded by Denise Schoenbachler, and passed unanimously.

**SPC ACTION TEAM PRESENTATIONS**

**Strategic Objective #1: Learner Recruitment – Undergraduate Students<sup>1</sup>**

*Lori Marcellus, Presenter*

**Charge:**            **Develop an *Undergraduate Business Student Recruitment Model* that takes into account all NIU College of Business predictors of success (including, but not limited to, ACT scores).**

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<sup>1</sup>See Attachment A.

**Team Members:** Lori Marcellus – Team Leader, Bob Burk, Sue Braffet, Sue Goad, Steve Kispert, Phyllis Zerull, and Sally Wakefield (assessment advisory capacity).

In investigating predictors of success as a first step in developing an *Undergraduate Business Student Recruitment Model*, Lori Marcellus reported that the Team feels as though it is “spinning its wheels” since no surprises have arisen in attempting to identify unique leadership/success potential characteristics. Irrespective of ethnicity/race, three factors consistently emerge as exemplars of leadership potential:

- Academics
- Athletics
- Community Service

Moreover, as the Team pursued this process, it seemed that the path repeatedly reverted to the need for **significant** funding to support merit- and needs-based scholarships. Particularly for needs-based scholarships candidates, a number of issues have conspired to cause the widening gap in financial support, including the:

- Reduction in the percentage of Illinois General Revenue funds allocated to public-sector institutions,
- Illinois *Truth-in-Tuition* mandate,
- Decrease in federal aid,
- Increase in the number of first-generation college-bound students needing assistance, and
- Increase in ancillary costs (such as student health insurance, housing, and textbooks).

In conducting a web search of other schools’ financial aid packages, it is evident that our competitors are strongly marketing their scholarship opportunities as a recruitment tool. According to the NIU Scholarship office, feedback from students using the *NIU Searchable Scholarships Website*<sup>2</sup> has been quite favorable; however, the Team felt that navigation would be more helpful if the NIU site included a welcome page and summary of available scholarships by college. With regard to the second item, Lori has agreed to work with the Scholarship Office to update website including adding links to college scholarship lists. Additionally, Lori shared with SPC that Undergraduate Studies is receiving a greater number of calls from parents and students requesting information about scholarships than has been the case in the past. In part, some of this increased interest may be attributable to the fact that more parents and students are *Internet-savvy* and, thus, are more aware of available scholarships.

Irrespective of the reasons for heightened interest, the funding implications are daunting.<sup>3</sup> For merit-based awards, it is proposed that *all* candidates meeting specific criteria (such as ACT, GPA, and class rank) be offered scholarships. For those falling into the latter group, it is suggested that interviews be employed as a next step in awarding needs-based scholarships. To address the attendant funding challenge and become competitive in its scholarship offerings, the Team recommends that:

1. A 2006-07 Strategic Action Team be commissioned to develop a scholarship fundraising plan; and
2. The new COB Development Officer be heavily involved in identifying fundraising sources and assisting with securing monies for a continuing revenue stream.

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<sup>2</sup>See <http://www.scholarships.niu.edu/ScholarshipFinder/>.

<sup>3</sup>See Attachment LRUS-A.

**Strategic Objective #1: Learner Recruitment –  
Coordinated Graduate Program Communication Plan<sup>4</sup>**

*Ann Carrel, Presenter*

**Charge:**            **Develop a *Coordinated Graduate Program Communication Plan* proposal for consideration by the Strategic Planning Council. (NOTE: All graduate degree and certificate (i.e., the MIS Certificate) programs would be included in the *Communication Plan*.)**

**Team Members:** Ann Carrel – Team Leader, Tim Aurand, Dave Sinason Phyllis Zerull, and Michelle De Jean (COB marketing advisory capacity).

Ann Carrel reported on Lipman Hearne’s market analysis regarding where NIU’s MBA program is positioned in the Chicago market. Lipman Hearne found that:

- NIU’s MBA marketing materials focus on the process, rather than the long-lasting value of what the program offers its students. → The materials should be taking the perspective of “What’s in it for them [students].”
- The program features quality faculty, curriculum, and customer services. → But students have to be in the program before they come to realize and appreciate that.
- Brand awareness and recognition are lacking. → NIU MBA graduates are hard workers and good hires ... but those characteristics are under-emphasized and under-promoted.

NIU is viewed as a “mid-level” provider of MBA education, as are the University of Illinois – Chicago, DePaul, and Loyola. Students choose NIU’s MBA program based on:

- Cost
- Location
- Delivery Format Options
- AACSB Accreditation

On a positive note, Lipman Hearne conveyed that “nothing is broken” with regard to NIU’s MBA curriculum, faculty, or services. On the other hand, NIU must build on that foundation and press forward on a number of opportunities by:

- Creating a brand identity and “value proposition.”
- Identifying, developing, and/or broadening relationships with the business community that employs NIU students and financially supports their graduate education.
- Utilizing a wider variety of electronic media to communicate with prospective and current students.
- Capitalizing on the synergism that exists among NIU’s graduate, undergraduate, and alumni, especially since a significant percentage of the MBA (and the specialized master’s) students come from the ranks of the university/college undergraduate population. Some ways this could be done would be to:
  - Invite undergrads to information sessions about NIU’s graduate b-programs.
  - Promote the college’s graduate programs internally. In a moment of self-reflection, John Banko noted that he and other faculty members often overlook opportunities to endorse COB’s programs and to encourage their students to consider NIU for their advanced degrees.
  - Partner with other NIU units, such as NIU Outreach – as noted by Virginia Cassidy, to broaden the number of opportunities for prospective students and the business community to hear about NIU.

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<sup>4</sup>See Attachment B.

- Adding career services for off-campus graduate programs since MBA students and others are called to be increasingly mobile in (and responsive to) an employment environment where “down-sizing/right-sizing” has become the norm.

Frustratingly, all of NIU’s major competitors are in the top 25% of national MBA rankings, while NIU is not. Even though NIU perceives itself as having similar qualities to some of those ranked schools (seemingly supported by the Lipman Hearne’s findings), NIU must deal with the reality that it lacks national recognition and explore ways to counter the marketplace perspective, to enhance its image, and to improve its chances of becoming ranked. Fortunately, the foundation on which to build is solid – provided the COB appropriately articulates its market niche and passionately and persistently pursues its goals.

Clearly, there is a growing realization – backed by the Lipman Hearne’s findings – that the COB must meet stakeholders’ demands for timely (perhaps more correctly, *instantaneous*) information via a broad spectrum of electronic media. Therefore, a 2006-07 Strategic Action Team will likely be commissioned to develop a college-wide *Integrated Marketing Communication (“IMC”) Plan* that incorporates the current *Coordinated Graduate Program Communication Plan*.

## **Strategic Objective #2: Experiential Learning – Outreach<sup>5</sup>**

*Jane Mall, Presenter*

**Charge:            Develop outcomes, measures, and assessment framework (based on revised Strategic Objective # 2 language); forward recommendation(s) to Senate for successful implementation.**

**Team Members:** Jane Mall – Team Leader, Tom Haapoja, Jim Johnson, Tim Paige, Ron Parrish, Mona Salmon, Denise Schoenbachler, and Wayne Smith.

Jane Mall noted that the ability to articulate ELO’s business plan was aided by NIU’s Academic Program Review process.<sup>6</sup> Due to the number of regional competitors, executive education programs present some challenges. As Dean Tallon pointed out, executive ed is a “difficult nut to crack.” However, through Jack Marchewka’s former and Jane Mall’s current efforts, there is greater awareness and use of Experiential Learning Center’s services than previously was the case.

During the past year, ELO also has worked to develop and nurture cross-college relationships. In fact, 2005-06 ELC project teams have included Engineering and VP&A students. These partnerships remain a *work-in-progress*, and Jane hopes to grow these cross-college initiatives.

Jane then highlighted the *Business Applied Research* projects, spearheaded by Tom Haapoja. Over the past several years, *Applied Research* has conducted several projects for BP and currently is developing a proposal for another organization. In many ways, Applied Research functions as a “virtual office” since much of its work is done via the *Internet*.

Next on ELO’s agenda will be to identify measures and outcomes during the 2006-07 strategic planning cycle. In doing so, it would be helpful if the NIU/COB Business Solutions relationship were refined and NIU-developed outcomes and measures communicated so that the college activities can be aligned with those of the university.

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<sup>5</sup>See Attachment C.

<sup>6</sup>In an aside, Virginia Cassidy shared with SPC that a member of the APR Committee complimented this year’s participating programs (which included the COB programs) on doing a particularly fine job with their academic program reviews.

**Strategic Objective #4: Creating a Learning Organization –  
Committee Orientation Training Program<sup>7</sup>**

*Denise Schoenbachler, Presenter*

**Charge:**           **Develop a *Committee Orientation Training Program* for COB faculty and administrators, particularly targeted at those new to serving as department chairs or on committees that deal with personnel decision-making and faculty recruitment.**

**Team Members:** Daniel Wunsch – Team Leader, Diane Docking, Kate Mantzke, Denise Schoenbachler, and Sally Wakefield (strategic planning advisory capacity).

Denise Schoenbachler related the genesis for this strategic initiative: The College and its departments elect faculty to vitally important personnel committees without providing any uniform or consistent orientation on university and college policies and procedures. With this *Creating a Learning Organization Initiative*, a process now will be in place to familiarize faculty new to these committee appointments regarding:

- NIU Constitution and Bylaws
- COB Personnel Guidelines
- Personnel Committee Member Responsibilities
- Timelines for Personnel Recommendations

Training sessions and personnel policies/procedures notebooks will be elements of the *Committee Orientation Training Program*. To reiterate, the inaugural offering of this training will include current College Council and Departmental Chairs and Personnel Committee members, as well as those initially appointed to these committees in 2006-07.

Dean Tallon praised this action team’s work and felt that this program will benefit those involved in personnel decision-making. Charles Petersen, a current member of College Council, echoed Bill’s views and said it was a great way to acclimate personnel committee members to university and college guidelines.

**COB Strategic Planning – Fall 2006 SPC Retreat**

*William Tallon, Presenter*

**Charge:**           **Develop a Fall 2006 SPC Retreat as a means to enhance team-building between the new Dean and the Strategic Planning Council. (NOTE: This strategic action team’s work will take place primarily in late spring/early summer 2006 once the Dean’s selection process is completed.)**

**Team Members:** William Tallon – Team Leader, John Banko, Virginia Cassidy, Bill Cummings, Brian Mackie, Roman Nowacki, Charles Petersen, and Sally Wakefield (COB strategic planning advisory capacity).

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<sup>7</sup>See Attachment D.

Dean Tallon announced that the Fall 2006 SPC – Dean’s Retreat will take place as planned; however, its purpose will undergo some revision since Dean-Elect Denise Schoenbachler has been an active participant in the college’s strategic planning process – both as a Department Chair and Faculty representative on SPC. The retreat, expected to be held off-campus, will be on the 4-14-05 agenda, during which proposed dates and locales will be discussed.

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Charles Petersen asked that the record reflect SPC members’ appreciation for the delicious dessert arranged by Lenita Hepker.

The next – and final – SPC IX meeting will be on **Friday, April 14, 2 - 4 p.m.**, in the Dean’s Conference Room. The meeting adjourned at approximately 3:30 p.m.

Respectfully submitted,

Sally A. Wakefield  
COB Strategic Planning Coordinator

Attachments

ATTACHMENT A

NIU College of Business  
*STRATEGIC PLANNING COUNCIL*

LEARNER RECRUITMENT – UNDERGRADUATE STUDENTS  
ACTION TEAM

**EXECUTIVE SUMMARY**

**Members:** Lori Marcellus (Director, Undergraduate Studies in Business) – Team Leader, Bob Burk (Director, NIU Admissions), Sue Braffet (Director, COB Alumni Office), Sue Goad (OMIS – Undergraduate Academic Counselor), Steve Kispert (Academic Counselor, Undergraduate Studies in Business), Phyllis Zerull (Coordinator, MIS Graduate Program – Academic Counselor, BSBA), and Sally Wakefield (COB Assessment Coordinator) – Advisory Capacity

**Charge:** Develop an *Undergraduate Business Student Recruitment Model* that takes into account all NIU College of Business predictors of success (including, but not limited to, ACT scores).

**Next steps:**

1. Analyze data collected by NIU Admissions and Testing Services (first step as part of items 2 – 4).
2. Identify successful COB undergraduate students.
3. Build a profile of successful students that will establish specific criteria to address student diversity in the college.
4. Build a profile of successful students that will establish specific criteria for student eligibility of Dean's scholarship monies. The profile will be used for financial support purposes, not for admissions purposes.

**2005-06 ACTIVITIES**

February 16 – Committee first discussed current NIU scholarship website. While it seems difficult to navigate to find specific scholarships within college, according to NIU Scholarship Coordinator, students seem to like website. In comparing it to other institutions, website is missing a 'welcome page' and there is no direct link to scholarships by college and department. From a staff user – more difficult to use compared to earlier website. Scholarship coordinator has invited us to work with her for possible improvements.

After reviewing earlier data, it was decided that a profile of a business student would be hard to provide considering that factors that stood out from ACT data were general and self reported – work, athletics, leadership and community service. It was proposed that focusing on development and receiving money for scholarships might be the better route. Once there was money to work with then several options could be explored. For example, it would be hard to interview all scholarship applicants but possibly use ACT and high school GPA's for a portion of scholarship money and interview students that might have lower academic skills for another portion of scholarship money. It was also suggested for recruitment purposes to acknowledge students with a minimum 25 ACT and top 10% of high school class with a guaranteed scholarship of \$1000. Changes in both federal and state laws have decreased financial aid packages. Majority of students leave NIU for financial reasons. Other institutions have earmarked a percentage of tuition and offer better scholarship packages.

Action still to be taken – focus on development issues.

### RECOMMENDATIONS

1. Focus change to development issues associated with increasing scholarship packages and acknowledging our top freshmen (25 ACT/top 10% class rank) with guaranteed scholarships of \$1,000. (See Attachment A for examples of funding required.)
2. The Team also recommends that a new action team be considered for College fundraising, or – alternatively – the new development officer should perhaps join the Learner Recruitment action team.

Submitted by,

Lori Marcellus, Team Leader

Attachment LRUS – A

ATTACHMENT LRUS -A

Award Criteria: **COB Leadership Award Fund Projections.xls**

Continuing Eligibility:

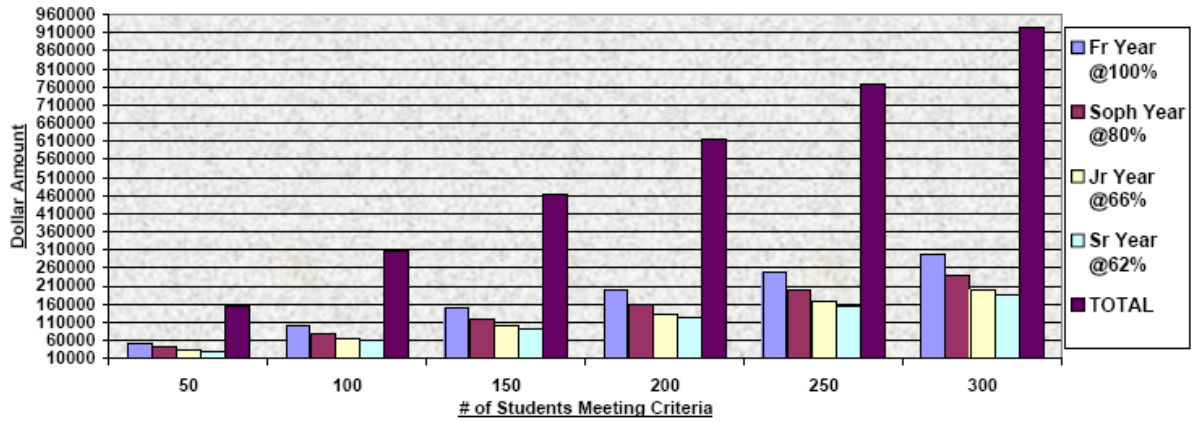
Class Rank: Upper 10%  
 Minimum ACT: 25

Estimated Projections

2.75 Cum GPA

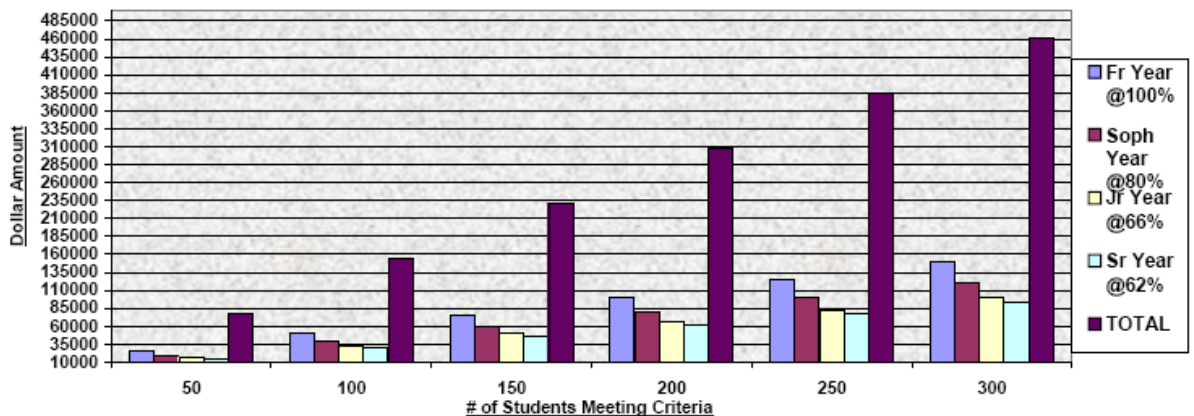
# of Students Meeting Criteria	Fr Year @100%	Soph Year @80%	Jr Year @66%	Sr Year @62%	TOTAL
50	50000	39870	33140	30970	153980
100	100000	79740	66281	61939	307959
150	150000	119609	99421	92909	461939
200	200000	159479	132562	123878	615919
250	250000	199349	165702	154848	769899
300	300000	239219	198842	185818	923878

COB Leadership Award Fund Projections at \$1,000 Per Student  
 (Using Approximate Matriculation Rates by Classification)



# of Students Meeting Criteria	Fr Year @100%	Soph Year @80%	Jr Year @66%	Sr Year @62%	TOTAL
50	25000	19935	16570	15485	76990
100	50000	39870	33140	30970	153980
150	75000	59805	49711	46454	230970
200	100000	79740	66281	61939	307959
250	125000	99674	82851	77424	384949
300	150000	119609	99421	92909	461939

COB Leadership Award Fund Projections at \$500 Per Student  
 (Using Approximate Matriculation Rates by Classification)



NIU College of Business  
*STRATEGIC PLANNING COUNCIL*

LEARNER RECRUITMENT – COORDINATED GRADUATE PROGRAM  
COMMUNICATION PLAN  
ACTION TEAM

**EXECUTIVE SUMMARY**

**Members:** Ann Carrel (Assistant Director, Executive MBA Program) – Team Leader, Tim Aurand (MKTG Faculty), David Sinason (ACCY Faculty), Phyllis Zerull (Coordinator, MIS Graduate Program – Academic Counselor, BSBA Program), and Michelle De Jean (Director, COB Marketing) – Advisory Capacity

**Charge:** Develop a *Coordinated Graduate Program Communication Plan* proposal for consideration by the Strategic Planning Council. (NOTE: All graduate degree and certificate (i.e., the MIS Certificate) programs would be included in the *Communication Plan*.)

**Next steps:**

1. Determine the best vehicle to communicate the College of Business graduate programs.
2. Design and implement the Communication Plan.
3. Identify a means by which to assess the effectiveness of the plan (such as, number of responses, click-throughs, open house attendance, etc.) implemented.

**2005-06 ACTIVITIES**

This committee met in February and continued discussions regarding how best to proceed with a coordinated recruiting plan that encompasses all College of Business graduate programs. The committee agreed that two types of communications should be utilized; print and electronic. Printed materials (program-specific brochures) would be effective to distribute at professional organization, open houses, meetings and conferences. Electronic notifications (i.e. website, webcast, podcast, e-mail alerts, etc.) are areas that the committee believes need to be enhanced. The focus of future meetings will be to explore how best to incorporate and implement a coordinated electronic communication plan.

## **RECOMMENDATIONS**

The committee will explore different software packages such as Target X, Axiom, and Scoutware. The proposed cost associated with implementing a form of electronic messaging is estimated at \$5,000 - \$10,000 annually.

Submitted by,

Ann Carrel, Team Leader

NIU College of Business  
*STRATEGIC PLANNING COUNCIL*

EXPERIENTIAL LEARNING – OUTREACH  
ACTION TEAM

**EXECUTIVE SUMMARY**

**Members:** Jane Mall (Director, Experiential Learning and Business Outreach) – Team Leader, Tom Haapoja (Experiential Learning – Outreach), Tim Paige (Director, COB Tech Resources), Ron Parrish (MGMT Instructor), Mona Salmon (Assistant Director, Evening MBA Program), Denise Schoenbachler (MKTG Chair), Jim Johnson (FINA Professor), and Wayne Smith (iTest Quality Partners Inc.)

**Charge:** Develop outcomes, measures, and assessment framework (based on revised Strategic Objective # 2 language); forward recommendation(s) to Senate for successful implementation.

**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.*

**Next steps:**

1. Investigate future directions and opportunities for experiential learning and business research in the College of Business.
2. Identify and define potential users of Experiential Learning – Outreach.
3. Develop a business plan for Business Outreach.
4. Continue to develop outcomes, measures, and assessment framework.

### 2005-06 ACTIVITIES

1. The action team provided feedback on the draft of outcomes and measures for the three defined units of Business Outreach.
2. The team discussed adding more outcomes that would connect the College of Business with other colleges on campus.
3. The team discussed other internal and external relationship building activities with which Business Outreach could assist and what type of measures would be attached to those activities.
4. Business Outreach is continuing to develop a business plan to meet the desired outcome and measures. The plan will continue to evolve as the new Dean begins to express her goals for Business Outreach.
5. Business Outreach's three distinctive components have brought clarity and ties into the Experiential Learning/Business Outreach mission and objectives that were approved last April.

### RECOMMENDATIONS

The team suggested adding an assessment/feedback loop, target levels of performance and improvement components to the outcomes and measures document for date of completion.

Since the Mission of Business Outreach states that it is to actively pursue tangible and productive relationships with professional organizations, measures should be tied to this as well. The new Dean may want to utilize the Business Outreach office for connecting to targeted organizations. This will be defined more when the new Dean starts in July.

The team also recommended that the Business Outreach department should develop and refine relationships with other internal NIU constituents, namely University Outreach, CEET, and HHS. The college needs to develop a strong message about how working with the College of Business can benefit students and faculty across the university as well as external organizations. A common vision demonstrating the value Business Outreach can provide needs to be developed. More long-term goals to connect with other NIU colleges and departments will be needed, but it was stated we will need control over the accountability if internal potential partners do not meet commitments.

Additional measures and outcomes will be developed as the Business Outreach staff meets with academic advisors and department chairs to determine Experiential Learning needs, such as internships, job shadowing, class projects, and job placement opportunities. Most of the measures and outcomes for the EL unit are derived from the recent ELC program review.

The Learning and Business Solutions (LBS) needs more direction from University Outreach (UO) before additional outcomes and measures can be developed. Corporate education is economy driven and public programming has not worked well in the past. The corporate education market cares more about solutions provided, not necessarily which vendor provides the solution. The credentialing review programs that the college transferred to UO are very successful but sharing results with Business Outreach has not been successful. The team recommended that University Outreach (UO) and the College of Business develop a more effective communication channel for the outsourcing process of the LBS unit.

Applied Business Research will continue to develop more outcomes and measures.

Submitted by,

Jane Mall, Team Leader

NIU College of Business  
*STRATEGIC PLANNING COUNCIL*

CREATING A LEARNING ORGANIZATION –  
COMMITTEE ORIENTATION TRAINING PROGRAM  
ACTION TEAM

**EXECUTIVE SUMMARY**

**Members:** Daniel Wunsch (Interim Associate Dean) – Team Leader, Diane Docking (FINA Faculty), Kate Mantzke (ACCY Faculty), Denise Schoenbachler (MKTG Chair), and Sally Wakefield (COB Strategy Planning Coordinator) – Advisory Capacity.

**Charge:** Develop a personnel training seminar for faculty and administrators, particularly targeting those faculty serving as new department chairs or serving on committees that deal with personnel decisions—tenure, promotion, salary increases, and sabbatical leaves.

**2005-06 ACTIVITIES**

The charge is being addressed in five phases:

- The first phase, which has been completed, was to gather information relevant to personnel decisions from the University Constitution and Bylaws and from the College of Business Personnel Policies and Guidelines.
- The second phase, which has also been completed, was to summarize and organize the relevant information from the University Constitution and Bylaws and the College of Business Personnel Policies and Guidelines.
- The third phase, which is in progress, is to develop a seminar outline of the relevant information.
- The fourth phase, which will be completed before July 1, will be to organize the seminar—determine the length of the seminar, identify the presenters, identify the participants, prepare the seminar materials and select a date and time for the seminar.
- The fifth phase will be to deliver the seminar sometime during the week before the beginning of the fall semester.

Submitted by,

Daniel Wunsch, Team Leader