

STRATEGIC PLANNING COUNCIL VI MEETING MINUTES

Second Meeting (02/03 Calendar Year): Wednesday, March 19, 2003

Meeting Time: 10:00 a.m. - Noon

In Attendance:

Tim Aurand (MKTG), Greg Carnes (ACCY), Michelle De Jean (SPC Project Manager), Diane Docking (FINA), Barbara Fox (ACCY), Chuck Gowen (MGMT), David Graf (Dean, SPC Facilitator), Gerry Jensen (FINA), Jim Johnson (FINA), David Keys (ACCY), Brian Mackie (OMIS), Mark Mistic (Tech Resources Director), Aparna Srinivasan (MIS student), Bill Tallon (Associate Dean), Jay Wagle (MKTG), Sally Wakefield (Assessment Director), Dan Wunsch (MGMT), Phyllis Zerull (OMIS)

Unable to Attend:

Sam Baker (Undergrad Studies), Rich Born (OMIS), Jon Briscoe (MGMT), Virginia Cassidy (Associate Vice Provost), Russ Hagberg (MGMT), Bob Schaffer (MKTG Undergraduate Student), Wayne Smith (OMIS), Chris Stakal (MKTG)

Prepared on March 31, 2003 by:

Michelle De Jean

SPC VI CHARGE

1. Revise the language within the strategic plan:
 - a. Strategic Objective #2 – Continuing Education. Recast the strategic objective focus and statement.
 - b. Strategic Objective #6 – External Image. Rephrase the strategic objective statement away from a focus on the college's merit system (which is addressed under Strategic Objective #5). Instead, focus on marketing the college.
2. In Spring 03, identify recommended annual goals for the college for the academic year FA 03/SP 04.
3. Continuous Improvement. At appropriate times throughout the year, the SPC VI will vote on the disposition of the work as produced by the SPC VI action teams.
4. Engage in long range planning.

MEETING OVERVIEW

Major issues addressed during the second Fall 02/Spring 03 meeting of the SPC VI include:

1. SPC VI Action Team Reports
 - a. Strategic Objective #1 – Business Communications (Dan Wunsch, team leader)
 - b. Strategic Objective #6 – External Image (David Graf, team leader)
2. SPC VI Updates (Overview/Discussion Only)
 - a. Strategic Objective #1 – Business Outcomes Assessment; and, Student Career Preparation, respectively (comments from David Graf)
 - b. Strategic Objective #3 – Facilities and Technology (Mark Mistic, team leader)
 - c. Strategic Objective #4 – Learning Organization (David Graf, Senate Chair)
 - d. Strategic Objective #5 – Value-Added Merit System (David Graf, College Council Chair)
 - e. Long Range Planning/Case Statement (David Graf)
3. SPC VI – Recommended Annual College Goals (Fa 03-Sp 04) (First Pass)
4. Next Steps

SPC VI ACTION TEAM REPORTS

Strategic Objective #1: Business Communications

1. **Team Members.** Dan Wunsch – Team Leader (MGMT), Doug Clinton (ACCY), Kimberly Judson (MKTG), Gyu Kim (OMIS), Sally Wakefield – Advisory Capacity (COB Assessment Director)
2. **Charge.** Articulate the Freshman through Senior-year oral communication activities and explore and develop project(s) by which to assess the oral component of business communication. Report findings and make recommendations to College Curriculum.
3. **Executive Summary.** The team recommends that the oral communication component of business communication be assessed through survey information (via NIU's alumni 1-year-out survey and the COB departments' supplements) and development of a course mapping process. As a whole, the alumni survey results reveal that alumni give the COB high marks in preparing them to deliver individual and team presentations. Course mapping, the second prong of oral communications assessment, is a process whereby the departments identify those courses in their respective majors in which oral and/or written communication is a component. Departmental Curriculum Committees generated the oral communications course mapping process.

In addition to survey and course mapping, the written communication component is assessed through the University Writing Project (UWP). Dan Wunsch (MGMT) and Paula Brown (MGMT) were included in early discussions with the Department of English about this assessment tool and felt satisfied that the rubric used in this evaluation instrument would be applicable to COB students. Thusfar, UWP results, coupled with alumni feedback, suggest that writing may be a weakness, or at least something at which the COB should take a closer look. Between the two components of Business Communication, writing likely will be the more prominent focus of the college's continuous improvement efforts in the immediate future.

Note: Throughout this endeavor, the Business Communications action team communicates regularly with College Curriculum so that the work is not performed in a vacuum. The relationship between this action team and Curriculum is such that this action team is responsible for working through the raw data and then presenting it in a framework to the Curriculum Committee. The Curriculum Committee will review the results of this action team's effort, and then determine whether or not to take action as well as where to take action.

4. **Team Recommendations.**
 - a. The team would like to survey employers to assess their view of our graduates' written skills.
 - b. The team recommends that a student portfolio approach include writing samples.
 - c. The team will focus more on process activities as opposed to outcome measurements. For example, the team recommends assessing the process of where oral communications is required in a substantial way throughout the curriculum.
 - d. The team recommends additional oral communications mapping to reflect how important oral communications is in the course and what the faculty are covering with regard to it.
 - e. The team is confident that our natives – when they come to the college – have received solid instruction in oral and written communication skills. (As noted by the team, even the university has veered away from differential testing of natives versus non-natives. Years ago, when the university did do it in English, they didn't find a substantial difference.)

5. SPC VI Recommendations.

- a. Consider flagging COB courses so that a student will be guaranteed to know they are getting a good writing experience in specific courses.
- b. Consider meeting with a group of COB students for feedback about their perceptions of their writing skills and how they think we're doing with helping them to develop good writing skills.
- c. The Curriculum Committee suggests that this team identify a measure of success on the items the team is addressing. Curriculum wants to focus on certain pockets/outcomes and where they can attain those outcomes.
- d. Each COB major already has one course that has a written communication requirement. Within those courses, consider identifying the percentage that writing assignments would compose.

Strategic Objective #2: External Image

1. **Team Members.** David Graf – Team Leader (Dean), Tim Aurand (MKTG), Rich Born (OMIS), Sue Braffet (Alumni), Michelle De Jean (Strategy & Marketing), Joe King (University Public Affairs), Donna Mack (Development), Lori Marcellus (Undergrad Studies), Bob Schaffer (MKTG Undergraduate Student), Aparna Srinivasan (MIS student), Brian Vollmert (Outreach), Harry Wright (MBA Programs), Phyllis Zerull (MIS Advisor)
2. **Charge.** To recommend a marketing framework for the college that combines information dissemination and engagement activities for specific purposes to specific stakeholders.
3. **Executive Summary.**
 - a. **Viewbook.**
 - Prototype produced in Fall 02; used as a take-away during the Barsema private dinner (9/22/02).
 - Finalized viewbook produced at a quantity of 5,500 in Spring 03. Targeted audiences: community college counselors, magnet school counselors, select businesses including those represented on the college's various advisory boards, and deans (re US News and World Report ranking).
 - b. **Mailing to AACSB Voting Deans.**
 - Viewbook mailed during the last week of February-first week of March 2003 with a cover letter from the dean and the college fact sheet to AACSB voting deans.
 - In a separate mailing in early March 2003, Business Network was also mailed to AACSB voting deans.
 - As the AACSB voting deans select the top 10 business departments to rank, Accountancy is sending materials to the deans for ranking.
 - c. **Publicity.** Landed COB involvement in the Jan/Feb 2003 BizEd article "Smarter, Faster, Better..." and the 1/29/03 Daily Herald article about Barsema Hall.
 - d. **Logo (On Hold).** Initial Barsema Hall logo developed for use on COB materials (except letterhead and business cards). Initial Barsema Hall logo guidelines developed. Note: This project is on hold indefinitely as the university has strongly requested that we forego work in this area. The university has commissioned a professional marketing consulting firm to address several marketing-related tasks for the university and its colleges. One of those marketing tasks includes a review of the university logo and image. The college has been asked to use only the university (Altgeld) logo on all its materials until further notice; at this writing, the college may continue to use the Barsema Hall logo on its website.
 - e. **Website.** Vast majority (near 100%) of COB departments and areas has been converted to a uniform website presence in terms of design, style, and layout.

4. **Motion.** Previously, the External Image action team operated under the umbrella of Strategic Objective #5, which originally placed its focus solely on aligning/revising the merit system to reflect the college's strategic plan. The purpose of this motion is to formally adopt Strategic Objective #6 with language that reflects more correctly a focus toward marketing the college. Motion was made and passed unanimously that the Strategic Planning Council formally adopt Strategic Objective #6 to read: To craft a comprehensive marketing strategy in order to elevate the image of the College of Business.

SPC VI ACTION TEAM UPDATES

Strategic Objective #1: Business Outcomes Assessment; and, Student Career Preparation (respectively)

Business Outcomes Assessment Team. David Graf reported that ethics will most likely be included as a learning outcome area. The addition of ethics to the learning outcome list was strongly recommended by the college's Board of Executive Advisors during its Fall 2002 meeting.

Student Career Preparation. David Graf reported that the dormitory business wing effort will be part of the Student Career Preparation initiative, as the focus of this initiative is retention. Two hundred and fifty students will live in the business wing. Thus far, three COB faculty representatives have volunteered to serve as advisors.

Strategic Objective #3: Facilities and Technology

1. **Team Members.** Mark Mistic – Team Leader (Technology Resources), David Becher (FINA), Ann Carrel (MBA), Natalie Churyk (ACCY), Angie Euhus (MGMT), Mary Hamell (CPA Review), Jane Mall (COBO), Lori Marcellus (Undergrad Studies), Jack Marchewka (BITTC), Nancy Russo (OMIS), Denise Schoenbachler (MKTG), Amy Simon (Dean's Office), Bill Tallon (Associate Dean), Kelly Thompson (student)
2. **Charge.** Recast the team focus from tactical/daily operational focus to that of a strategic focus.
3. **Update.** Mark Mistic will talk with the team in early April 2003 about recasting the focus of this group's effort away from day-to-day operational concerns and more toward a strategic focus. At that time, Mark will also learn how many of the current members wish to continue their participation on the team, as some joined up to talk more about operational concerns. Initial areas for the team to discuss will include:
 - a. **Strategy Focus and Maintenance.** For example, strategy focus could include working to identify what the specialized labs are set up to provide. Maintenance could include identifying ongoing needs, such as technology training in Blackboard training or other applications.
 - b. **Matrix of Target Groups.** The matrix would include target groups (i.e., faculty, staff, students) as well as associated uses of technologies in specific areas (i.e., classrooms, which could be further broken down to include use of technology for online course delivery, and use of presentation technologies).

Strategic Objective #4: Creating a Learning Organization

1. **Disposition of the Work.** SPC outcome areas and process recommendations for Creating a Learning Organization were approved by the SPC IV and disposed to College Senate in Fall 2000.
2. **Update.** David Graf, as College Senate Chair, reported that the college intends to provide faculty with D-grants (Diversity-grants) in Summer 03. This would satisfy the Global and Cultural Diversity professional development outcome area as originally recommended within the Creating a Learning Organization framework. David stated that he hopes that faculty who receive the D-grants will then add something to their courses about diversity in the workplace. David added that a short diversity program will be made available to everyone in the college in Fall 03. This program will focus more on cultural/behavioral awareness and sensitivity, and not on the legal aspects of diversity.

Strategic Objective #5: Value-Added Culture

1. **Disposition of the Work.** The SPC I and II recommended revisions to the college's faculty merit system were disposed to College Council in 1999.
2. **Update.** David Graf, as College Council Chair, reported that the departments of Management, Marketing, Finance, and OMIS, respectively, have all revised and updated their merit plans. The department of Accountancy is in the process of updating its merit plan.

Long Range Planning

1. **Team Members.** David Graf – Team Leader (Dean), Greg Carnes (ACCY), Virginia Cassidy (Associate Vice Provost), Michelle De Jean (Director, Strategy & Marketing), Barbara Fox (ACCY), Brian Mackie (OMIS), Roman Nowacki (MGMT), Wayne Smith (OMIS), members of the College's Board of Executive Advisors (to be identified)
2. **Charge.** Recast the efforts of this team in terms of preparing a case statement to be used by the university Development offices in their fundraising efforts.
3. **Update.** David Graf reported that he would like to have a case statement for use in Development's capital campaign, and that three drafts of same have been presented to Development for review. Additionally, the drafts have been reviewed by the professional marketing consulting firm commissioned by the university. While none of the drafts has been accepted by Development, David indicated "we are getting close." At David's request, Development will provide a sample case statement so that we can see what a case statement is, and how it should look. David hopes this team will help in the creation/fine tuning of a case statement, and plans to engage into this process members of the college's Board of Executive Advisors.

RECOMMENDED ANNUAL COLLEGE GOALS

In accordance with AACSB recommended standards and as reported in the October 30, 2002 SPC VI meeting minutes, 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). Because the strategy process is a work-in-process, the goal statements include, where appropriate, both College goals (i.e., disposed to a standing committee or administrative office) and SPC action team goals.

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.

The first pass at discussing the SPC VI recommended annual college goals for FA 03/SP 04 occurred during this meeting. The SPC VI will vote on the above-mentioned goals during its last Spring 03 meeting to be held on Friday, May 2, 2003.

NEXT STEPS

1. Action team leaders will organize their team activities and hold at least 1, preferably 2, team meetings before the next SPC VI meeting, scheduled for May 2, 2003.
2. Team reports targeted for the next SPC VI meeting (May 2, 2003) include:
 - SO #1 BOAT
 - SO #1 Technical Expertise
 - SO #1 Learner Recruitment
 - SO #2 Continuing Education
 - SO #3 Facilities and Technology
3. The SPC VI will vote on recommended annual goals for FA 03/SP 04 during the May 2, 2003 meeting.