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

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**In Attendance:**

Tim Aurand (MKTG Faculty), Sue Braffet (COB Alumni Director), Ann Carrel (Executive MBA Program Assistant Director), Virginia Cassidy (NIU Associate Vice Provost), Bill Cummings (ACCY Faculty), Tom Haapoja (COB Experiential Learning Research Associate), 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), David Sinason (ACCY Faculty), 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), Dan Wunsch (COB Interim Associate Dean), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor).

**Unable to Attend:**

Madan Annavarjula (MGMT Faculty), John Banko (FINA Faculty), Michelle De Jean (COB Marketing Director), Diane Docking (FINA Faculty), Sue Goad (OMIS Academic Advisor & Intern Coordinator), Jim Johnson (FINA Faculty), Charles Petersen (OMIS Faculty), and Mona Salmon (Evening MBA Program Assistant Director).

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After introductions, Brian Schramm, the Strategic Planning Council student representative, expressed his enthusiasm for serving on SPC.

**SPC IX SEPTEMBER 9, 2005, MINUTES**

A motion to approve the September 9, 2005, minutes was made by Dave Sinason, seconded by Tom Haapoja, 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).**

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

Testing has provided Lori Marcellus with data, which is now being analyzed. Most of the 11-4-05 Undergraduate Recruitment Action Team discussion centered on enrollment data. FA05 enrollments have increased by 2.6% from FA04, and there now are more incoming Freshmen stating *Undeclared Business* and *Business Administration* as their majors than has been the case in the past. Dan Wunsch asked if there are a significant number of students outside the College of Business who are undeclared,

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

who eventually migrate to the COB. Lori replied that the University Advising Center now serves those students, but it is a difficult group to track; thus, it can be problematic for them to schedule their business tool courses if they subsequently switch to business. For *Undeclared Business* majors, it is not an issue as they already are identified as COB students.

Phyllis Zerull added that, in the University 101 sections she teaches, students are telling her that their high school advisors encourage students to claim *Undeclared Business* since they will be taking the same courses over the first couple of years as those having specified their majors and, in this way, it gives students an opportunity to research the various b-disciplines. To Dan's follow-up question – *Are there any downsides to being an Undeclared Business*, Lori responded that there do not appear to be any ... provided students declare their majors by the end of their Sophomore year. Virginia Cassidy did point out that there are implications for program major costs, which potentially could lead to increased major costs and decreased availability of courses. It also may preclude *Undeclared Business* students (early in their academic careers) from making connections with students/faculty in their majors and assimilating into their respective majors.

Lori further mentioned that UBUS numbers are slightly lower than in the past few terms. Moreover, through the admissions data tracking conducted by Steve Kispert, Undergraduate Studies in Business has observed that a number of current upper-division admission candidates are “on the 2.75 GPA bubble.” However, Undergraduate Studies in Business does not believe that students are dropping courses in which they currently are earning Cs, even if they are aware they may need Bs or better to meet the 2.75 GPA requirement.

**Strategic Objective #1: Learner Recruitment –  
Coordinated Graduate Program Communication Plan**

*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 that the MBA Program has contracted with Lipman Hearne<sup>2</sup> to assist in identifying the NIU MBA Program brand and market niche. As part of its research to assess how NIU fits into the Chicago market, Lipman Hearne has:

- Met with members of the *Board of Executive Advisors*, the Dean and Associate Dean, and MBA faculty and staff members; and
- Arranged to conduct focus groups with MBA student representatives enrolled in all of the delivery formats: Evening, Executive, and Professional.

Lipman Hearne plans to submit its report to MBA Program Director Harry Wright by November 15. Once received, these results then can be benchmarked against other MBA programs. Additionally, it is believed that whatever is learned from the NIU MBA – Lipman Hearne research and recommendations will contribute to the development of a *Coordinated Graduate Program Communication Plan* for the entire college.

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<sup>2</sup>For more information about Lipman Hearne, please refer to <http://www.lipmanhearne.com>.

**Strategic Objective #2: Experiential Learning – Outreach<sup>3</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 conveyed that ELO continues to refine its focus and, in this regard, Ron Parrish served as a facilitator for the ELO staff members' discussion on how this might be accomplished. In addition to those items enumerated in *Attachment B*, some other suggestions included the following:

- Assure that goals are tied to the ELC program revisions;
- Increase the number of applied research projects/clients;
- Meet with the academic advisors to assess how academic internships and ELC projects can be coordinated to maximize students' applied learning opportunities; and
- Funnel ELO prospects through a single point of contact

As a means of evaluating core competencies, Amy Buhrow, a new staff member in ELO, plans to measure experiential learning project aspects encompassing:

- General education requirements
- Ethics
- Core business concepts

ELC is also “spreading the net of involvement” with other NIU colleges. In fact, the COB has been approached by the College of Visual and Performing Arts to partner on a spring project. It is ELC's intention to encourage these inter-college partnerships/team projects, which enhance expanded experiential learning opportunities for students. ELC will also remain a clearing house for individual projects.

Currently, all executive education programs are outsourced, but ELO works closely with University Outreach to assure that organizations, which contact the COB via ELC for executive ed programs assistance, receive immediate attention.

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

*Daniel Wunsch, 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, and Denise Schoenbachler.

Dan Wunsch shared with SPC this action team's strategic concept, which is to develop a *Committee Orientation Training Program* specifically aimed toward those faculty new to personnel-related

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<sup>3</sup>See Attachment B.

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

committee work, as a way to assure that those involved in such decision-making understand and are able to apply university/college procedures in a consistent manner. As a first step, the Team currently is gathering material pertinent to university/college/departmental guidelines.

Because personnel committee work commences almost immediately after the start of the fall term, the training is targeted for the week before the FA06 semester begins. (It was felt that the training would be most effective if conducted during this time frame.) One issue to be addressed as a consequence of this proposed scheduling is that departments will have to identify their representatives by the end of the previous spring term (i.e., SP06), so that their reps are aware of the training expectation.

The seminar is envisioned as a 1½ – 2 hour session, and all personnel committee members would be obligated to attend the training seminar. In addition to new incoming committee members, all Chairs and current members of the college/departmental personnel committees will be invited to attend the inaugural session. Dave Sinason posed the questions: *What if a faculty member absolutely cannot attend this mandatory training seminar for a legitimate reason? ...Are there plans to offer this training more than once prior to the beginning of personnel decision deliberations?* These issues have not yet been explored since the team's work is still in its infancy. Denise Schoenbachler did note that the upcoming *Department Chair Evaluation Workshop*, which she'll be attending, may provide some additional guidance on how best to approach this training program.

Bill Tallon feels the *Committee Orientation Training Program* is an excellent way to provide faculty with a solid foundation in the university/college personnel 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, Madan Annavarjula, John Banko, Virginia Cassidy, Bill Cummings, Brian Mackie, Roman Nowacki, Charles Petersen, and Sally Wakefield (COB strategic planning advisory capacity).

Dean Bill Tallon asked for input about how such a retreat, aimed at acclimating the new Dean to the COB's strategic planning process, should be constructed, where it should be held (perhaps offsite at Laredo Taft?), etc. To the question, *Should a Dean's – Strategic Planning Council retreat be held*, the consensus was that a retreat would be a proactive means by which to transfer knowledge to the new Dean regarding the college's history in strategic planning and to share ideas for the future regarding the strategic plan, its implementation, and its ongoing viability. While advisory in nature, SPC is a well-established component of the college's organizational structure and culture; thus, a Dean's Retreat also would be an opportunity to assure that the concept of strategic planning and the ideas emanating from SPC continue to be represented.

Bill then solicited topics for the retreat and received the following suggestions for inclusion:

- The COB's history
- Articulating a vision for the college
- Where we are – and where we are going
- Communicating of the current culture
- Sharing the story of how the Dennis and Stacey Barsema gift of Barsema Hall evolved
- How SPC might assist the new Dean in successfully achieving the COB's vision during the next 5-10 years ... and beyond

### **DEAN'S SEARCH**

Tim Aurand, a member of NIU College of Business Dean's Search Committee, briefed SPC on the search.<sup>5</sup>

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The next SPC IX meeting will be on **Friday, March 31, 2 - 4 p.m.**, in the Dean's Conference Room. (NOTE: The Friday, February 3, meeting has been cancelled.)

The meeting adjourned at approximately 3:45 p.m.

Respectfully submitted,

Sally A. Wakefield  
COB Strategic Planning Coordinator

Attachments

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<sup>5</sup>At the time of this writing, an external candidate is scheduled to be here November 28-29, 2005, for an interview.

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.
5. ???

**2005-06 ACTIVITIES**

The *Learner Recruitment – Undergraduate Students* Action Team met on September 29, 2005, to review ACT data from May 2005 graduates and ACT data for minority students currently enrolled in the upper-level business programs. The data were not surprising for either group, and nothing “jumped out” in relation to *out of class accomplishments*:

- May 2005 graduates (298/504) – work (92%), athletics (84%), leadership (54%), and community service (53%)
- Minority population (157/343) – work (87%), athletics (76%), community service (59%), leadership (53%)

“Successful graduates” have been identified from all departments except Finance and names have been given to Testing for ACT information if available.

Action still to be taken – ask Testing to do linear regressions comparing ACT information of the three groups (2005 graduates, 2005 upper-level minority students, successful students from departments) to see if there are differences across the groups.

### **RECOMMENDATIONS**

Once the COB student profile has been determined, discuss feasibility of considering qualitative measures, such as interviews, advising sessions, etc., in the recruitment process.

To attract students meeting the COB profile, focus on increasing scholarship packages and other incentives to be competitive with other institutions.

Submitted by,

Lori Marcellus, Team Leader

**ATTACHMENT B**

**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 team leader debriefed the action team members on the history of Business Outreach and Experiential Learning and what the ELO action team accomplished last year.
2. The team discussed who the main constituents of Business Outreach are now and who should they be in the future.
3. The team discussed what value Business Outreach is adding to their constituents and how it should be measured.

## RECOMMENDATIONS

It was suggested that Business Outreach break out into a smaller group consisting of Business Outreach staff with an outside facilitator, Ron Parrish, to further define the main constituents and the value Business Outreach can provide these constituents. The results of these meetings are as follows:

- Business Outreach should be the umbrella organization of three distinct units and serve as a first-point of contact for the CoB resources listed below:
  - Experiential Learning (EL)
    - BusELC, independent studies, class projects, class speakers, student and faculty internships
  - Applied Business Research (ABR)
    - Contracted research, innovation market research and analysis
  - Learning and Business Solutions (LBS)
    - Customized executive education, credentialing review programs and faculty consulting opportunities (outsourced to UO); assistance with promotion of Rockford BS/BA to students and parents and the MBA programs at HR tradeshows; facilitation of H.S. leadership workshops.
- Business Outreach provides value to the following constituents. These constituents and/or benefactors are the users of Business Outreach:
  - Students
  - CoB faculty
  - Non and for-profit organizations
  - Alumni
  - College of Business
  - NIU
  - Illinois

The value that each Business Outreach unit provides to the constituent base was further discussed. These potential benefits include but are not limited to:

- Connections to organizations
- Self-directed learning development
- Classroom enrichment
- Professional practice experience
- Skill and knowledge development
- Transfer of learning
- Cost-effective consulting
- Resource expansion
- Enhancing students educational experience
- Fresh perspectives
- Access to students
- Service learning

With the constituents and the value that Business Outreach can add identified, a revised business plan for Business Outreach can now be developed. Some of the measures and outcomes will be tied to the BusELC program review benchmarks. ABR has begun to develop outcomes that will include more students in their research activities and obtaining three to four new ABR clients. The Business Outreach staff will meet with department advisors and chairs to determine how Outreach can serve as an additional resource to obtain additional experiential learning opportunities for students and faculty. This will also assist with development of additional outcomes and measures for Business Outreach.

For the next meeting, action team members should begin to think about the Business Outreach business plan that will enhance “the knowledge of the students, faculty, and working professionals” and bring suggestions for outcomes and measures.

Submitted by,

Jane Mall, Team Leader

ATTACHMENT C

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), and Denise Schoenbachler (MKTG Chair)

**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.

**RECOMMENDATIONS**

A training seminar for personnel committee members, college council representatives, and department chairs will be offered during the week before the fall semester begins. The purpose of the seminar is to familiarize participants with university and college personnel policies related to tenure, promotion, retention, and leaves of absence and to identify relevant responsibilities for personnel committee members, college council representatives, and department chairs.

**Next steps:**

Seminar materials will be prepared by the Dean's office and will include relevant policies and guidelines from the university by-laws and the college of business's personnel policies and guidelines. Seminar leaders will be identified and will help prepare the seminar.

**2005-06 ACTIVITIES**

To allow participants to plan for the seminar, departments will need to identify newly elected members of their department personnel committee and their college council representative before the end of the spring 2006 semester. A notice will be sent to each department from the Dean's office.

Submitted by,

Daniel Wunsch, Team Leader