

NIU College of Business
STRATEGIC PLANNING COUNCIL VIII MEETING MINUTES

First Meeting (Academic Year: 2004-05) ~ Friday, October 1, 2004, *Noon – 2:00 p.m.*

In Attendance:

Madan Annavarjula (MGMT), Tim Aurand (MKTG), John Banko (FINA), Kara Bourbon (ACCY Graduate Student), Greg Carnes (ACCY), Virginia Cassidy (Associate Vice Provost), Bill Cummings (ACCY), Michelle De Jean (COB Marketing Director), Diane Docking (FINA), David Graf (Dean), Barbara Fox (ACCY), Chuck Gowen (MGMT), Jim Johnson (FINA), Brian Mackie (OMIS), Roman Nowacki (MGMT), Charles Petersen (OMIS), Mona Salmon (MBA Program), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (Associate Dean), Sally Wakefield (Strategic Planning & Assessment Coordinator), Jay Wagle (MKTG), Dan Wunsch (MGMT)

Unable to Attend:

Ann Carrel (MBA Program), Sue Goad (OMIS), Cindy Kubasiak (OMIS), Mike Heath (FINA Undergraduate Student), David Sinason (ACCY), Phyllis Zerull (OMIS)

SPC VIII CHARGE

1. Leading Change: Identify and surface new ideas related to the college's strategic direction and activities.
2. Serve as champions within respective units of the COB community in espousing those ideas.
3. Continuous Improvement: Review and revise the language/activities of the strategic plan (<http://www.cob.niu.edu/strplan/>).
4. Participate in the implementation of SPC Action Team initiatives.
5. In Spring 2005, identify recommended FA05~SP06 annual goals for the college. (The recommended annual goals will be based, where appropriate, on recommendations made by past and current SPC action teams and will provide the foundation for the *2005 AACSB Annual Maintenance Report: Progress, Priorities, and Funding*.)

In his opening remarks, Dean David Graf noted he has observed, through the AACSB re/accreditation visits in which he has participated, that many schools' strategic planning processes are insular, i.e., they often do not include students, representatives from business, or other members of the university community. By contrast, NIU involves these stakeholder groups in strategic planning. Thus, strategic planning may be more successful when these stakeholder groups are represented, as can be demonstrated by AACSB's citing strategic planning as an effective practice during NIU's 2003 review.

Dean Graf also acknowledged Lenita Hepker and Pat Myer's able assistance with the SPC meeting arrangements.

Michelle DeJean Recognition Ceremony

The Dean presented Michelle DeJean with a gift and *Certificate of Recognition* for her leadership in the area of strategic planning. The certificate read:

In Recognition of

Michelle De Jean

For ten years of exemplary leadership in the area of
Northern Illinois University College of Business
Strategic Planning:

1994 – 2004

Michelle will continue to serve as an active member of SPC in her role as COB Marketing Director, although coordination of strategic planning activities has been transferred to Sally Wakefield.

Introduction and Welcome of New Members

The Dean welcomed and asked new members¹ to introduce themselves and to provide some insights as to their motivation for volunteering to serve on the Strategic Planning Council:

- Madan Annavarjula (MGMT Faculty member) feels this is a great way to participate in strategically planning the future direction of the College.
- John Banko (FINA Faculty member) enjoys, along with his research in the area of Finance, this type of organizational endeavor.
- Mona Salmon (MBA Program Assistant Director and former SPC member) found her prior experience on SPC rewarding, especially in the area of assessment, and looks forward to contributing to future strategic planning activities.

As a validation of the fact that stakeholders do find meaning in their strategic planning experiences, the Dean noted that a number of Council members “re-upped” this year, specifically:

- Tim Aurand
- Diane Docking
- Wayne Smith
- Greg Carnes

Tim and Diane also were facilitators for the *New Member Orientation*.

Strategic Planning Council VIII Charge: 2004-05

The Dean directed the members’ attention to the updated version of the Strategic Plan, etc. The Dean then spoke of the SPC Charge and Bylaws. He highlighted SPC members’ important role as ambassadors and their need to share with colleagues what is transpiring within the realm of strategic planning.

In encouraging members to continue to pursue the same level of involvement, the Dean discussed some examples of the Council’s growing list of accomplishments, as detailed in the *Strategic Planning Results to Date* document; they include, but certainly are not limited to, the following:

- The *External Image & College Marketing* Action Team’s reaching agreement on and recommending to the SPC VII At-Large and Senate (which ultimately approved) a uniform graphic design for College marketing materials. The Department of Finance was the first to roll out its publications using the new graphics.

¹One new SPC member, Mike Heath, was unable to attend this meeting due to a prior commitment.

- The addition of a *Preamble* to the Core Values, which helps to amplify the College's Core Values. In his opinion, the Dean felt that the Core Values may be better than a Code of Ethics² since the former encapsulate what we believe.
- The unanimous approval of the revised Mission Statement. During the *2003 Maintenance of Accreditation* review, the AACSB Visit Team cited an incongruity between the Mission Statement and what was being done in practice with respect to international activities. Thus, the Dean was particularly pleased that the revised Mission Statement, which addressed this issue, was unanimously approved by the SPC VII At-Large and, subsequently, the entire college contingent at the *Fall 2004 All-College Faculty and Staff* meeting. He felt this endorsement of the Mission Statement demonstrated the importance of consensus and compromise as we continue to refine and operationalize our mission and strategic objectives.
- The commissioning of an *Ethics Task Force* by the College Curriculum Committee ("CCC"). Following the COB *Board of Executive Advisors'* recommendation to SPC that Ethics be added as a learning outcome, this activity quickly came under the direction and responsibility of the CCC, the standing committee for curricular issues. As of this writing, this Task Force is drafting goals and objectives, as well as a framework for infusion and assessment of Ethics throughout the curriculum. Ultimately, these results will also be shared with SPC.

NIU College of Business Recommended Annual Goals: FA04-SP05 and 2004 AACSB Annual Maintenance Report: Progress, Priorities, and Funding

In articulating the annual goals, the Dean explained how this report captures each year's work in the area of strategic planning, with recommended goals conveyed to college standing committees. Importantly, this document provides the foundation for the COB's *AACSB Annual Maintenance Report* ("AMR"), which now will be shared with the Strategic Planning Council at its first fall meeting each year.

The Dean focused his discussion about the AMR on the funding issue. This report does not specifically look at routine operational costs covered by state budgets; rather, the AMR highlights unique ideas, which often necessitate alternate, indirect funding sources. These sources, including EMBA and the Dean's discretionary funds, are used for such things as:

- New faculty moving expenses. Money is allocated to augment moving costs, which are not entirely covered under the budgetary allotment, for new hires.
- Student group functions, such as travel expenses to attend national student association meetings.
- The annual *All-College Faculty & Staff* breakfast, an event designed to cultivate a sense of community.

Setting Standing Date – Time for SPC Meetings

With the size of the Strategic Planning Council, it is often a challenge to find a convenient date and time for meetings. Therefore, it was recommended a standing meeting schedule be established. The Dean, with the Council's concurrence, folded this decision into the *Strategic Planning Council Governance – Bylaws* Action Team's activities.

Commissioning of SPC VIII Action Teams

The Dean shared with the Council a diagram of the *Strategic Planning Council Process* (Attachment A), which graphically depicts how members interact and how action team activities/decisions are developed and forwarded to standing committees. The Dean encouraged members to volunteer for action team(s) in

²There also are NIU-wide *Codes of Ethics* for Faculty, Operating Staff, and Supportive Professional Staff.

which they have an interest and/or an expertise. While the action team descriptions (Attachment B) provide some detail, the Dean offered additional rationale for their consideration:

Learner Recruitment – Undergraduate

The College still does not have a comprehensive picture of what makes a successful NIU College of Business undergraduate student. Instead of focusing exclusively on ACT and class rank (indeed, some schools are no longer divulging class rank), we need to expand admission/recruitment criteria to include factors – cultural diversity, as one example – that better portray *indicators of potential for success*. In part, prior efforts to develop an *Undergraduate Learner Recruitment Model* were hindered by lack of information; therefore, this team should consider a benchmarking project to aid in this endeavor.

Once the College develops this model, it then can promote and allocate its scholarships on the basis of academic merit and/or financial need in keeping with those recruitment criteria relevant to NIU.

Learner Recruitment - Graduate³

As it begins its work, this team will need to be mindful of the ramifications of increased competition (especially with regard to MBA Programs), which is changing the admission criteria landscape. For example, some schools are no longer relying on GMAT scores in their decision-making process. However, if NIU does *not* use GMAT as a criterion to assure that admitted students have potential to succeed in NIU's graduate programs, what will be used in its place?

In recognizing the importance of market segmentation, the College's marketing efforts should be designed to reflect the divergent needs of the College's MAS, MST, MS MIS, and MBA programs and students.

Building Academic Tradition ~ History Wall

For a number of reasons (including the permanence of the display and its attendant design and construction expenses), an action team needs to take another look at, and refine what is placed on, the History Wall. To engage alumni in this effort and to get them to recount their positive experiences while at NIU, it was posed that a survey be administered at the next BOEA meeting which would include such items as: What they think, what they remember, about their student days ... and how those experiences impacted their perspectives about NIU and the College of Business.

Experiential Learning – Outreach

Bill Tallon briefly described the tasks and what he envisions as the objectives for the *Experiential Learning – Outreach* Action Team. Bill would like to see this team define what the area of Outreach means, articulate what its activities should be, and roll out a business plan that captures ELO goals and objectives.

Creating a Learning Organization

Previously, the College looked at seminars in general, but perhaps it is now time to systemically develop a process by which:

- To identify activities that address the specific needs of a group of participants and, subsequently,
- To organize workshops around suggested activities.

³In a follow-up discussion with Ann Carrel about planned focus groups, Ann reported that this project was postponed purposely. This initiative will be revisited as part of the 2004-05 *Graduate Learner Recruitment* Action Team's activities.

Strategic Planning Council Governance – Bylaws

Over time, some practices have evolved that deviate from the written bylaws. So, along with the need to establish a standing date/time for SPC meetings (as discussed earlier), this would be an opportune time to revise and update SPC Bylaws that more accurately align with those practices.

Dean Graf invited the membership to suggest other action teams and noted Dave Sinason's recommendation of the *Building Academic Tradition* idea last year as a prime example of the importance of member involvement in the selection of action team activities. To get the process started, the Dean himself recommended the addition of a:

Technological Expertise Assessment Team

With Educational Multimedia Corporation's ("EMC") having gone out of business – and the EMC-related assessment project having run its course, there currently is no way of evaluating COB students' technological proficiency, which is important for the purposes of AACSB's *Assurance of Learning* standards. Consequently, the Dean would like a team to take a fresh look at ways to assess technological skills and develop and recommend to CCC a technique by which to measure proficiency in this area.

While no other action team suggestions from the floor were put forward, the idea of *Business Incubators* as a venue for training aspiring business persons and providing a means of instilling additional business skills was proposed. As this concept dovetails well with the ELO Action Team's goals and objectives, it was suggested that *Business Incubators* be explored under the ELO umbrella.

After the above introduction to the actions teams, the Dean then solicited volunteers. Only one action team – *Creating a Learning Organization* – was eliminated from the list of options by virtue of fact that no one volunteered for it. All other action teams received sufficient (if not, ringing) endorsement of their viability as reflected in the number of sign-ups.

Next Steps ~ Action Teams

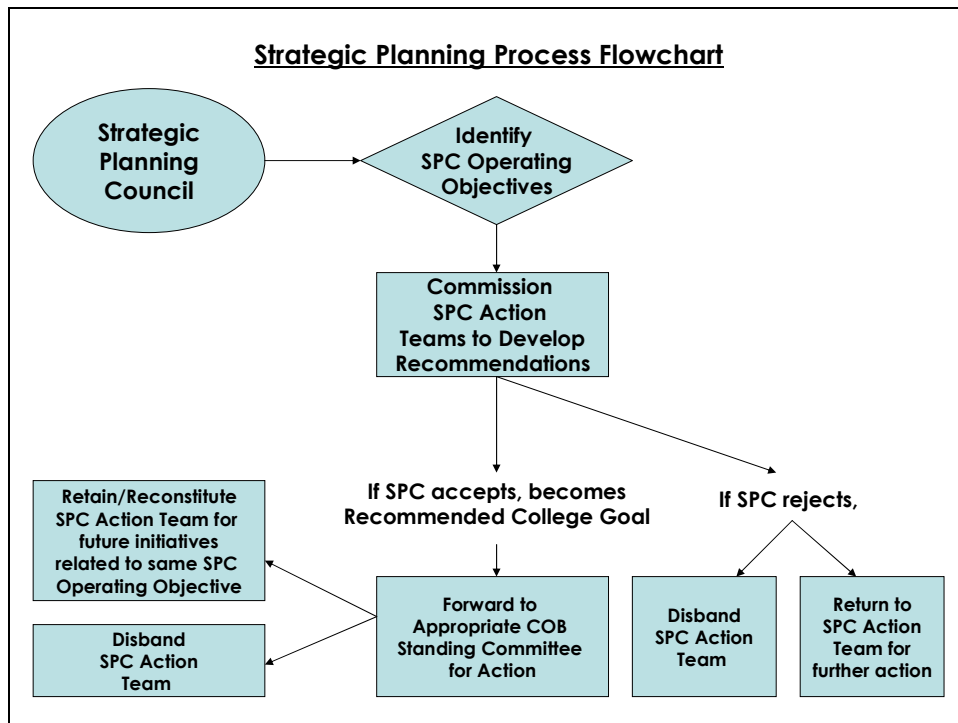
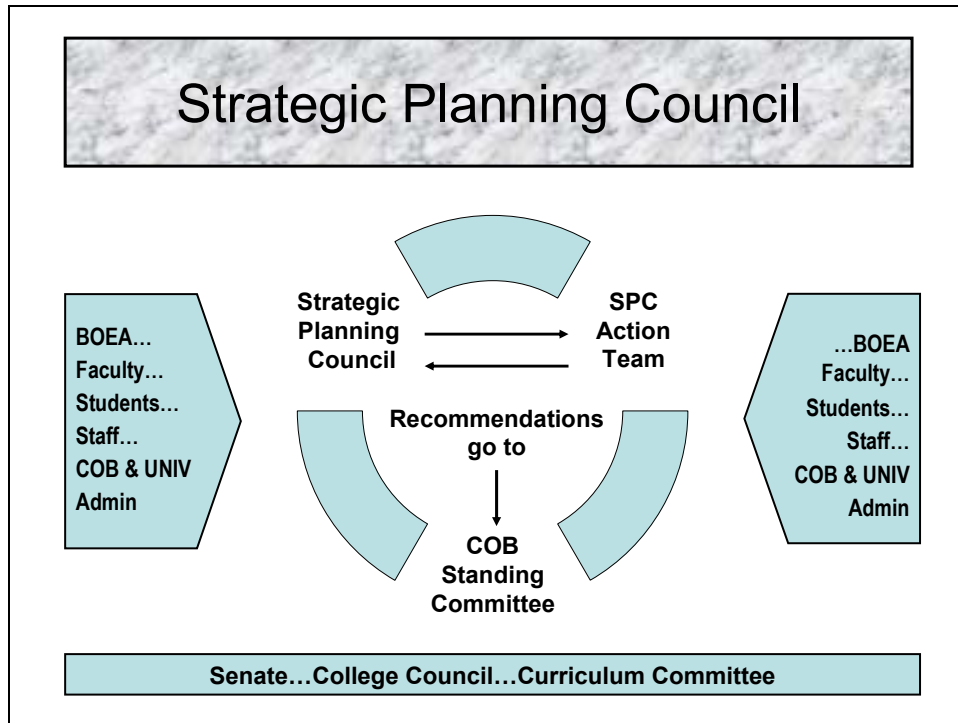
Over the course of the next several months, action teams will undertake their respective "charges and next steps" as outlined in Attachment B: *Strategic Planning Council VIII Action Teams* (as of 10-8-04). As a general rule, *most* teams will be asked to present their findings and recommendations at the first SP05 SPC VIII At-Large meeting (ordinarily held in late February), with the remainder reporting at the second and final SP05 SPC VIII At-Large meeting (generally targeted for late April). Therefore, teams should schedule their activities accordingly to meet this timetable.

As reiterated by the Dean, action team recommendations will be voted upon at the final SP05 SPC VIII At-Large meeting and, if approved, will become part of the *NIU College of Business FA05-SP06 Recommended Annual Goals* report. Subsequently, these recommendations will be forwarded to the applicable standing committees for their consideration. Equally important, those recommendations approved by the respective standing committees responsible for their implementation will be documented in the *2005 AACSB Annual Maintenance Report: Progress, Priorities and Funding*.

Respectfully submitted,

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

Strategic Planning Process Flowchart



Strategic Planning Council VIII Actions Teams

(As of 10/08/04)

SPC ACTION TEAM CHARGE

- 1. Create assessment framework: Outcomes, activities, measures, and feedback loop.*
- 2. Suggest an implementation procedure: Process, timeline, and recommendation for disposition of the work.*

Strategic Objective #1: Learner Recruitment – Undergraduate Students

Members: Lori Marcellus (Director – Undergraduate Studies in Business) – Team Leader,
Bob Burk (Director – Admissions), Diane Docking, Mike Heath, Charles Gowen, Daniel Wunsch,
and Phyllis Zerull.

Sally Wakefield (Dean's Office) – Assessment 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 may include the need to:

1. Identify successful COB undergraduate students.
2. Build a profile of successful students that will establish specific criteria (in addition to ACT scores \geq 25) to address student diversity in the college.
3. Build a profile of successful students that will establish specific criteria (in addition to ACT scores \geq 25) for student eligibility of Dean's scholarship monies. The profile will be used for financial support purposes, not for admissions purposes.

Strategic Objective #1: Learner Recruitment – Coordinated Program for Recruiting Graduate Students

Members: Ann Carrel (Assistant Director – Executive MBA Program) – Team Leader,
Tim Aurand, Greg Carnes, Jay Wagle, and Phyllis Zerull.

Sally Wakefield (Dean's Office) – Assessment Advisory Capacity

Charge: Finalize policy recommendation for consideration by Senate as to the criteria for students admitted to the MBA, MAS, MST, and MS MIS programs.

Next steps:

1. Recruit attendees from the College of Business Executive Advisory Board (BOEA) and conduct a focus session.
2. Recruit representative alumni from each of the COB graduate programs and conduct a focus session.
3. Assess how best to proceed with the originally-stated marketing objectives:

To recruit learners and provide structured experiences that will give them a competitive edge by developing individual strengths which will expand their employment opportunities and enhance their career advancement potential.

Strategic Objective #1: Student Retention – Building Academic Tradition History Wall ~ Barsema Hall

Members (Limit Membership to Team Leader + 4 Members): Sue Braffet (Director – COB Alumni Relations) – Team Leader, Kara Bourbon, Mike Heath, Barb Fox, and Jim Johnson.
(With the exception of enlisting BOEA involvement, this action team has met its SPC VIII membership recruitment goal.)

Charge: Finalize the formal plan for History Wall in keeping with the overall theme of *Building Academic Tradition in Barsema Hall*.

Next steps:

1. Select photographs and decide upon final items and language for History Wall.
 2. Propose naming opportunities (and dollar amounts) where possible/applicable.
-

Strategic Objective #2: Experiential Learning-Outreach

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

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.

Next steps:

1. Clarify the relationship between Business Outreach and University Outreach in terms of responsibilities, procedures, communications, and revenue sharing;
 2. Define and document formal processes for the inception, operation, and delivery of ELC projects;
 3. Develop processes to recruit internal and external participants for ELC projects and other ELC initiatives;
 4. Define the appropriate uses of ELC facilities and equipment and develop procedures for the use of the facilities and equipment;
 5. Investigate future directions and opportunities for experiential learning in the College of Business;
 6. Investigate new opportunities for credit and non-credit programming and other initiatives that add value to internal and external stakeholders.
 7. Develop a business plan for Experiential Learning and Business Outreach.
-

Strategic Objective #4: Creating a Learning Organization

(Removed from list of Action Team options due to lack of interest/volunteers.)

Strategic Planning Council Governance – Bylaws

Members: Charles Petersen (OMIS Faculty Member) – Team Leader, John Banko, and
Michelle DeJean.

Charge: Review and update SPC Bylaws.

Next steps include the need to:

1. Articulate the role of the SPC in its interactions with the Dean.
 2. Update sections of the Bylaws to reflect current practices.
 3. Select standing date and time for Strategic Planning Council At-Large meetings.
-

Strategic Objective #1: Technological Expertise Learning Outcome – Assessment

Members: Brian Mackie (OMIS Faculty Member) – Team Leader and Wayne Smith.

Sally Wakefield (Dean's Office) – Assessment Advisory Capacity

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

Next steps need to be determined.
