

STRATEGIC PLANNING COUNCIL VII MEETING MINUTES

First Meeting (03/04 Calendar Year): Friday, October 10, 2003

Meeting Time: 9:30 a.m. – 11:30 a.m.

In Attendance:

Tim Aurand (MKTG), Kara Bourbon (ACCY Undergraduate), Jon Briscoe (MGMT), Ann Carrel (MBA Program), Virginia Cassidy (Associate Vice Provost), Bill Cummings (ACCY), Michelle De Jean (SPC Project Manager), David Graf (Dean), Barbara Fox (ACCY), Sue Goad (OMIS), Jim Johnson (FINA), Mark Mistic (Tech Resources Director), Roman Nowacki (MGMT), Charles Petersen (OMIS), David Sinason (ACCY), Bill Tallon (Associate Dean), Sally Wakefield (Assessment Coordinator), Phyllis Zerull (OMIS)

Unable to Attend:

Greg Carnes (ACCY), Diane Docking (FINA), Chuck Gowen (MGMT), Russ Hagberg (MGMT), Cindy Kubasiak (OMIS), Brian Mackie (OMIS), Lloyd Shin (President, Hinz Lithographing Company), Jay Wagle (MKTG), Dan Wunsch (MGMT)

Prepared on October 14, 2003 by:

Michelle De Jean, Strategy & Marketing Dir.

MEETING OVERVIEW

Major issues addressed during the first Fall 03/Spring 04 meeting of the SPC VII include:

1. SPC VII Charge and Action Teams Charge
2. SPC VII Action Team Formation
3. Code of Ethics (Faculty, Supportive Professional Staff, Operating Staff)
4. Recommended Annual College Goals & AACSB Visitation
5. Next Steps

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/>):
 - Strategic Objective #2 – Experiential Learning-Outreach. Recast the strategic objective focus and statement.
 - Strategic Objective #3 – Facilities & Technology. Review and discuss recommendations for the college's technology strategy.
 3. In Spring 04, identify recommended annual goals for the college for the academic year FA 03/SP 04. (The recommended annual goals will be based, where appropriate, on recommendations made by past and current SPC action teams.)
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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.

ACTION TEAM FORMATION

The SPC VII teams are:

1. Learner Recruitment – Coordinated Program for Recruiting Graduate Students (Strategic Objective #1)

Members: Ann Carrel – Team Leader (MBA Program), Bill Cummings (ACCY), Phyllis Zerull (OMIS), Sally Wakefield – Advisory Capacity (Dean’s Office). *Note: additional team members to be identified prior to the October 27, 2003 SPC VII meeting.*

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.

SPC VII Discussion: David Graf noted that, in the foreseeable future, the colleges at the university will have more responsibility for recruiting graduate students and more responsibility for their own graduate programs. David suggested that the College of Business needs to articulate the kind of student we are trying to attract to our graduate programs as well as to craft a coordinated program for graduate student recruitment.

2. Learner Retention – Formal Plan for Building a Sense of Academic Tradition in Barsema Hall (Strategic Objective #1)

Members: Dave Sinason – Team Leader (ACCY), Kara Bourbon (ACCY Undergrad), Michelle De Jean (Strategy & Marketing Dir.), Barbara Fox (ACCY), Sue Goad (OMIS), Lenita Hepker (Dean’s Office), Jim Johnson (FINA), Cindy Kubasiak (OMIS), Mark Mistic (Tech Resources & Building Manager), Sally Wakefield – Advisory Capacity (Dean’s Office). *Note: additional team members to be identified, if size permits, prior to the October 27, 2003 SPC VII meeting.*

Charge: Recommend a formal plan for building a sense of academic tradition in Barsema Hall (so that students, visitors, business friends will say, “What a beautiful building *and* what a *great* College of Business”).

Next steps may include: identifying the elements associated with conveying the college story, i.e., the college mission, the college positioning statement “Where the Classroom Meets the Business World,” college/departmental rankings, faculty/student/alumni achievements. Final work product from this team may include a draft schematic (along with naming opportunities) as to where and how these elements should be placed physically within the building.

SPC VII Discussion: Dave Sinason noted that parents and friends of students come into the college during off-hours (weekends, evenings). Save the wonderful story of the Barsemas, parents and friends don't see any of the college story (achievements, focus, rankings, etc) on the walls of the building. Dave noted that the University of Alabama has a College of Business Room of Fame. In the lobby of DePaul University, the college displays faculty awards so that everyone can see them, as opposed to hanging these awards strictly in faculty offices. In the lobby of NIU's Law College, visitors immediately get a sense of tradition as pictures of alumni who have become judges are displayed on the lobby walls. On the wall at the front entrance to Wirtz Hall, Health and Human Sciences has displayed a poster-size plaque with their mission statement. Dave suggested this action team tour NIU's Law College (at a minimum) for a sense of how they convey their story to visitors.

3. **Experiential Learning – Outreach (Strategic Objective #2)**

Members: Bill Tallon – Team Leader (Associate Dean), Jon Briscoe (MGMT). *Note: additional team members to be identified prior to the October 27, 2003 SPC VII meeting.*

Charge: Articulate what Outreach means to the college as well as articulate the parameters of what Outreach should do.

SPC VII Discussion: David Graf and Bill Tallon noted that Outreach needs to be redefined and that Experiential Learning (formerly BITTC) is now a part of Outreach. Outreach is now reporting to Bill. Jon Briscoe and Roman Nowacki both suggested that a possible function for Outreach could be to design and provide a series of consortia, where 20-30 companies might participate twice a year (for a small fee) and meet with professors to talk through business problems. The companies may then elect to fund faculty-conducted research to solve their respective business problem. On the student side, David Graf suggested that Experiential Learning activities could provide student-conducted projects to solve firm's business issues.

4. **External Image & College Marketing (Strategic Objective #5)**

Members: Charles Petersen – Team Leader (OMIS), Tim Aurand (MKTG), Kara Bourbon (ACCY Undergrad), Michelle De Jean (Strategy & Marketing Dir.), David Graf (Dean), Mark Mistic (Technology Resources & Building Manager). *Note: additional team members to be identified, if size permits, prior to the October 27, 2003 SPC VII meeting.*

Charge: Create a college brand (positioning statement) and marketing initiative (including process) that is implemented in a coherent, systematic way to select external stakeholders.

Next steps may include: identifying the college's core external stakeholders, value proposition to select external stakeholders (businesses), and process for engaging said stakeholders; identifying how the college positioning statement – "Where the Classroom Meets the Business World" – should be used and a process for rolling its use out to the college; given internal support, generating a complete COB information packet (i.e., viewbook, complete with departmental inserts). Final work product from this team may include: a listing of the college's value proposition to external markets; suggested process elements for engaging these markets into the college activities; data to support the positioning statement along with a process and plan for rolling it out to the college; an approved identity campaign.

SPC VII Discussion: Michelle De Jean shared some of her initial efforts related to her duties to create and direct a marketing effort for the college. Based on discussions with David Graf, Denise Schoenbachler, Tim Aurand, Rick Ridnour, and Greg Carnes, Michelle has drafted several iterations for a suggested college marketing framework which she had initially discussed with the college's directors. The action team may decide to review or build upon this framework. Meanwhile, Michelle is in the process of identifying external stakeholders in business that are core to the college as well as identifying avenues for engaging those stakeholders. In concert with the Dean and Senate, Michelle is advancing a college identity campaign, the outcome of which will be (ideally) a unified, coherent style in the college's written materials as well as the consistent use of the undergraduate positioning statement, "Where the Classroom Meets the Business World."

5. **SPC Process – Leading Change**

Members: Roman Nowacki – Team Leader (MGMT), Virginia Cassidy (Associate Vice Provost), Michelle De Jean (Strategy & Marketing Dir.), David Graf (Dean). *Note: additional team members to be identified, if size permits, prior to the October 27, 2003 SPC VII meeting.*

Charge: Recommend process suggestions and/or activities for refreshing the SPC and the strategic planning process.

Next steps may include: identifying and suggesting a rotation of outside guest facilitators who would provide (perhaps donate) the expertise for a one- or two-session facilitation to the SPC around a specific topic or theme.

SPC VII Discussion: Roman Nowacki (MGMT) provided an overview on scenario planning, a technique with which Roman has extensive experience.

- Scenario planning involves suspending reality by envisioning the future, innovation (as opposed to incremental change), and/or an unpredictable event.
- Scenario planning for the college might begin with the following question: "What is the future of the College of Business in the year 2010?"
- The next step is to identify drivers of change (or unknowns).
- Finally, the last step is to develop scenarios or stories around the future and the drivers of change.

While enthusiastic about refreshing the SPC process, David Graf noted that he does not favor a complete overhaul to the existing SPC process. David feels the SPC process has worked very well over the past 9 years, and also feels that a new Dean may want to begin from square one so that he/she would be better able to learn about the college and about how college members feel about specific issues. Jon Briscoe suggested that whatever this team recommends the team should strive to generate scenarios with recommendations that can then be put into action in Spring 04.

CODE OF ETHICS

College Curriculum will advance the recommendation made by the college's Board of Executive Advisors to assess how ethics is incorporated into the curriculum; Bill Tallon noted that the college is sponsoring a team to go to Colorado for a seminar on how to assess ethics in the curriculum.

David Graf suggested, then, that the SPC consider drafting a Code of Ethics for faculty and staff. Virginia Cassidy noted that the university recently completed a Code of Ethics for faculty, supportive professional staff, and operating staff, respectively. Michelle updated the college's strategic planning website to include a link (<http://www.cob.niu.edu/strplan/ethics.html>) to a PDF, which was created by Sally Wakefield and which contains the Code of Ethics for the above-listed professional classifications. Additionally, David noted that Dean's Student Advisory Council will draft a recommended Code of Ethics for students.

RECOMMENDED ANNUAL COLLEGE GOALS

In accordance with AACSB recommended standards, the SPC will now formally capture recommended college goals in one document. The recommendations will come from the work of the SPC action teams (said work is also reflected in the college's strategic planning document).

Each spring, the SPC will craft recommended goals for the upcoming academic year. These will then be forwarded to the Dean and the Associate Dean who – after their review – will dispose the recommended goals to Senate, the appropriate standing committee, and/or the appropriate administrative office for consideration, changes, approval, and implementation.

AACSB VISITATION

David Graf reminded the SPC VII that that the AACSB Visitation Team will meet with them from 10:00-11:00 on October 27, 2003 (location: Dean's Conference Room BH 139). The AACSB visitation team members are: the business school deans from the University of Louisville and the University of North Carolina-Charlotte, respectively, as well as an accountancy professor from Ball State and the chair of accountancy from James Madison University.

NEXT STEPS

1. Action team leaders will organize their team activities and hold at least 1, preferably 2, team meetings during the Fall 2003 semester.
2. In Spring 04, the SPC VII meetings will consist of brainstorming new ideas, action team reports and dialogue about the work to date.
3. In April-May 04, the SPC VII will recommended college goals for the academic year Fall 04/Spring 05.