
NIU College of Business
STRATEGIC PLANNING COUNCIL IX MEETING MINUTES
First Meeting (Academic Year: 2005-06) ~ Friday, September 9, 2005, Noon – 2:00 p.m.

In Attendance:

Madan Annavarjula (MGMT Faculty), Tim Aurand (MKTG Faculty), Sue Braffet (COB Alumni Director), Virginia Cassidy (NIU Associate Vice Provost), Bill Cummings (ACCY Faculty), Michelle De Jean (COB Marketing Director), Sue Goad (OMIS Academic Advisor & Intern Coordinator), 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), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (COB Interim Dean), Sally Wakefield (COB Strategic Planning & Assessment Coordinator), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor).

Unable to Attend:

John Banko (FINA Faculty), Ann Carrel (Executive MBA Program Assistant Director), Diane Docking (FINA Faculty), Jim Johnson (FINA Faculty), Charles Petersen (OMIS Faculty), Mona Salmon (Evening MBA Program Assistant Director), Denise Schoenbachler (MKTG Chair), and Dan Wunsch (COB Interim Associate Dean).

Dean Tallon welcomed SPC IX members and thanked them for taking part in the college's strategic planning. Once the student representative is selected, SPC IX will meet its 30-member limit. The Dean also thanked Lenita Hepker for arranging the SPC kickoff luncheon.

STRATEGIC PLAN

In launching the meeting, Bill Tallon suggested we take a step back and reflect on the college's strategic plan, because it provides an opportunity to articulate who we are and to say something unique about the NIU College of Business. Bottom line: Successful companies (substitute "schools") have successful, distinctive strategies. With that as a framework, the Dean asked a number of questions:

- Is the college still on course strategically?
- Are the strategic objectives still relevant?
- Are our core values still appropriate?
- Does the college have a *Vision*?
- Have we defined it?
- Is the college doing well in selling its Vision internally?
- Is the COB *living* it?
- What are the NIU College of Business' distinguishing, competitive advantages?
- Is it worthwhile to pursue those we believe to be advantageous?

The ensuing conversation did not so much answer these questions as it formulated issues the SPC may wish to consider over the course of the 2005-06 academic year.

Strategic Objectives

The Dean then reviewed the plan in light of the above issues. In large part, the Council seemed to feel that the strategic objectives remain relevant, even though the college needs to be vigilant in assuring their ongoing viability through the identification and implementation of strategic initiatives that advance the college's mission as they pertain to the COB's:

1. Curriculum, which is the core function of an academic institution. (For the most part, the emphasis of Strategic Objective #1 has been on the COB undergraduate curriculum, recruitment, and retention.)
2. Experiential learning opportunities, which involve faculty/student/business organization partnerships.
3. Physical environment, which fosters learning and a sense of community. (The *Building, Facilities, and Technology Committee* was created to address issues related to this objective.)
4. Professional development resources, which support the needs of faculty and staff.
5. Organizational culture, which promotes a system that recognizes and rewards activities and advances/supports the mission.
6. Comprehensive marketing plan, which is designed to elevate the college's image and is externally focused.

Core Values

With respect to the college's core values, Wayne Smith opined, "What university do you know of that these core values don't apply? We're repeating things that are tautologies." While everyone agreed this is a valid observation, Madan Annavarjula pointed out that the college's core values represent an important cornerstone (of who we are) and need to be communicated broadly – despite their being obvious.

Strategic Intent

Bill asked whether the college ever finalized its Strategic Intent. Michelle De Jean responded that the college has never defined its strategic intent.

Vision

The discussion then turned to the college's *Vision*. Wayne noted: *It's not whether you have a vision (You do!) but, rather, whether you want to have control of your vision.* Otherwise, by action (or inaction), the COB relinquishes that control to its competitors (i.e., the maxim, "Differentiate or Die"). In looking at factors the college might consider as distinctive, a number of ideas were forwarded:

Alumni Building: Ron Parrish shared his first impression of the COB, i.e., that the college possesses a number of stellar alumni and it should dial into their successes since alumni, as a Network/Fraternity, are prime examples of why someone should want to come to NIU. Staying in continuing contact with alumni would aid in this effort. Sue Braffet replied that the university already has a system in place to allocate lifetime email addresses to alumni.

Current Students: Dave Sinason noted that the college's best marketers may be its students (who eventually become alumni), as they will spread the message if they find their COB experiences fulfilling. Dave pointed to NIU's alumni survey results, which tend to support the belief that our students are satisfied with their educational decision to attend NIU.

Ultimately, the Council concluded that the college needs to provide a vision of who we are ... and articulate that vision more clearly to its internal and external audiences, potential dean and faculty candidates, etc.

Brand Identity: *Where the Classroom Meets the Business World*

Tim Aurand felt it noteworthy that, during the SPC's conversation about the college's vision, no one had mentioned the college's brand identity statement,¹ even though a significant amount of time and effort had been brought to bear in developing, implementing, and communicating the college-wide image campaign and producing publications which reflect that message.²

¹For a discussion about university branding, please see *Assigned Reading: Branding Gets Credit at University* (dated 12-Sep-20005) by Edwin Colyer at http://www.brandchannel.com/start1.asp?fa_id=280, which Tim Aurand web-cited following the SPC meeting.

²Please refer to *Attachment A*, which provides a summary of where the COB's brand identity currently can be found in Barsema Hall and can be seen in, or is planned for, the college's printed and electronic publications.

It was suggested that the college adopt a policy wherein faculty would use a college banner template incorporating the brand identity statement on their Blackboard-based syllabi. However, Blackboard is a university-housed software product, which perhaps would make it problematic to implement at that step. Moreover, academic freedom would suggest that the use of a college banner template not be imposed but, rather, encouraged – a strategy similar to that employed for the newly-designed COB PowerPoint template.³

SPC VIII APRIL 8, 2005, MINUTES

A motion to approve the April 8, 2005, minutes was made by Virginia Cassidy, seconded by Jane Mall, and passed unanimously.

SPC IX CHARGE

In reviewing the charge, Bill Tallon wondered if these ideas need to be refreshed. However, the notion of “*Continuous Improvement: Review and revise the language/activities of the strategic plan*” is a mainstay of AACSB accreditation, as well as strategic planning.

All of the Council’s activities support AACSB’s mandate under the *Strategic Management Standards*, which require schools to articulate and document their strategic initiatives. Thus, the NIU College of Business 2005 AACSB Annual Maintenance Report: *Progress, Priorities, and Funding/FA05-SP06 Recommended Annual Goals* (with updates through SU05) meets this requirement.

SPC STRATEGIC ACTION TEAMS

Prior to discussing the 2005-06 strategic initiatives, Dean Tallon acknowledged the SPC VIII Strategic Action Teams’ work in actualizing the plan and asked those team leaders in attendance to update the Council on activities which have taken place since last spring.

➤ Strategic Objective #1: Learner Recruitment – Undergraduate Students

Lori Marcellus, Undergraduate Learner Recruitment team leader, reported that she has received substantial data from NIU Admissions and Testing Services, which now need to be analyzed. Additionally, beginning with FA05 New COB Freshmen, b-students’ migration through the university will be tracked to assess whether incoming new freshmen complete their degrees in a timely fashion, change majors or colleges, transfer out of the university, leave on probation or dismissal, etc.

➤ Strategic Objective #1: Technological Expertise Learning Outcome – Assessment

Brian Mackie, Technological Expertise Assessment team leader, noted that the first phase of the Prentice Hall *Train & Assess IT* project – testing Business Careers House Freshmen – will be conducted next week. Attributable in large part to the university’s providing assessment participation gifts and the involvement of Lynn Neeley, Faculty Coordinator, and the BCH Ambassadors Staff, who aggressively recruited participants, the COB is pleased with the number of BCH students who volunteered to take part in this project. In keeping with the strategic planning process, this action team’s work is now under the auspices of the College Curriculum Committee, which is responsible for the college’s Technological Expertise learning outcome.

³For more information about the COB *PowerPoint* template, please see Attachment A, Item 10, or speak with Michelle De Jean.

➤ **Strategic Objective #2: Experiential Learning – Outreach**

Jane Mall, Experiential Learning – Outreach team leader, shared that this team has begun to accomplish some of the goals articulated during last year’s action team discussions. ELO sought and received more corporate involvement in its advisory board, undertook summer projects, and acquired sufficient projects/faculty/students for this fall. The goal to recruit students from other colleges was achieved, as an engineering student is involved in one of the FA05 projects. A lesson learned from the SU05 activity was that an 8-week summer session may not allow adequate time to undertake an ELO project.

Proposed SPC IX Action Teams

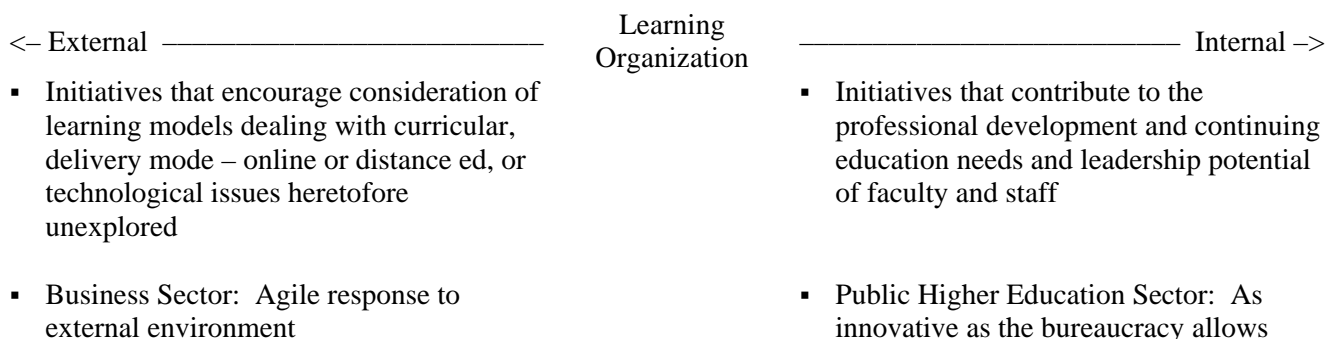
As detailed in Attachment B, the Dean then reviewed each of the proposed strategic initiatives/action teams:

- *Strategic Objective # 1: Learner Recruitment – Undergraduate Students**
- *Strategic Objective # 1: Learner Recruitment – Coordinated Graduate Program Communication Plan**
- *Strategic Objective # 2: Experiential Learning – Outreach**
- *Strategic Objective # 4: Creating a Learning Organization – Committee Orientation Training Program***
- *COB Strategic Planning – Fall 2006 SPC Retreat***

*Ongoing Strategic Action Team **New Strategic Action Team

Having enumerated the above proposals, Dean Tallon then asked if there were any additional recommendations, whereupon, Brian Mackie suggested a Strategic Action Team be charged with evaluating the benefits and availability of Online Portfolio/Assessment tools. Wayne asked whether this could be under the umbrella of the Learning Organization strategic objective action team or explored via an Experiential Learning – Outreach project. (Alternatively, this idea may also fall under the SO#3 *Building, Facilities, and Technology* goals.) After some discussion, it was felt this proposed activity should be tabled for now.

During the discussion concerning “SO #4: Creating a Learning Organization – Committee Orientation Training Program,” questions arose about, *How is the college defining “Learning Organization”? ...Does this objective have an external focus or internal focus?* If the former, then the activities undertaken in support of an external objective differ greatly from those carried out in support of the latter. In actuality, the answer is: *It is probably both:*



In returning to the discussion about *Vision* and *Brand Identity*, it was decided that some of the ideas posed could be subsumed under one of the currently-identified action teams. Therefore, Dean Tallon sought volunteers for those action teams listed on the 9-7-05 SPC action team document. In all cases, enough volunteers were recruited for these proposed strategic initiatives for them to move forward. (The attached version of the strategic action team listings also contains some refinements to the “Next Steps.”) To provide enough time to have executive summaries ready for the **next SPC IX meeting on Friday, November 4, 2 - 4 p.m., in the Dean’s Conference Room**, all of the action teams were asked to meet at least once by Monday, October 24.

The meeting adjourned at 2 p.m.

Respectfully submitted,

Sally A. Wakefield
COB Strategic Planning Coordinator

Attachments

Attachment A

NIU COLLEGE OF BUSINESS
Brand Identity:
Where the Classroom Meets the Business World

The college's brand identity can be found: ¹

1. At the front entrance, above the language on the wall for the college's mission and core values.
2. On one of the plasma monitors at the front entrance.
3. On one of the TV monitors at the east (back) entrance in the atrium.
4. On the *History Wall*, under the sunrise photo of Barsema Hall (the photo anchors the right-hand edge of the History Wall).
5. As of September 14, 2005, on the atrium/departmental announcement monitors as a permanent addition to the electronic announcement rotation schedule:
<http://www.cob.niu.edu/announcements/>
6. Within the COB banner on its webpages (so the brand identity appears on every page within the COB website)...and it even has its own url for those who wish to view the supporting data points:
<http://www.cob.niu.edu/aboutcob/cobidentity.asp>
Note: The brand identity web page has had more than 5,800 hits (some of which may be due to inadvertent clicks) since it was put on the banner in July 2004.
7. On the letter from the Dean, both within the Foundation webpages –
<http://www3.niu.edu/devrel/giving/where/academic/business/> – and also on the COB Home page in Dean's letter (www.cob.niu.edu)
8. In the *Business Network* banner.
9. In the soon-to-be released publication "*Huskies @Business*" newsletter banner.
10. On the COB *PowerPoint* template. (Accessed through the college's shared drive, J: , Deans_Office folder.)
11. In the college *Viewbook*: <http://www.cob.niu.edu/viewbook/viewbook.pdf>
12. In brochures converted over to the college's new graphic identity.
13. On postcard announcements.

¹List compiled by Michelle De Jean (COB Marketing Director) and Tim Paige (COB Tech Resources Director).

Action Teams of the SPC IX

[11-4-05 Draft Revision]

Strategic Objective #1: Learner Recruitment – Undergraduate Students

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), and Phyllis Zerull (Coordinator, MIS Graduate
Program – Academic Counselor, BSBA)
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. ???

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

Members: Ann Carrel (Assistant Director, Executive MBA Program) – Team Leader,
Tim Aurand (MKTG Faculty), Dave Sinason (ACCY Faculty), and Phyllis Zerull (Coordinator,
MIS Graduate Program – Academic Counselor, BSBA Program)
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. Design and implement the Communication Plan.
2. Establish a central collection point for interested prospects to call or email for program information.
3. Identify a means by which to assess the effectiveness of those activities (such as, annual mailings, open house attendance, etc.) implemented.
4. ???

Strategic Objective #2: Experiential Learning – Outreach

Members: Jane Mall (Director, Experiential Learning – Outreach) – Team Leader,
Tom Haapoja (Experiential Learning – Outreach), Jim Johnson (FINA Faculty), Tim Paige
(Director, COB Tech Resources), Ron Parrish (MGMT Instructor), Mona Salmon (Assistant
Director, Evening MBA Program), Denise Schoenbachler (MKTG Chair), 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.

Next steps:

1. Identify potential users of Experiential Learning – Outreach services.
 2. Develop a business plan.
 3. ???
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Strategic Objective #4: Creating a Learning Organization – Committee Orientation Training Program (Membership limited to Tenured/Tenure-Track Faculty)

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.

Next steps may include the need to:

1. ???
 2. ???
-

COB Strategic Planning – Fall 2006 SPC Retreat

Members: William Tallon (Interim Dean) – Team Leader, Madan Annavarjula (MGMT
Faculty), John Banko (FINA Faculty), Virginia Cassidy (NIU Associate Vice Provost),
Bill Cummings (ACCY Faculty), Brian Mackie (OMIS Faculty), Roman Nowacki (MGMT
Instructor), and Charles Petersen (OMIS Faculty)
Sally Wakefield (COB Strategic Planning Coordinator) – Advisory Capacity

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.)

Next steps:

1. Formulate a framework for the COB's *Vision*.
2. Articulate distinguishing features/marketing niche for COB.
3. ???
4. ???