

# STRATEGIC PLANNING COUNCIL VII

## MEETING MINUTES

Third Meeting (03/04 Calendar Year): Friday, February 27, 2004

*Meeting Time: 1:00 – 3:00*

### **In Attendance:**

Tim Aurand (MKTG), Greg Carnes (ACCY), Ann Carrel (MBA Program), Virginia Cassidy (Associate Vice Provost), Bill Cummings (ACCY), Michelle De Jean (Strategy & Marketing), Diane Docking (FINA), Barbara Fox (ACCY), Chuck Gowen (MGMT), David Graf (Dean), Jim Johnson (FINA), Brian Mackie (OMIS), Mark Mistic (Tech Resources), Roman Nowacki (MGMT), Charles Petersen (OMIS), Dave Sinason (ACCY), Wayne Smith (iTest Quality Partners Inc.), Bill Tallon (Associate Dean), Sally Wakefield (Assessment), Dan Wunsch (MGMT), Phyllis Zerull (OMIS)

### **Unable to Attend:**

Kara Bourbon (ACCY student), Jon Briscoe (MGMT), Sue Goad (OMIS), Jay Wagle (MKTG), Cindy Kubasiak (OMIS)

### **Prepared on March 3, 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. 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. Continuous Improvement – Mission Statement (Suggested Revisions)
2. SPC VII Action Team – Reports/Presentations
  - Strategic Objective #6: External Image & College Marketing
  - Leading Change – Scenario Planning
3. Next Steps

## CONTINUOUS IMPROVEMENT

### 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.) As the vast majority of the CoB mission is unaffected by the AACSB team recommendation, only those suggested edits that are pertinent to the AACSB visitation team recommendation follow:

*Mission Statement – Suggested Edits (6<sup>th</sup> iteration, as of 1/22/04)  
(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 recognizing the international and global implications of interactions within the business community.*

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4. **SPC VII Discussion.** SPC VII members discussed the theme behind the suggested edits; the SPC VII members believe this portion of the mission seeks to convey the fact that the college:
  - Is committed to raising students' awareness about the implications of international and global business operations;
  - Is sensitive to and/or understanding of the needs of the business community;
  - Interacts with the business community.

Wayne Smith (iTest Quality Partners, Inc.) offered additional suggested edits to the mission that this team will consider. Likewise, all SPC VII members are encouraged to send their suggested edits to the mission to this team (members listed above). During the April 9<sup>th</sup> SPC VII meeting, the next iteration of suggested mission statement edits will be presented.

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## SPC VII ACTION TEAMS – REPORTS/PRESENTATIONS

### 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 student), Michelle De Jean (Strategy & Marketing), David Graf (Dean), Lori Marcellus (Undergraduate Studies), Mark Misic (Technology Resources), Charles Petersen (OMIS) – team leader
2. **Charge – Broad.** Create a college brand (positioning statement) and marketing initiative (including process) that is implemented in a coherent, systematic way to a specific group of external stakeholders. **Charge – Narrow.** 1) Validate the CoB undergraduate positioning statement “*Where the Classroom Meets the Business World*” with facts that support it and 2) make recommendations for rolling it out/communicating it to CoB audiences.
3. **Executive Summary.** This team focused on its narrow charge, which was to validate the CoB undergraduate positioning statement (brand identity) and make recommendations for its use. *[Note: The CoB positioning statement “Where the Classroom Meets the Business World” was developed from stakeholder feedback that was provided during focus group sessions held in year 2002 with high school students, undergraduate students, graduate level students (both Phase I and Phase II), business executives, CoB alumni, and certain CoB faculty and staff members, respectively.]*
  - a. **Validating the CoB Undergraduate Positioning Statement.** During the period February 1-February 6, 2004, a quantitative survey was administered to teaching faculty and instructors. Over the same time period, a qualitative survey was conducted with departmental chairs. From these two surveys, the team converted the results into statements that support the CoB undergraduate positioning statement (as follows):

**Suggested Statements to Validate**  
**“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 insights and experiences.

b. **CoB Identity Campaign – In process.** The purpose of this activity (conducted with the Senate) is to create a unified and consistent look and tone – through the use of a common graphic design – for all CoB and departmental brochures. The graphic design template will compliment the CoB viewbook, which is intended to serve as the college information kit and can be customized to include departmental information. At the department level, the graphic design template will be used to create departmental information kits, which will include coordinating departmental folders, brochures, and booklets. The CoB undergraduate brand identity, “*Where the Classroom Meets the Business World*”, along with supporting statements (as suggested above), will be part of the graphic design template for all college and departmental print materials.

4. **Recommendations.** 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.
- a. If adopted in this manner, the statement would be used throughout all CoB departmental and administrative offices (again, with regard to the undergraduate offerings).
  - b. Additionally, if adopted in this manner, the statement will 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.

*Note: During the May 1, 2002 SPC V meeting, the SPC voted unanimously to use “Where the Classroom Meets the Business World” on all college print and digital materials (with regard to the college’s undergraduate offerings and activities). See the May 1, 2002 SPC V meeting minutes, pages 5-6, at:*  
<http://www.cob.niu.edu/strplan/minutes/zdMay%201%2C%202002%20%28SPC%20V%29.pdf>

The brand identity could 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; as a display poster for use during Orientation sessions or Meet the Firm events.

**5. SPC VII Discussion.**

- a. The team should find out how the survey results (for faculty interaction with businesses) compare to peer colleges.
- b. An SPC member supports the idea of a college positioning statement but also supports the idea of using departmental sayings/slogans.
- c. Another SPC member suggested that the departmental sayings could be used in sentence form – within the body of text of a brochure – instead of in slogan form.
- d. Tim Aurand (MKTG), whose expertise is in branding, explained that a brand identity, while captured in a statement, is more than a slogan; it represents an organization's identity and promise. Tim explained the importance of consistently communicating across the organization – through words and actions – what the brand identity/statement stands for and what the brand promises to deliver to the organization's stakeholders.
- e. With regard to a graphic representation of colleges/departments, David Graf (Dean) reiterated President Peters' mandate that only the NIU logo is recognized as the official logo, and that any logo created by colleges and departments for use on print materials will not be recognized by the university.

## **Leading Change: Scenario Planning**

1. **Team.** Greg Carnes (ACCY), Virginia Cassidy (Associate Vice Provost), Michelle De Jean (Strategy & Marketing), David Graf (Dean), Roman Nowacki (MGMT) – team leader, Wayne Smith (iTest Quality Partners, Inc.)
2. **Charge.** Develop a scenario of a possible future for the College of Business in the year 2010.

**Executive Summary.** This team modified and updated the *VisioN 2010* project, funded by the Carnegie Foundation, to serve as a story of a plausible future that the CoB may face. The purpose for asking the SPC VII to review and respond to the scenario was to cause CoB members to think about long range issues of importance to the college and also to think about the qualities, skills, and characteristics a new dean would need in order to address those long range issues. A review and discussion about the scenario caused the SPC VII members to generate an initial set of questions that could then be asked of candidates who apply for the Dean's position. The final set of recommended questions, along with the scenario, will be released to CoB members. The materials will also be forwarded to the Selection Committee with the recommendation that they pose these questions to prospective candidates as a means of assessing candidates' long-range views and positions.

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## NEXT STEPS

1. Action team leaders will continue to advance their team activities.
2. During the April 9<sup>th</sup> SPC VII meeting, the following action teams are slated to provide a summary report and/or follow-up presentation:
  - a. Continuous Improvement – Mission Statement. Virginia Cassidy – Associate Vice Provost
  - b. SO #1: Academic Tradition. Dave Sinason – ACCY (team leader)
  - c. SO #1: Learner Recruitment – Graduate Students. Ann Carrel – MBA (team leader)
  - d. SO #2: Outreach. Bill Tallon – Associate Dean (team leader)
  - e. Leading Change – Scenario Planning. Roman Nowacki – MGMT (team leader)
3. During the April 9<sup>th</sup> SPC VII meeting, this year's annual college goals will be reviewed, as will a first-pass of next year's annual college goals.
4. Most likely, another SPC VII meeting will be scheduled for the end of April-beginning of May 2004.