

# STRATEGIC PLANNING COUNCIL VII

## MEETING MINUTES

Fifth Meeting (03/04 Academic Year): Wednesday, April 28, 2004

*Meeting Time: 10:00 – Noon*

### **In Attendance:**

Tim Aurand (MKTG), John Banko (FINA, guest), Jon Briscoe (MGMT), Greg Carnes (ACCY), Bill Cummings (ACCY), Michelle De Jean (Strategy & Marketing), Diane Docking (FINA), Sue Goad (OMIS), Chuck Gowen (MGMT), David Graf (Dean), Jim Johnson (FINA), Brian Mackie (OMIS), Mark Mistic (Tech Resources), Roman Nowacki (MGMT), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (Associate Dean), Sally Wakefield (Assessment), Jay Wagle (MKTG), Dan Wunsch (MGMT)

### **Unable to Attend:**

Kara Bourbon (ACCY student), Ann Carrel (MBA Program), Virginia Cassidy (Associate Vice Provost), Barbara Fox (ACCY), Cindy Kubasiak (OMIS), Charles Petersen (OMIS), Dave Sinason (ACCY), Phyllis Zerull (OMIS)

### **Prepared on May 14, 2004 by:**

Michelle De Jean, Strategy & Marketing

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## SPC VII CHARGE

1. Leading Change: identify and surface new ideas related to the college's strategic direction and activities.
2. Continuous Improvement: review and revise the language/activities of the strategic plan (<http://www.cob.niu.edu/strplan/>).
3. Annual College Goals: in Spring 04, identify recommended annual goals for the college for the academic year FA 04/SP 05. (The recommended annual goals will be based, where applicable, on recommendations made by past and current SPC action teams.)

## MEETING OVERVIEW

Major issues addressed during the fifth meeting of the SPC VII include:

1. **CoB Strategic Plan**
  - Mission Statement
  - Strategic Objective #3: Facilities & Technology
  - Strategic Objective #6: External Image & College Marketing
2. **Annual College Goals: FA 04-SP 05**
3. **SPC VIII**
  - SPC Manager
  - Initial items for next year's SPC
4. **Next Steps**

## COLLEGE OF BUSINESS STRATEGIC PLAN

### Mission Statement (Suggested Revisions)

1. **Team.** Virginia Cassidy (Associate Vice Provost), Michelle De Jean (Strategy & Marketing), David Graf (Dean), Sally Wakefield (Assessment)
2. **Charge.** Recast the international component within the mission statement to more accurately reflect the college's involvement with/view of international and global activities.
3. **Executive Summary.** The AACSB visitation team made the recommendation that the college recast the international component within its mission statement. (The AACSB visitation team defines international academic activities largely as off-shore degree programs; the visitation team noted that the CoB does not have any off-shore degree programs.)

SPC VII members reviewed four separate editorial suggestions to the mission statement and agreed to work with the following:

*Mission Statement – Suggested Edits (7<sup>th</sup> iteration, as of 4/28/04)  
(Grey highlighted text denotes new text)*

*The College of Business provides higher education and professional outreach in ~~the region of~~ Northern Illinois, ~~while maintaining a global view of the world and~~ participating in relevant activities at the national ~~and international~~ level, and is committed to raising students' awareness about the implications of international and global business operations. The college offers outstanding educational programs and academic services to students, faculty, business, and other stakeholders. The college ~~endorses~~ ~~promotes~~ a balance between teaching and research while ~~engaging in~~ ~~maintaining~~ partnerships with the business community. The college focuses its efforts to continually improve the quality of our instruction and scholarship to advance our disciplines and the success of all learners.*

4. **SPC VII Discussion.** The college's mission statement serves to represent "who we are" (as per the strategic planning definitions/methodology that the college has used for 10 years). The college's strategic intent (i.e., to be the school of choice) serves to represent "what we want to be" or our aspirations. In October 2003, the AACSB visitation team concurred with the notion that a mission statement should represent an organization's identity (i.e., "who we are"). In light of this affirmation, SPC VII members discussed the best way to represent how the college currently engages in international activities versus how the college would like to engage in international activities at some point in the future.
  - Wayne Smith (iTest Quality Partners Inc.) suggested that if something is included in the mission it should be moved forward; otherwise it shouldn't be included in the mission. Wayne suggested that the college convey its interest in international activities by including a sentence along the lines of "the college remains open to opportunities at the international level."
  - Dan Wunsch (MGMT) suggested that the phrase "participating in relevant activities at the international level" really means the college is providing programs overseas,

which the college currently is not providing. Because the mission statement describes the college's identity, Dan suggested that the SPC and college members also need to define more precisely what we mean by "*relevant activities at the **national** level.*"

- Jay Wagle (MKTG) suggested that a commitment to generate awareness of international and global business operations could be expressed in the college's core values (if, indeed, college members hold this particular commitment as a central belief).
  - Roman Nowacki (MGMT) noted that in the next 10 years international awareness will be the most important element in business as the business world is changing - and will continue to change - dramatically. Roman cited outsourcing, the effects of outsourcing on business in the U.S. and around the world, and the emergence of China as a presence in the business world.
5. **Next Steps.** In FA 04, a small group of SPC VIII members will work together to recommend a final iteration of the mission statement. They will work from the suggested mission statement (as listed above). Where possible, they will incorporate comments made by SPC VII members as well as the suggested changes to the bulleted text in the mission (as submitted by Wayne Smith, iTest Quality Partners Inc.).
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### **Strategic Objective #3: Facilities & Technology**

*SO #3: To create a professional physical environment that fosters learning and a sense of community for the College of Business.*

Mark Mistic (Tech Resources) shared Technology Resources' mission statement, 2004-2008 strategic technology plan (see Addendum A), and technology replacement schedule. Since strategic objective #3 is not a curricular objective, the technology plan, mission, and replacement cycle place their focus on enabling people to use technology; the plans do not decide the technology to be taught/used in the business curriculum. The mission statement for Technology Resources follows.

#### ***Technology Resources Mission Statement (as of 4/28/04)***

*Technology Resources is a service organization that provides leadership and support in the use of technology by the College of Business. Direct support is provided to:*

- *Faculty to assist them in using computer hardware and software and supporting technologies to enhance their courses and other academic activities.*
- *Staff to assist them in using technology to complete their office tasks.*
- *Students to assist them in using computer lab resources and Barsema Hall technologies (such as wireless network, web kiosks, electronic announcements).*

*Leadership is provided through the strategic planning of technology advances throughout the college, management of the computer lab fee budget, and coordination of all areas of technology support both in the College of Business as well as across the university. Our ultimate goal is for faculty, staff, and students to be successful with using technology comparable to what is used in industry.*

The technology plan and replacement schedules represent the lowest cost version for the delivery of education and do not include costs associated with faculty and staff administrative needs.

*[Note: The above-listed documents were developed internally by members of Technology Resources. In Summer 2003, Mark Mistic (Tech Resources) presented the first iteration of this work to David Graf (Dean), Bill Tallon (Associate Dean), and Michelle De Jean (CoB Strategy). Mark then presented a fuller articulation of this work to the SPC VII in October 2003, with an updated iteration presented to the SPC VII on April 28, 2004.]*

1. **SPC VII Discussion.**

- David Graf (Dean) explained that student fees are the entire source of Technology Resources' budget. The university no longer allows carrying a surplus of lab fees forward from year to year.
- Mark Mistic (Tech Resources) stated that the current budget does not contain monies for technology replacement. The approval process for increasing lab fees includes providing a rationale for the increase and explaining in detail how the monies will be used. After a fee increase is approved, all technology purchases are then audited. The university audits technology purchases by specific classrooms or labs. Such a localized auditing approach runs counter to the CoB approach to technology as Barsema Hall technology is shared across the college in all rooms.
- Bill Cummings (ACCY) suggested that document cameras be replaced at all three off-campus sites as soon as possible. Bill noted that the document cameras at these sites are already old.
- Wayne Smith (iTest Quality Partners Inc.) suggested that optimally the technology plan should be tied to each strategic objective so as to advance all aspects of the college's strategic plan.

2. **Motion.** Motion was made and passed to approve and dispose to the college Senate: a) the "CoB Strategic Technology Plan – 2004 through 2008;" b) and the "CoB Technology Replacement Schedule – Barsema Hall" (along with the suggestions made by SPC VII members).
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## **Strategic Objective #6: External Image & College Marketing**

*SO #6: To craft a comprehensive marketing strategy in order to elevate the image of the College of Business.*

1. **Team.** Tim Aurand (MKTG), Kara Bourbon (ACCY Undergraduate), Michelle De Jean (CoB Strategy & Marketing), David Graf (Dean), Lori Marcellus (Undergraduate Studies), Mark Mistic (Technology Resources), Charles Petersen (OMIS) – team leader
  2. **Motion.** David Graf (Dean) noted that the work of this action team (as presented during the February 27, 2004 SPC VII meeting) was not formally approved. Motion was made and passed unanimously to approve the full body of this team's work and to dispose of it to the College Senate for implementation. *(Note: see Addendum B for the complete set of recommendations from the External Image & College Marketing action team.)*
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## ANNUAL COLLEGE GOALS

In accordance with AACSB recommended standards and as reported in the 10/30/02 and 3/31/03 SPC VI meeting minutes (<http://www.cob.niu.edu/strplan/minutes/>), the SPC now formally recommends annual college goals. The recommended goals come from the work of the SPC action teams. After the work of an SPC action team is approved by the overall Strategic Planning Council, the work is then disposed to the appropriate standing committee or administrative office for approval and implementation. At this point, the work formally becomes a college goal.

*SPC Action Team Recommendations* → *Approved by the SPC overall; Each Spring approved work cast as suggested college goals* → *Approved by Senate and/or appropriate committee/office* → *Adopted as College goal*

(Note: See Addendum C for College Goals: FA 04-SP 05.)

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### SPC VIII (FA 04-SP 05)

1. At the end of SP 2004, Michelle De Jean (CoB Strategy & Marketing) will step down from her role as Director of Strategy, as David Graf (Dean) has charged Michelle with directing a marketing effort for the CoB. The SPC VII gave Michelle a round of applause for her 10-year involvement with the college's strategic planning effort.
  2. Beginning in SU 2004, Sally Wakefield (CoB Assessment) will add the college's strategic planning efforts to her duties. David Graf, Michelle De Jean, and SPC members have every confidence Sally will excel in her new area of responsibility.
  3. At this writing, initial items for the SPC VIII will include:
    - Identification of SPC VIII goals for the year
    - A review of the goal statements for Learner Recruitment – Undergraduates
    - A review and next iteration of the CoB Mission Statement
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### NEXT STEPS

1. In SU 2004, Sally Wakefield will organize an Orientation Meeting (targeted for early Sept. 2004), with participation from the SPC Orientation Team and new SPC VIII members.
  - The Orientation Team will be composed of: Tim Aurand (MKTG), Diane Docking (FINA), Michelle De Jean (CoB Marketing), and Sally Wakefield (CoB Strategy & Assessment).
  - New SPC VIII members include: Madan Annavarjla (MGMT), John Banko (FINA), Gintis Nedas (MBA Student), and Mona Salmon (MBA Program).
2. The first SPC VIII meeting is targeted for the end of September 2004-beginning of October 2004.

## **ADDENDA**

### **Addendum A**

CoB Strategic Technology Plan – 2004 through 2008

### **Addendum B**

External Image & College Marketing – Recommendations

### **Addendum C**

College Goals: FA 04-SP 05

### **Addendum C-1**

Goal Statements: Learner Recruitment

## Addendum A

(4/21/04)

### College of Business - Strategic Technology Plan 2004 through 2008

Strategic Objective	Complete by end of	Tech Area	Add'l Cost	Status
Replace 25 CPUs in Classrooms	2004	Hardware	\$23,750	
Implement technology to remotely communicate with and monitor all Barsema Hall classrooms	2004	Hardware	\$15,000	Equipment has been identified... awaiting quote and then will order.
Integrate existing Barsema Hall announcement system with systems of other campus locations such as Holmes Student Center, Residence Halls, Founders Library, Records and Registration, Bursar, Student Employment, and Graduate School	2004	Hardware	\$4,000	Equipment has been ordered. Working with Housing to get channel assignment.
Achieve 100% of courses with web-based support	2004	Web		Completed (although Blackboard is not universally used)
Convert semester schedule to a web page from room schedule database to allow for all to view the building schedule from their browser. Allow updates to schedule and post final schedule to website.	2004	Web		Copy of R&R schedule is now e-mailed to us. Conversion of this to web page is in process.
Create an integrated, college-wide, electronic calendar where information from announcements, room reservations, or news items are automatically posted and manual entries of events will be allowed and updated via a web interface	2004	Web		Completed
Establish database web interfaces to update/maintain all technology information in the college	2004	Web		Completed
Maintain website with consistent style, review and update annually to reflect current college image	2004	Web		Ongoing
Manage all requests for technical assistance and training via an integrated database and web-interface that allows faculty and staff to track requests and Tech Resources to manage work schedules	2004	Web		Completed

Strategic Objective	Complete by end of	Tech Area	Add'l Cost	Status
Provide ability for all classroom and public technology in Barsema hall to be remotely administrated	2005	Hardware		Classroom podium PCs and Web Kiosks running VNC which allows this. Re-imaging research underway.
Replace 24 CPUs in ETL	2005	Hardware	\$22,800	Excel spreadsheet created.
Replace 3 Players for SCALA System	2005	Hardware	\$3,600	Development of database with web interface in process.
Replace 42 CPUs in AAC	2005	Hardware	\$39,900	Completed
Replace Authoring Station	2005	Hardware	\$3,000	Mgmt conf room done. All other rooms can be done if departments are willing.
Remotely image classroom computers allowing overnight changes of all base images	2005	Hardware		Mgmt conf room done. All other rooms can be done if departments are willing.
Manage schedule of Barsema Hall spaces via database with web interface.	2005	Software		Completed
Create a standardized base image of office software for faculty and staff computers to be available for updating or refreshing on office computer on demand	2005	Software		Completed
Establish database web interfaces to manage all personnel information shown on COB website	2005	Web		Completed
Maintain website with consistent style, review and update annually to reflect current college image	2005	Web		Completed
Schedule all conference rooms using GroupWise or by a new web-based tool	2005	Web		Mgmt conf room done. All other rooms can be done if departments are willing.
Acquire all replacement computers for faculty, staff, classroom, labs, and public access stations acquired from limited list of approved manufacturers	2006	Hardware		Completed
Replace 12 CPUs in Web Kiosks	2006	Hardware	\$11,400	Completed
Replace 34 CPUs in AFL	2006	Hardware	\$32,300	Completed
Replace 34 CPUs in MML	2006	Hardware	\$32,300	Completed
Replace 42 CPUs in ISL	2006	Hardware	\$0	Completed
Integrate Barsema Hall announcement system through all applicable technologies including office, classroom, and public computers in Barsema Hall	2006	Hardware/Software		Completed

Strategic Objective	Complete by end of	Tech Area	Add'l Cost	Status
Benchmark COB website against peer schools, organizations and businesses and revise as needed	2006	Web		
Establish database web interface to maintain and update all COB course descriptions	2006	Web		
Maintain website with consistent style, review and update annually to reflect current college image	2006	Web		
Equip all <b>off-campus</b> classrooms with computer, video player (VHS or DVD), and document camera all integrated with an LCD projector	2007	Hardware		
Replace 2 CPUs in Directory Kiosks	2007	Hardware	\$1,900	
Replace 10 CPUs in Finance Lab	2007	Hardware	\$9,500	
Replace 16 CPUs in Comms Lab	2007	Hardware	\$15,200	
Replace 24 Monitors in ETL	2007	Hardware	\$8,400	
Replace 25 Monitors in Classrooms	2007	Hardware	\$8,750	
Replace 34 Monitors in AFL	2007	Hardware	\$11,900	
Replace 34 Monitors in MML	2007	Hardware	\$11,900	
Enable all Barsema Hall classrooms to be controlled via touch-panel interfaces	2007	Hardware/Software	\$133,000	
Make PDA-specific versions of major web pages on COB website available	2007	Software		
Maintain website with consistent style, review and update annually to reflect current college image	2007	Web		
Deliver hybrid courses via the web, including a live portion that is supported through asynchronous web tools	2007	Web/Software		
Make video conferencing available in any space within Barsema Hall via portable equipment	2008	Hardware		
Replace 10 Monitors in Finance Lab	2008	Hardware	\$3,500	
Replace 16 Monitors in Comms Lab	2008	Hardware	\$5,600	
Replace 42 Monitors in AAC	2008	Hardware	\$14,700	
Replace 42 Monitors in ISL	2008	Hardware	\$0	
Upgrade the speed of all wired connections for high-volume users to a minimum of 100 meg	2008	Hardware		
Enable 10% of Barsema Hall classrooms to record video and audio of a class for remote broadcast to any other location with cable access or capturing and archiving for later access via the web	2008	Hardware		

Strategic Objective	Complete by end of	Tech Area	Add'l Cost	Status
Replace 12 Monitors in Web Kiosks	2008	Hardware	\$4,200	
Replace 2 Monitors in Directory Kiosks	2008	Hardware	\$3,000	
Replace 24 CPUs in ETL	2008	Hardware	\$22,800	
Replace 3 Players for SCALA System	2008	Hardware	\$3,600	
Replace 25 CPUs in Classrooms	2008	Hardware	\$23,750	
Replace 42 CPUs in AAC	2008	Hardware	\$39,900	
Replace Authoring Station	2008	Hardware	\$3,000	
Enable 20% of all business course instruction to be conducted via some form of online/remote technology	2008	Web		
Maintain website with consistent style, review and update annually to reflect current college image	2008	Web		

## ADDENDUM B

### External Image & College Marketing Recommendations

The following recommendations were unanimously approved by the SPC VII during its April 28, 2004 meeting. These recommendations have been disposed to the Dean and the College Senate.

1. **CoB Positioning Statement “*Where the Classroom Meets the Business World.*”** The team respectfully recommends that the Dean and Senate officially adopt “*Where the Classroom Meets the Business World*” as *the only* brand identity for the CoB undergraduate offerings.
2. **Using the CoB Positioning Statement “*Where the Classroom Meets the Business World.*”**
  - a. The above-listed statement should be used throughout all CoB departmental and administrative offices (again, with regard to the undergraduate offerings). Any other statements currently in use should be removed, so as not to dilute the CoB brand identity.
  - b. The above-listed statement should be used on all print (college and departmental) and electronic materials (i.e., college and departmental webpages). Any other statements currently in use should be removed, so as not to dilute the CoB brand identity.
  - c. The brand identity (positioning statement) should also be communicated: as a screen saver on all public computers in Barsema Hall; on the atrium monitors; as part of the website design template; as part of the graphic design template (see item number 4 below).
3. **Facts to support the CoB Positioning Statement “*Where the Classroom Meets the Business World.*”** The following language (based on survey results) should be used to support the statement:

#### *“Where the Classroom Meets the Business World”*

- 94% of College of Business faculty incorporate one or more of the following into their classes, and 76% incorporate two or more of the following into their classes:
  - Business/professional guest speakers
  - Projects with real-world business connections
  - Case studies with real-world business connections
  - Company tours or class trips to firms
- More than 60% of College of Business faculty have seven or more years professional experience in industry before they came to NIU.

- More than 60% of College of Business faculty participate in consulting activities in private industry.
  - College-wide, every academic department provides:
    - Business-sponsored scholarships
    - Business-sponsored internships
    - Discipline-specific professional organizations for students
    - Discipline-specific Meet the Firm events
  - 4 out of 5 College of Business academic departments provide discipline-specific job fairs for their students.
  - 4 out of 5 College of Business academic departments collaborate with business advisory boards that are made up of business professionals who share their insight and experiences.
4. **CoB Identity Campaign (In process).** The college should employ a common graphic design for use in all CoB and departmental brochures, including materials for the BSBA in Rockford and as part of display posters for use during Orientation sessions or Meet the Firm events.
- a. The graphic design template will complement the CoB viewbook, which is intended to serve as the college information kit and can be customized to include departmental information.
  - b. At the departmental level, the graphic design template will be used to create departmental information kits, which will include coordinating departmental folders, brochures, and booklets.
  - c. The brand identity “*Where the Classroom Meets the Business World*”, along with supporting survey data, will be part of the graphic design template for all college and departmental print materials.

## ADDENDUM C

### College Goals: FA 04-SP 05

*Unanimously approved by the Strategic Planning Council VII at its April 28, 2004 meeting and forwarded to the Dean, Senate, and/or appropriate standing body/administrative office to implement and, where applicable, to provide financial resources.*

#### RECOMMENDED ANNUAL COLLEGE GOALS

INITIATIVES	Goals
<p><b>Learner Recruitment – Undergraduates</b></p> <p><a href="http://www.cob.niu.edu/strplan/recruit.asp">www.cob.niu.edu/strplan/recruit.asp</a></p> <p><i>(Recruitment policy and goal statements disposed to Senate in May 2002)</i></p>	<p><b>Goal (Ongoing) – Senate:</b> Review and implement the policy and goal statements as disposed to Senate in May 2002.</p> <p><i>(See Addendum C-1 for an overview of the three goal statements.)</i></p>
<p><b>Business Outcomes Assessment</b></p> <p><a href="http://www.cob.niu.edu/strplan/busout.asp">www.cob.niu.edu/strplan/busout.asp</a></p> <p><i>(2004 Assessment Report to be disposed to College Curriculum in SP 2005)</i></p>	<p><b>Goal (Ongoing) - College Curriculum:</b> Review and, where necessary, act upon the findings as conveyed in the “NIU College of Business Year 2004 Assessment Report.”</p> <p><i>Learner Outcome areas: Business Communications; Problem Solving; Technical Expertise; Technological Expertise; and, Ethics, as recommended in Fall 2003 by the College’s Board of Executive Advisors and the SPC VII.</i></p> <p><i>In Fall 2003, the Dean recommended that the learning outcomes should be reviewed every five years by both the College’s Board of Executive Advisors and the SPC. The next five-year review will be conducted in 2008.</i></p>
<p><b>Building Academic Tradition</b></p> <p><a href="http://www.cob.niu.edu/strplan/academictradition.asp">www.cob.niu.edu/strplan/academictradition.asp</a></p> <p><i>(Rationale, Content, and Implementation suggestions disposed to Senate in SP 2004)</i></p>	<p><b>Goal – Senate:</b> Review and implement the recommendations, theme, and content suggestions as disposed to Senate in SP 2004.</p> <p><i>Theme for conveying the CoB Story: “Where the Classroom Meets the Business World” (CoB undergraduate-level positioning statement).</i></p> <p><i>Content areas: CoB Identity (brand statement, core values, mission); CoB History; CoB Alumni (departmental, college, and university alumni and honorary awards); Current Awards (research and teaching awards, college and university levels).</i></p> <p><i>Overall implementation recommendations: secure the services of a professional in the field of interior design.</i></p>

## Creating a Learning Organization

[www.cob.niu.edu/strplan/learnorg.asp](http://www.cob.niu.edu/strplan/learnorg.asp)

*(Outcome areas and process recommendations disposed to Senate in FA 00)*

**Goal (Ongoing) - Senate:** Identify at least one professional development opportunity for faculty and staff that addresses an outcome area(s) for this initiative as outlined in the strategic plan: leadership (includes quality service), relationship building, global and cultural diversity, and best practices attitude (includes research and pedagogical excellence).

*(See the full SPC IV action team report & recommendations that were disposed to Senate in Fall 2000 for details about the recommended professional development outcomes, the suggested process, and suggested resources.)*

## Value-Added Culture

[www.cob.niu.edu/strplan/valueaddculture.asp](http://www.cob.niu.edu/strplan/valueaddculture.asp)

**Goal (Ongoing) – College Council:** Update departmental faculty merit evaluations to reflect changes in the COB strategic plan and faculty input regarding same.

## External Image

[www.cob.niu.edu/strplan/extimage.asp](http://www.cob.niu.edu/strplan/extimage.asp)

*(Marketing strategy and related activities – including the development of a shared database, graphic design template, and use of the undergraduate positioning statement – disposed to Senate in SP 04)*

**Goal (In Process) – Senate:**

1. Adopt “Where the Classroom Meets the Business World” as the only brand (positioning) statement for the college’s undergraduate programs and academic departments.
2. Display the undergraduate brand statement and supporting data on: A) all college and departmental print and electronic materials; B) all public computers and monitors in Barsema Hall; C) and, as part of the CoB website design.
3. Complete the creation of a common graphic design (along with the Undergraduate brand identity statement & supporting data) to be used for all CoB and undergraduate departments.
4. Convert existing undergraduate brochures within the departments and the college over to the new graphic design template.
5. Complete the development of a Marketing Database of External Stakeholders to be shared by the CoB administration.

## Long Range Planning

*(A scenario of a possible future for the College of Business, along with questions for how best to address that possible future, disposed to Senate in SP 04)*

**Goal (In Process) – Senate:** Create an environment that will enhance the selection process for a new dean through the use of scenario planning.

*(Note: the long term goal for the Long Range Planning Action Team – in concert with the new Dean and the SPC – is to refresh and renew the college’s overall strategic planning efforts.)*

## ADDENDUM C-1

### *SPC VII Recommended Annual College Goals For the Academic Year FA 04-SP 05*

#### **Goal Statements – Learner Recruitment**

**Goal 1** – By year 2007, increase to 32% the percentage of admitted freshman to the College of Business with an ACT  $\geq 25$ .

*Freshmen with ACT $\geq 25$	129
Endowed scholarships targeted	<u>50</u>
Total Scholarships	179

\*Total # of Freshmen 571

Scholarship/\*Total Freshmen  $179/571 = 32\%$  to receive scholarships

\* Based on Fall 2001 data.

**SPC VII Recommendation (made during its April 9, 2004 meeting):** Show the number of scholarships awarded (as outlined in Goal 1) from year to year in order to capture progress made.

**Goal 2** – Implement in Fall 2003 (**ACHIEVED in FA 03**): Increase the quality of COB students admitted by increasing the minimum cumulative GPA for native and transfer students to 2.75.

**Goal 3** – By year 2007, provide all admitted freshman with ACT scores  $\geq 25$  a Dean's scholarship =  $1/n^{\text{th}}$  of the discretionary scholarship pool money. (See Learner Recruitment Policy Statement disposed to Senate in May 2002 for recommended actions in support of this goal.)