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**NIU College of Business**  
**STRATEGIC PLANNING COUNCIL VIII MEETING MINUTES**  
Third Meeting (Academic Year: 2004-05) ~ Friday, April 8, 2005, Noon – 2:00 p.m.

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**In Attendance:**

Madan Annavarjula (MGMT Faculty), Tim Aurand (MKTG Faculty), John Banko (FINA Faculty), Kara Bourbon (ACCY Graduate Student), Greg Carnes (ACCY Chair), Virginia Cassidy (NIU Associate Vice Provost), Michelle De Jean (COB Marketing Director), Diane Docking (FINA Faculty), David Graf (COB Dean), Barbara Fox (ACCY Instructor/UBUS 311 Team Leader), Sue Goad (OMIS Academic Advisor & Intern Coordinator), Mike Heath (FINA Undergraduate Student), Jim Johnson (FINA Faculty), Brian Mackie (OMIS Faculty), Roman Nowacki (MGMT Instructor), Charles Petersen (OMIS Faculty), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (COB Associate Dean), Sally Wakefield (COB Strategic Planning & Assessment Coordinator), and Dan Wunsch (MGMT Chair).

**Unable to Attend:**

Ann Carrel (Assistant Director – Executive MBA Program), Bill Cummings (ACCY Faculty), Chuck Gowen (MGMT Faculty), Mona Salmon (Assistant Director – Evening MBA Program), David Sinason (ACCY Faculty), Jay Wagle (MKTG Faculty), and Phyllis Zerull (MIS Graduate Program Coordinator and Undergraduate BSBA Advisor)

**Guests:**

Jane Mall (Director, COB Experiential Learning – Outreach), Lori Marcellus (Director, Undergraduate Studies in Business), and Tim Paige (Director, COB Tech Resources)

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The Dean was honored with a surprise recognition ceremony for his visionary leadership in strategic planning. On behalf of Strategic Planning Council, Associate Dean Bill Tallon gave him a plaque which read:

The future belongs to those who believe in the beauty of their dreams.  
-- Eleanor Roosevelt

Presented to

David K. Graf  
Dean, College of Business  
Northern Illinois University

In recognition and appreciation of  
your visionary leadership in Strategic Planning.  
You dreamed dreams  
... and the future became reality.

NIU College of Business  
Strategic Planning Council  
1994 - 2005

Michelle De Jean, former Director of Strategic Planning, then recounted the early (and oftentimes challenging) days of strategic planning and how committed the Dean was to making strategic planning work, his philosophy of inclusion, his willingness to hear the “good *and* bad” about the college, and his unwavering devotion to moving the college forward in its ultimate goal of being the “School of Choice” – highlighted, of course, by the Dennis and Stacy Barsema gift of Barsema Hall. The Dean thanked the Council and reiterated his oft-stated message that he very much has enjoyed SPC: The concept, the people, and mostly the creative ideas that it spawned.

As this is the final meeting of the 2004-05 academic year, the Dean recognized the contributions of the outgoing SPC VIII members – Kara Bourbon, Greg Carnes, Barbara Fox, Chuck Gowen, Mike Heath, Jim Johnson, Brian Mackie, Jay Wagle, Dan Wunsch, and Phyllis Zerull – and thanked them for their work on behalf of the college. In acknowledging the student members, Kara Bourbon and Mike Heath, the Dean remarked that having student participation in strategic planning is one of the characteristics that sets the NIU College of Business apart from most schools' efforts in this regard. Because there is representation from all targeted stakeholder groups – faculty, students, operating and supportive professional staff, university and college administrators, the business community, and alumni, the college is better able to respond strategically to the constantly-evolving business and academic environments.

With that as a backdrop, the Dean welcomed Lori Marcellus and Jane Mall who, as leaders for the *Learner Recruitment – Undergraduate Students* and *Experiential Learning – Outreach* SPC Action Teams, respectively, will be members of *Strategic Planning Council IX*, and Tim Paige, Director of Tech Resources, who will become a permanent member of SPC.

A motion to approve the February 25, 2005, minutes was made by Bill Tallon, seconded by Charles Petersen, and passed unanimously.

David Graf called attention to the fact that SPC action teams now clearly define their structure and processes, develop timelines for completion, and bring their activities to closure through referral to the College's standing committees; as a consequence, strategic initiatives are woven into the fabric of the college through their implementation. The Dean cited *Assurance of Learning* as an example where SPC developed a recommended college-level assessment plan and College Curriculum assumed ownership of this important AACSB mandate.

### **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 (Director – NIU Admissions), Diane Docking, Mike Heath, Charles Gowen, Daniel Wunsch, Phyllis Zerull, and Sally Wakefield (assessment advisory capacity).

Lori Marcellus conveyed that she has received reports on the COB's:

- May 2005 graduation candidates by major and GPA; and
- Minority students in the upper-level program by major and GPA.

As the next action step, Bob Burk and Testing will run both lists against a battery of 189 factors included in the ACT data bank. With regard to May 2005 grads, Testing will take a look backward to assess the criteria (ACT and high school out-of-class accomplishments, as examples) that contributed to their success at NIU. Lori also has received from each department names of alumni they felt were quality students. Using both these groups (May 2005 graduates and alumni by major), Lori (and whoever else is available from the *Learner Recruitment - Undergraduate Student* Action Team, who is interested in doing

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<sup>1</sup>No written report accompanied this verbal status report on *Learner Recruitment – Undergraduate Student* activities.

so) will begin to analyze the data and to build the profile of a successful NIU College of Business student, with some preliminary results anticipated by the end of the summer.

Additionally, Testing will track the FA05 incoming class of COB Freshmen throughout their academic careers – again with an eye toward refining this profile. While Transfers will be considered in these reports, NIU doesn't necessarily have ACT information on them; thus, most of the discussion at this time will revolve around Freshmen. Both this longitudinal study and the graduating student one are new initiatives for Testing and Admissions, and the COB is serving as a pilot program for what could become a university-wide data collection project to inform the admissions process.

As the Dean observed, this will help address a concern Diane Docking has often expressed regarding the need for more relevant data about what factors lead to success within the COB. The Dean said it is his hope that, once this profile is developed, it can be correlated with *Business Careers House* candidate data to enhance the chances that those selected for the BCH in the future will be successful at NIU and can be used for recruitment/promotional purposes. (Currently, the attrition rate of BCH Freshmen is higher than expected or desired.)

### SPC ACTION TEAM PRESENTATIONS

#### **Strategic Objective #1: Technological Expertise**

#### **Learning Outcome – Assessment**

*Brian Mackie, Presenter*

**Charge:** Design an assessment instrument by which to measure *Assurance of Learning* in the area of *Technological Expertise*.

**Team Members:** Brian Mackie – Team Leader, Wayne Smith, Tim Paige, and Sally Wakefield (assessment advisory capacity).

Rather than designing an in-house instrument as stated in the original charge, the *Technological Expertise Strategic Action Team* elected to research “packaged” software products. Brian Mackie reiterated the Team’s view that the product selected should meet the dual purposes of [1] a training platform for students who need to acquire – or to improve their – technological skills and [2] assessing students’ proficiency in those skills. Subsequent to the 2-25-05 SPC meeting, Brian had some of his students assess the two products identified: Thomson Course Technology’s *Skills Assessment Manager* and Prentice Hall’s *TrainAssessIT*. The students found that, overall, *TrainAssessIT* performed better on a number of levels and/or had a number of advantages:

- It was easier to use than SAM (an important consideration for students who may not be familiar with an online assessment/training environment);
- It could be used with different browsers, in addition to *Internet Explorer*;
- It is about half the cost of SAM; the price (\$5 per student license) can be locked in for three years; and unused, prepaid licenses can be carried over to the next year;
- Students have unlimited use of *TrainAssessIT* during their entire tenure at NIU;
- Questions are continuously being added to the available test bank; and
- The COB can identify the questions, relevant to the skills its departments deem important, that it wishes to have included in the assessment.

Brian noted that Associate Provost Virginia Cassidy generously offered to have the Provost’s Office fund those licenses earmarked solely for assessment purposes. (Please refer to the *Technological Expertise Strategic Action Team’s 4-8-05 Executive Summary* and *AACSB Annual Maintenance Report: Progress, Priorities, and Funding* for the cost breakdown.)

Wayne Smith expressed his view that metrics based on performance should be established and that targets and gaps analysis should be conducted. Indeed, although the jargon may differ from that of business organizations, assessment in academia – as part of the AACSB *Assurance of Learning* – entails exactly that. Although this project emanates as a strategic planning initiative, technological expertise assessment will be under the ownership of the College of Business Curriculum Committee (“CCC”), which is responsible for setting the baselines (metrics) and disseminating assessment results to those accountable for continuous improvement. In keeping with the CCC’s having responsibility for the curriculum and learning outcomes assessment, Brian Mackie made a presentation about this project to that standing committee on 4-05-05 to apprise CCC members of the proposed direction for this assessment. At the conclusion of his presentation, Brian received CCC’s endorsement to proceed. Importantly, when NIU undergoes its next accreditation maintenance review in 2008-09, the AACSB Peer Review Team will expect NIU to “have a complete *Assurance of Learning* process in place, including feedback of the assessment data into the curriculum review process.”<sup>2</sup>

As a second piece to technological expertise assessment, Brian suggested that the COB may want to combine *LiveText*<sup>TM</sup> software with Prentice Hall’s *TrainAssessIT* system at some point in the future. Given *LiveText*’s assessment and data analysis features, it may be particularly helpful to those COB programs using portfolio analysis assessment since this software links with the AACSB *Assurance of Learning* standards.

Premised on the product evaluation findings and after the above discussion, Brian Mackie made a motion, simultaneously seconded by Tim Aurand and Virginia Cassidy, that:

The College of Business contract with Prentice Hall *TrainAssessIT* to purchase 2,700 undergraduate student licenses for MS® Tools – *Internet Explorer, Access, Excel, PowerPoint, and Word* – assessment and training purposes.<sup>3</sup>

The motion passed unanimously.

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

*Jane Mall, Presenter*

**Charge:** Refine the focus of the *Experiential Learning Center (ELC) and Business Outreach* activities and develop processes, outcomes, measures, and assessment framework; forward recommendation(s) to Senate for successful implementation.

**Team Members:** Jane Mall – Team Leader, Madan Annavarjula, Virginia Cassidy, Bill Cummings, Sue Goad, Tom Haapoja, Jack Marchewka, Roman Nowacki, Mona Salmon, and Bill Tallon.

Jane Mall shared with SPC that this team is working toward articulating the first phase of its charge, i.e., refining the focus of the *Experiential Learning Center (ELC) and Business Outreach* activities. After a brainstorming session, wherein a number of ideas were discussed, a better notion of what this unit’s strategic objective should be – and should not be – began to emerge; hopefully, the new model arising from the team’s deliberations, which centers on student learning, vis-à-vis the former model, which centered on executive education, will be finalized in the upcoming year. Even though the COB currently assumes a substantial portion of the overhead costs attendant with this unit, ELO aspires to be self-sustaining. Teams are increasingly cross-functional and may include students/faculty from colleges other than the COB. Additionally, the ELO gets many calls from start-up organizations wanting to work

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<sup>2</sup>AACSB web site: [http://www.aacsb.edu/resource\\_centers/assessment/overview-expectations.asp](http://www.aacsb.edu/resource_centers/assessment/overview-expectations.asp).

<sup>3</sup>Although outside the domain of this undergraduate strategic action team’s activities, the COB graduate programs also will be purchasing licenses – through COB lab fees or indirect funds – in support of their MS® Tools assessment and training needs.

with the college and, increasingly, the ELO is taking advantage of venture grants to support such initiatives.

In asking *What is the purpose of this unit?*, Wayne Smith wanted to assure that, however this reconstituted ELO is structured and however the work of the student teams is executed, there is a continued emphasis on professionalism and ELO maintains a consulting-firm mentality. As Wayne put it: *Don't underestimate the residual power lever of these activities* (i.e., the marketing "footprint"). Thus, whether student- or organizationally-centered, these projects *will* contribute toward building the NIU brand and must be professional in their orientation. Jane replied that ELO does embrace that philosophy and has an *Experiential Learning – Outreach Advisory Board*, which advises the center on ways to engage external stakeholders and has assisted in developing a list of sponsor expectations;<sup>4</sup> specifically, this document deals with issues of sponsor requirements, etc., and is given to all project sponsors. Starting next year, the ELO Center plans to include companies' branding logos as part of the signage for the ELO project cubicles.

Pertinent to continuing education opportunities, Jane also reviewed the status of the ELO's relationship with the university at-large. Currently, the COB has a signed agreement with the university, which states that profits from NIU-sponsored continuing education partnerships with business organizations resulting from COB referrals to the university are to be split with the college.

After this lively discussion, Jane Mall moved, Virginia Cassidy seconded, that the revised Strategic Objective #2 language be adopted as presented:

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.

The motion passed unanimously.

### **Strategic Planning Council Governance – Bylaws**

*Charles Petersen, Presenter*

**Charge:** Review and update SPC Bylaws.

**Team Members:** Charles Petersen – Team Leader, John Banko, and Michelle De Jean.

Charles Petersen presented the *Strategic Planning Council Governance – Bylaws* Action Team's recommendations, as highlighted in yellow in the *Strategic Planning Council: Mission, Organization, Structure* document.

Much of the discussion following Charles' presentation of the proposed changes dealt with the membership guidelines. Dean Graf endorsed the notion that, while Strategic Planning Council should be structured "more like" a standing committee (i.e., establishment of a regular meeting schedule), it also should maintain an emphasis on voluntary participation by those *interested* in strategic planning. This nuanced interpretation of the Bylaws suggests that, although recruiting members from across all of the targeted stakeholder groups should be attempted, the actual membership composition may result in an over-quota by some groups with lesser (or possibly no) representation from others. To more correctly capture this intent, it was suggested that "are" replace "should be" in the Membership Section, Item 3, second sentence:

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<sup>4</sup>See "Sponsor Expectations," SPC 4-8-05 Minutes: Attachment A (Page 9 of 9).

3. At least two-thirds of SPC membership must come from the College of Business. The membership goals of the SPC ~~should be~~ **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.

Following this discussion, Jim Johnson moved, seconded by Brian Mackie, that the revised *Bylaws* be approved as amended. The motion passed unanimously.

As part of the approved Bylaws revisions, a standing date/time meeting schedule was adopted. Specific to 2005-06, *Strategic Planning Council IX* will meet in the Dean's Conference Room on the following Fridays, 2:00 – 4:00 p.m.:

**FALL 2005**

September 9, 2005  
November 4, 2005

**SPRING 2006**

February 3, 2006  
March 31, 2006  
April 27, 2006

**2005 AACSB ANNUAL MAINTENANCE REPORT**

Dean Graf next turned to the *2005 AACSB Annual Maintenance Report* and asked Sally Wakefield to briefly highlight its components and the rationale for this document. Sally noted that the *AACSB Eligibility Procedures and Accreditation Standards for Business Accreditation* (Adopted: April 25, 2003; Revised: January 01, 2004; Revised: January 01, 2005) have an increased emphasis on strategic planning and its implementation.<sup>5</sup> In complying with these standards, the NIU College of Business *2005 AACSB Annual Maintenance Report: Progress, Priorities, and Funding* document focuses on those goals and initiatives undertaken by the Strategic Planning Council VIII and its various action teams. Using a format developed by Michelle De Jean during the *2003 Accreditation Maintenance* process, the annual report is divided into two parts:

1. The 2004-05 strategic activities, the progress toward accomplishing or completing them, and the objectives for follow through during 2005-06; and
2. The financial support for AY 2004-05 strategic action items and a status report on funding of prior years' action items.

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<sup>5</sup>The AACSB Standards (page 2) read: *Having achieved AACSB accreditation, an institution embarks on a continuous process of accreditation maintenance. That process includes:*

- *An annual report of data.*
- *An annual summary of strategic management.*
- *A periodic five-year review of strategic progress.*

With that as a framework, the highlights encompass the work of the SPC action teams (described above or in previous minutes) and their attendant funding needs:

- **Learner Recruitment – Undergraduate Students:** This project ultimately will require the raising and awarding of funds for scholarship packages in support of recruiting COB candidates who meet the criteria identified through the *Undergraduate Learner Recruitment Model*. The amount is yet to be determined.
- **Learner Recruitment – Coordinated Program for Recruiting Graduate Students:** This project will be modified to focus on a *Graduate Program Communication Plan*. Currently, no funding targets have been identified.
- **Building Academic Tradition – History Wall ~ Barsema Hall:** This project was completed in 2004-05, funding has been acquired, and installation of the History Wall will take place in May.
- **Technological Expertise Learning Outcome – Assessment:** The means by which this assessment will be conducted has been identified, assessment will be implemented during AY 2005-06, and funding for all components of this project has been identified.
- **Experiential Learning – Outreach (ELO):** Deliberations on how the ELO unit should be transformed are ongoing. Once completed in 2005-06, funding sources for ELO activities can be explored – possibly with the assistance of the NIU/College of Business Development Officer, who will be housed in the ELO suite.

In the college's efforts to nurture a number of prior years' strategic activities, funding for them continues:

- **Business Ethics Learning Outcome:** In support of this learning outcome, an *NIU College of Business Ethics Handbook* is being written and should roll out during 2005-06. Coupled with the handbook, an online *Business Ethics Qualifying Exam/Assessment System* is being designed and piloted. Funding sources for these activities have yet to be determined.
- **Student Career Preparation:** The COB will continue to fund the *Business Careers House* and its faculty advisers to make certain that BCH sponsors activities, which will enhance the retention and career awareness of students interested in pursuing business professions, are maintained.
- **Creating a Learning Organization:** COB Tech Resources will continue to provide faculty and staff technology training in *Blackboard*, *Electronic Podiums and Whiteboard*, and, as of 2005-06, *SEDONA Systems*.
- **Value-Added Culture:** During 2005-06 – in keeping with the AACSB *Faculty Participants Standards'* reporting requirements, the COB will implement in full the *SEDONA Faculty Management Database Reporting System* to assure accurate tracking of faculty teaching, research, and service activities. To populate the system, the Dean's Office has been mass entering faculty members' activities into SEDONA, which was licensed beginning 2004-05. Hereafter, faculty will assume responsibility for maintaining their AACSB vita/activities in SEDONA.

- **External Image:** The *COB Identity Campaign* continues to be incorporated throughout the departments and units, with a number of them having already adopted the image template in their printed publications; combined COB and departmental funding sources support this initiative. As part of the world-wide publicity campaign associated with the MKTG Department's *Marketing Apprentice* course, Michelle De Jean (COB Director of Marketing) also developed a "Publicity Valuation" model to capture the worth of media publicity received, either as a result of COB-initiated activities related to or serendipitously-acquired endorsements of the NIU College of Business and its programs.

Sally noted that, while the *Strategic Planning Council Governance – Bylaws Action Team's* activities do not fall under the definition of strategic activities *per se* and therefore are not listed in the 2005 AACSB annual report, the work of this action team more clearly articulates the organizational structure and process under which SPC operates and deserves due recognition of its contribution to streamlining SPC governance.

Dean Graf feels strongly that ideas developed under the auspices of SPC and the action teams not only validate the strategic planning process (as expected by AACSB) but also provide an objective and rational means by which to allocate indirect funds (such as those generated by the Dean's Discretionary and EMBA funds). Moreover, these activities – with their attendant, supplementary funding sources – contribute to the College's objective "...to continually improve the quality of our instruction and scholarship to advance our disciplines and the success of all learners" (NIU College of Business Mission Statement, dated 8-18-04) in ways that might not otherwise be possible.

Following the *2005 AACSB Annual Maintenance Report: Progress, Priorities, and Funding* presentation, Bill Tallon moved, and Charles Petersen seconded, that the recommendations contained in this report be approved and forwarded (where applicable) to those COB standing committees responsible for funding and carrying out these strategic initiatives. The motion was approved unanimously.

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After thanking the *Strategic Planning Council* for its hard work this year and its support over the past eleven years, Dean Graf adjourned his final meeting. **The next SPC meeting is scheduled for Friday, September 9, 2005, 2:00 – 4:00 p.m., Dean's Conference Room.**

Respectfully submitted,

Sally A. Wakefield  
Coordinator, NIU College of Business Strategic Planning and Assessment

## ***ATTACHMENT A***

### **Northern Illinois University College of Business Experiential Learning Center Outline of Sponsors Expectations**

- The sponsor and ELC director will meet to define possible scope of the project to determine if the project will be a good fit for students, coaches, and the sponsoring organization.
- Sponsoring organizations need to provide a key contact/project leader within the organization for a 16 week semester term. Communication throughout the semester via e-mail, phone calls, and face-to-face meetings is key for a successful project.
- Contact/project leader will meet with the student consulting team and faculty coach at least three times during the semester (beginning, middle, end). Face-to-face meetings are preferred. Student teams are encouraged to visit the sponsoring organization at their location. The project team's recommendations and findings are usually presented at the end of the semester to key executives of the sponsoring organization.
- Scope of projects can be a brief description of the problem or issue within the organization. It does not have to be defined in detail. Part of the experience is for the student consulting teams to scope out the projects on their own with the faculty coach's guidance.
- The sponsoring organization needs to provide access and disclosure of relevant project information to the student consulting teams. Student teams and faculty coaches will sign confidentiality agreements if necessary.
- A minimum project fee of \$5,000 is required to off set project costs. These costs include:
  - NIU Faculty Coach Stipend
  - Travel reimbursement for students and faculty
  - Materials and supplies
  - Technology needed for projects
- Depending on the value the project team provides, an additional donation to provide scholarships and fund non-profit ELC projects is strongly encouraged.
- If a sponsor is a non-profit organization, alternative ways of funding may be available upon request.
- A letter of agreement (LOA) will need to be signed by the sponsoring organization and the NIU Provost's office. This LOA defines the terms, purpose, deliverables, and fees for the project.