

STRATEGIC PLANNING COUNCIL VII

MEETING MINUTES

Fourth Meeting (03/04 Calendar Year): Friday, April 9, 2004

Meeting Time: 2:00 – 4:00

In Attendance:

Tim Aurand (MKTG), Kara Bourbon (ACCY student), Jon Briscoe (MGMT), Greg Carnes (ACCY), Ann Carrel (MBA Program), Bill Cummings (ACCY), Michelle De Jean (Strategy & Marketing), Diane Docking (FINA), Barbara Fox (ACCY), Sue Goad (OMIS), David Graf (Dean), Jim Johnson (FINA), Brian Mackie (OMIS), Mark Misic (Tech Resources), Charles Petersen (OMIS), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (Associate Dean), Sally Wakefield (Assessment), Jay Wagle (MKTG), Dan Wunsch (MGMT), Phyllis Zerull (OMIS)

Unable to Attend:

Virginia Cassidy (Associate Vice Provost), Chuck Gowen (MGMT), Cindy Kubasiak (OMIS), Roman Nowacki (MGMT), Dave Sinason (ACCY)

Prepared on April 12, 2004 by:

Michelle De Jean, Strategy & Marketing

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 appropriate, on recommendations made by past and current SPC action teams.)

MEETING OVERVIEW

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

1. SPC VII Action Team – Reports/Presentations

- Strategic Objective #1: Learner Recruitment – Graduate Students
- Strategic Objective #1: Building Academic Tradition
- Strategic Objective #2: Outreach

2. Annual College Goals

- FA 03-SP Goals – Review
- FA 04-SP 05 Goals – First Draft

3. Next Steps

SPC VII ACTION TEAMS – REPORTS/PRESENTATIONS

Strategic Objective #1: Learner Recruitment – Graduate Students

SO #1: 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.

1. **Team.** Ann Carrel (MBA Program) – team leader, Bill Cummings (ACCY), Tanuja Singh (MKTG), Phyllis Zerull (OMIS), Sally Wakefield (Assessment) – advisory capacity
2. **Charge.** Make policy recommendation for consideration by Senate as to the criteria for students admitted to the MBA, MAS, MST, and MS MIS programs. Final work product from this team may include a coordinated program for recruiting graduate students, to include a documented methodology for same.
3. **Executive Summary.**
 - a. **Comparison Study: Applicants to Matriculants for each CoB Graduate Program.** The team performed a three-year comparison study of the five CoB graduate programs, comparing the number of Applicants to Matriculants for each program.

	APPLICANTS			MATRICULANTS		
	FA01	FA02	FA03	FA01	FA02	FA03
ACCY-MAS	51	53	63	39	24	26
ACCY-MST	6	22	26	6	18	21
Evening MBA	125	123	130	79	77	88
Executive MBA	50	60	43	40	44	34
MS MIS	164	131	73	29	21	22
Totals	396	389	335	193	184	191

- b. **Marketing Objectives.** The action team intends to outline a marketing campaign with measurable objectives. The team developed the following preliminary marketing objectives:
 - **Increase the pool of qualified applicants.** Increase the number of qualified applications by 20% and have a conversion rate (yield) of 10% by Fall 2006.
 - **Development marketing programs.** Develop a targeted site- and program-specific approach to marketing CoB graduate programs.
 - **Develop a theme.** Develop a consistent theme to enhance the image and perception of CoB Graduate Programs in CoB marketing areas.

4. Next Steps.

- a. In order to learn how best to brand and market the CoB graduate programs, the team intends to form two focus groups:
 - **Executive Focus Group.** Made up of members from the college's Board of Executive Advisors (BOEA) and targeted for the May 6, 2004 BOEA meeting.
 - **Alumni Focus Group.** Made up of representatives from each of the CoB graduate programs (yet to be formed; targeted for SU 04).

SPC Discussion: Jon Briscoe (MGMT) suggested that the team add another focus group of graduate students who considered NIU but, in the end, made another choice.
 - b. After conducting the focus groups (targeted for SU 04 completion), the action team will assess the results. At the conclusion of this activity, the team intends to arrive at a positioning (brand) statement for the graduate programs, as developed by the focus group participants.
 - c. Finally, Ann Carrel (MBA Programs) would like to develop a common graphic design template for use in print materials across all the CoB graduate programs.
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Strategic Objective #1: Building Academic Tradition

SO #1: 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.

1. **Team.** Sue Braffet (Alumni), Kara Bourbon (ACCY student), Michelle De Jean (CoB Marketing), Barbara Fox (ACCY), Sue Goad (OMIS), Lenita Hepker (Dean's Office), Jim Johnson (FINA), Cindy Kubasiak (OMIS), Mark Misic (Tech Resources), Dave Sinason (ACCY), Sally Wakefield (Assessment) – advisory capacity
2. **Charge.** Recommend a conceptual framework for building a sense of academic tradition in Barsema Hall. **Parameters:** Identify a theme (i.e., undergraduate positioning statement) for telling the college story and identify the elements associated with said theme.
3. **Executive Summary.**
 - a. **CoB Story: Overall Theme.** The team recommends that the CoB positioning statement – “Where the Classroom Meets the Business World” – serve as the overall theme.
 - b. **Desired Outcomes from Communicating the CoB Story.** A means to provide to CoB students, faculty, staff, alumni, and visitors:

- A sense of esprit de corps among all CoB stakeholders;
- The ability to broadcast the outstanding performance of the college;
- Easy visual recall of the college history and the progress of the college to date.

In order to convey the theme “*Where the Classroom Meets the Business World*,” the team recommends a focus on the following four areas (with a subsequent focus on specific content suggestions for each area, respectively):

- a. **CoB Identity. Content:** CoB Positioning (Brand) Statement, CoB Core Values, CoB Mission Statement.
- b. **CoB History. Content:** Brief historical sketch/timeline from the inception of the Business Department to the present day. Material would be limited to that which conveys the theme – “*Where the Classroom Meets the Business World*.”
- c. **CoB Alumni. Content:** CoB alumni and honorary award recipients at the university, college, and departmental levels. Each award level would be introduced with a brief description to explain in broad terms why the recipients earned the reward (for example, service to the college, etc.);
- d. **Current Awards. Content:** University teaching award and CoB nominees for the university teaching award.

SPC Discussion: Greg Carnes (ACCY) suggested the Presidential Research Professor Award, and Undergraduate Teaching Award be added to the “Current Awards” area. For the “Current Awards” area, display all award recipients for the current year with a professionally-created photograph. For the Presidential Research Professor Award, display photographs of all award recipients during their NIU tenure.

For complete content and implementation suggestions associated with each of the four areas listed above, see the attached document entitled “*Building Academic Tradition – Content & Implementation Suggestions*.”

4. Recommendations.

- a. Budget permitting, the team recommends that the college secure the services of a professional in the field of interior design so as to ensure the cohesive use of the message and media, and the professional display of same within Barsema Hall. A professional interior designer in this geographic area could command \$10,000 for a project of this scope. The \$10,000 retainer would cover the cost for a full design plan (including building locations for the display of the material), vendors list, and a budget for materials and labor.
- b. The team recommends to the Dean and Senate that the college develops a formalized, internal process for creating cross-functional communication among departments and administrative offices. The purpose for such a formalized process is to develop guidelines for:

- capturing CoB achievements and properly updating the college's historical record
 - specifying the type of information the college wants to capture
 - providing consistency about the type of awards that are recognized from department to department
 - formally communicating and/or updating the college story in a timely manner (example: determining when the college history should be updated – annually or semi-annually).
5. **SPC Discussion:** David Graf (Dean) said he would present this team's full report to Dennis and Stacey Barsema for their review and feedback.
6. **Motion.** Motion was made and passed unanimously to approve the full body of work as presented by this action team and to dispose this team's work and recommendations to the College Senate for approval and implementation.
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Strategic Objective #2: Outreach

SO #2: To provide learners with high quality continuing education throughout their careers while enhancing the reputation of the college as the continuing education provider of choice.

1. **Team.** Jon Briscoe (MGMT), Elaine Davis (Outreach), Chuck Gowen (MGMT), Tom Haapoja (Outreach), Brian Mackie (OMIS), Jane Mall (Outreach), Jack Marchewka (Outreach), Roman Nowacki (MGMT), Bill Tallon (Associate Dean) – team leader, Mike Tweed (Outreach)
2. **Charge.** Articulate what Outreach means to the college and articulate the parameters of what Outreach should do.
3. **Executive Summary.** Bill Tallon (Associate Dean), as executive director of Outreach, has been working to redesign this office. Bill envisions Outreach placing its focus on relationship building and offering a menu of services to its business clients. Continuing education is included in the menu of services as one component along with a number of other components. The other components include the college's Experiential Learning Center and research possibilities. Currently, Outreach is developing a portfolio of business research services. Outreach is also considering developing a resource guide of faculty expertise (both academic and applied). Additionally, Bill is in the beginnings of making a business plan for Outreach.

In its redesign, CoB Outreach works with University Outreach, which has the resources to offer and deliver those continuing education programs identified by CoB Outreach. Because the redesigned Outreach places less emphasis on continuing education programs, Bill has asked the SPC members to consider whether or not the intent of/language in Strategic Objective #2 should be recast.

4. SPC Discussion.

- a. David Graf (Dean) recommended that Outreach continue the work of defining itself for another year before the SPC or the college determines goals for this area. David suggested that an action team will continue to be assigned to this objective/area in the FA 04-SP 05 SPC VIII.
 - b. Jon Briscoe (MGMT) suggested that Outreach consider developing consortia in areas of college strengths (for example, consortia in sales and/or accounting, among others). Jon suggested that companies could pay an annual fee to be part of the consortium. For this fee, consortium members are provided an inexpensive means to learn best practices or latest developments from other companies; the college is also provided a means to learn these latest developments. Finally, the consortia have the potential to produce company-funded faculty research.
 - c. Wayne Smith (iTest Quality Partners Inc.) suggested that Outreach identify and prioritize funding sources for research from a marketplace point of view, specifically for two streams of research: applied research and theoretical research. After which, Outreach should build a marketing strategy tailored to its different buyer segments (application research buyer and academic research buyer).
 - d. David Graf (Dean) said he would talk to his Board of Executive Advisors (BOEA) about the possibility of setting up business research projects, both funded and non-funded. Outreach could serve as the clearinghouse for faculty research (both applied and theoretical).
5. **Next Steps.** A SPC action team and Outreach will continue to work to redefine this college unit.
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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*

College Goals: FA 03-SP 04

Unanimously approved by the Strategic Planning Council at its May 2, 2003 meeting and forwarded to the Dean and Senate to provide financial resources where appropriate.

RECOMMENDED ANNUAL COLLEGE GOALS

Initiatives	Goals
<p style="text-align: center;">Learner Recruitment – Undergraduates</p> <p style="text-align: center;"><i>(Recruitment policy and goal statements disposed to Senate in May 2002)</i></p>	<p>Goal (Ongoing) – Senate: Review and, given resource support, implement the policy and goal statements as disposed to Senate in May 2002.</p> <p><i>For complete goal statements, see:</i> http://www.cob.niu.edu/strplan/recruit.asp</p>
<p style="text-align: center;">Business Outcomes Assessment</p> <p style="text-align: center;"><i>(2003 Assessment Report disposed to College Curriculum in FA 03)</i></p>	<p>Goal (Ongoing) - College Curriculum: Review and, where necessary, act upon the findings as conveyed in the “NIU College of Business Year 2003 Assessment Report.”</p> <p><i>(Learner Outcome areas: Business Communications; Problem Solving; Technical Expertise; and, Technological Expertise. See:</i> http://www.cob.niu.edu/strplan/busout.asp and/or http://www.cob.niu.edu/aboutcob/committeeminutes.asp .)</p>
<p style="text-align: center;">Creating a Learning Organization</p> <p style="text-align: center;"><i>(Outcome areas and process recommendations disposed to Senate in FA 00)</i></p>	<p>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).</p> <p><i>(See http://www.cob.niu.edu/strplan/learnorg.asp for details about the recommended professional development outcomes, the suggested process, and suggested resources.)</i></p>
<p style="text-align: center;">Value-Added Culture</p>	<p>Goal (Ongoing) – College Council: Update departmental faculty merit evaluations to reflect changes in the COB strategic plan and faculty input regarding same.</p> <p><i>(See http://www.cob.niu.edu/strplan/valueaddculture.asp and/or http://www.cob.niu.edu/aboutcob/committeeminutes.asp .)</i></p>

College Goals: FA 04-SP 05

Recommended college goals for the next academic year will be determined during the April 28, 2004 meeting of the SPC VII. The finalized college goals will appear in the April 28, 2004 SPC VII meeting minutes.

NEXT STEPS

1. Action team leaders will continue to advance their team activities.
2. During the last SPC VII meeting (scheduled for April 28, 2004), the following items will be addressed:
 - a. Continuous Improvement – Mission Statement. David Graf – Dean
 - b. FA 04-SP 05 CoB Goals – Final iteration (presented for approval)
3. Lastly, during the April 28th meeting, SPC members will create an Orientation Team.
 - a. The Orientation Team will be composed of members who rotate off the SPC VII.
 - b. The Orientation Team, along with the SPC Coordinator, will provide an orientation in September 2004 to new SPC volunteers who will serve on the SPC VIII.
 - c. The first SPC VIII meeting is targeted for the end of September 2004-beginning of October 2004.

Building Academic Tradition – Content & Implementation Suggestions

*Recommended by the Building Academic Tradition action team of the SPC VII.
Approved by the SPC VII during its April 9, 2004 meeting; disposed to Senate in SP 04.*

CoB Identity.

1. **Content:** Signage Suggestions. The recommendation for signage as shown below includes a suggestion for grouping the messages, as they are all related. However, to some degree there is a hierarchy to the messages in that the brand identity is the college promise; as such, it is the umbrella to everything the college is and does.

Northern Illinois University College of Business...

Where the Classroom Meets the Business World

NIU College of Business Core Values

All College of Business members and participants strive to uphold the principle of “Honesty and Fair Dealings” in everything we do.

1. *We believe the learner is the beneficiary of our activities.*
2. *We respond to the needs of learners, faculty, and staff, respecting the dignity of each individual.*
3. *We honor our commitments in an ethical and professional manner.*

NIU College of Business Mission

At its essence, the NIU College of Business is committed to preparing learners to succeed in the global business environment.

The college offers outstanding educational programs and academic services to students, faculty, business, and other stakeholders. The college promotes a balance between teaching and research while 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.

2. **Suggestions for Implementation:** Optimally, a professionally created plaque will be placed in the entrance way or foyer to the building for permanent display (note: without garbage cans or clutter around or under the display). Additionally, the CoB Positioning Statement, CoB Core Values, and CoB Mission Statement – as worded in the above recommendation – will be displayed on the atrium monitors.

CoB History.

1. Content:

- a. Material is limited to that which conveys the theme – “Where the Classroom Meets the Business World.”
- b. Six Decades of CoB History (brief historical sketch/timeline from the inception of the Business Department to the present day):

History of the College of Business at Northern Illinois University

Since its creation in 1951 as a single department of Business Education, the college has undergone significant growth. Explore the history of the college decade by decade and learn about its rich academic tradition.

- **1951** – Business Department is formed and originally housed in former WWII barracks on the corner of Lucinda and Garden Road. Three faculty teach 11 business courses to 43 majors the first semester.
- **1950s** – Business Department moves to Altgeld and later to McMurry during this decade. The original department splits into two departments, Business Education and Business Administration. Graduate business degrees are approved. Over 90 business courses are taught by 23 instructors.
- **1960s** – The College of Business is formed in 1961 with departments of Business Education, Accountancy, Management and Finance, and Marketing. In 1963, Management and Finance split into two separate departments. Wirtz Hall, the new home for the college, is completed at a cost of \$1.75 million. In 1969, the college’s undergraduate business programs are accredited by AACSB, the Association to Advance Collegiate Schools of Businesses. AACSB International accreditation represents the highest standard of achievement for business schools, worldwide. During this decade, the Master of Accounting Science degree is established. The CoB awarded its first M.B.A. degree in 1967.
- **1970s** – Data processing courses are added to the business curriculum; Department of Business Systems and Analysis is formed. The M.B.A. program is accredited by AACSB (in 1977). From the 1970s to the present, the Evening M.B.A. program is offered in Naperville, Hoffman Estates, and Rockford. In 1979, the college formalizes its relationship to the business community by creating the College’s Board of Executive Advisors. From the 1970s to the present, nearly 100 business professionals from a variety of firms and industries collaborate on an annual basis with college faculty and staff to directly influence the college’s operations and its educational offerings.
- **1980s** – In 1983, the Master of Accounting Science degree is accredited by AACSB. During this same year, the M.B.A. and all the undergraduate programs receive reaccreditation from the AACSB. With the onset of the Information Superhighway, the Department of Business Systems and Analysis becomes the Department of Operations Management & Information Systems in 1989. The college is the first college at the university to create computer laboratories intended to enrich the students’ educational experience and give them exposure

to software applications used in industry. The college also establishes a Master of Science in Management Information Systems degree program. To better serve the working business professional, the Executive MBA is offered in DeKalb, and later relocates to Hickory Ridge, Lisle; from the 1980s to the present, it is offered throughout the Northern Illinois region.

- **1990s** – From the 1990s to the present, the college collaborates with all its stakeholders in the development and execution of its strategic plan. The college embarks upon a three-year strategic alliance with Motorola. Two College of Business alumni clubs – the Executive Club and the Rockford Club, respectively – are formed. Academic departments begin forming business advisory boards in order to collaborate with business professionals who bring their insights and experiences into the departments. The college is one of the first in the nation to offer cross-functional business courses at the undergraduate level. The Bachelor of Science with a major in Business Administration is offered, as is the M.S. in Taxation degree. The first Distinguished Alumni Award is conferred. Technology becomes pervasive in all aspects of the college, and the first local area network is installed.
- **2000s** – Barsema Hall, the new state of the art building, is completed at a cost of more than \$20 million. By 2002, the college has more than 34,000 alumni located throughout the world. The Master of Science in Taxation receives AACSB accreditation (in 2004). Also in 2004, the college achieves continuous accreditation by the AACSB for the past 36 years. Four out of five academic departments collaborate with business advisory boards that are made up of business professionals who share their insight and experiences. The Bachelor of Science with a major in Business Administration is offered both in DeKalb and in Rockford.

NIU College of Business Departments, Degrees, and Programs

- ***Undergraduate Academic Departments: Accountancy, Finance, Management, Marketing, Operations Management & Information Systems***
- ***Bachelor of Science***
- ***Master of Accounting Science***
- ***Master of Business Administration***
- ***Master of Science in Management Information Systems***
- ***Master of Science in Taxation***
- ***Executive MBA***
- ***Certificate & Review Programs: CPA Review (Certified Public Accountant), CIA (Certified Internal Auditor), CMA (Certified Management Accountant), CFA (Chartered Financial Analyst), CCM (Certified Cash Manager), CBA (Certified Bank Auditor), Certificate program in MIS***

- Photograph samples could be used to illustrate the content associated with each decade.

2. Suggestions for Implementation:

- a. A collection of professionally created pictures, text, and wall hangings will be placed down a hallway in Barsema Hall;
- b. At the same time, a technology presentation of pictures and content will be provided on:
 - the CoB website,
 - a kiosk button that links to the website presentation,
 - a dedicated monitor within Barsema Hall (specific location to be determined).

CoB Alumni.

1. Content:

- a. CoB Alumni and Honorary award recipients at the university, college, and departmental levels. As of 2003, 162 total awards have been given.

- **Rationale:** All CoB Alumni and Honorary Award recipients at the university, college, and department levels should be recognized. Recognition as a Distinguished or Outstanding Alumnus is an honor and any omission of a specific level (department, university, etc.) would be a serious error in relationship building. The awards are presented because of the accomplishments and contributions of the individual. Alumni and their family, friends, and business associates are very proud of these awards and consider themselves to be CoB Distinguished Alumni – whether the award is presented from the NIU Alumni Association, the college, or the department. We want to be sure to recognize all award recipients to continue to build these relationships.

- b. Each award *level* (i.e., university, college, department, honorary) would be introduced with a brief description to explain in broad terms why the recipients earned the reward (i.e., service to the college, etc.) As an *illustration*:

- **University Level:** *“The following recipients of NIU’s Distinguished Alumni award provided service to the university, achieved significant success in business... The recipients’ professional association at the time the award was granted is noted.”*
- **College Level:** *“The following recipients of the COB Distinguished Alumni award provided service to the college, achieved... The recipients’ professional association at the time the award was granted is noted.”*
- **Department Level:** *“The following recipients of the Departmental Distinguished Alumni award provided service to the department, achieved... The recipients’ professional association at the time the award was granted is noted.”*
- **Honorary Level:** *“The following recipients of the COB Honorary Alumni award represent stakeholders who are not alumni of the college but who provided service to the college, achieved... The recipients’ professional association at the time the award was granted is noted.”*

- c. For each award recipient, include: the year the award was granted, recipient name, title (at the time of the award), company (at the time of the award) recipient degree, and year of degree.

2. Suggestions for Implementation:

The presentation is somewhat similar to the Wall of Honor and would include:

- a. professionally created introductory text to explain the different award levels (university, college, department, and honorary);
- b. and, professionally created photos of the **current year** recipients displayed along a wall. The rest of the recipients – 162 as of 2003 – would be presented in tile form (again, similar to the donors along the Wall of Honor) along a wall in Barsema Hall.

Current Awards.

1. **Content:** University teaching awards, College of Business nominees for the university teaching award, Presidential Research Professor Awards, and Undergraduate Teaching Awards.
2. **Suggestions for Implementation:**
 - a. Professionally-created photos of the *current year* recipients for the above-listed awards will be displayed along a wall.
 - b. Additionally, information pertaining to current awards will be displayed on the Electronic Bulletin Board.
 - c. Professionally-created photos for all Presidential Research Professor Award recipients will be displayed along a wall during their NIU tenure.