

STRATEGIC PLANNING COUNCIL V

Meeting Minutes

Second Meeting (01/02 Calendar Year): May 1, 2002

Meeting Time: 10:00 a.m. – Noon

In Attendance

Tim Aurand (MKTG), Sam Baker (Undergrad Studies), Jon Briscoe (MGMT), Paula Brown (MGMT), Greg Carnes (ACCY), Michelle De Jean (Director Strategy, SPC Project Manager), Diane Docking (FINA), Luis Flores (MGMT), Chuck Gowen (MGMT), David Graf (Dean, SPC Facilitator), Gerry Jensen (FINA), David Keys (ACCY), Jeff Mercer (FINA), Bob Schaffer (MKTG Undergraduate Student), Bill Tallon (Associate Dean), Jay Wagle (MKTG), Sally Wakefield (Assessment, Dean's Office), Brian Wodarski (MIS Graduate Student), Dan Wunsch (MGMT)

Unable To Attend

Rich Born (OMIS), Virginia Cassidy (Associate Provost), Dawn Davidson (OMIS Undergraduate Student), Sue Goad (OMIS), Russ Hagberg (MGMT), Joe Janssen (FINA Undergraduate Student), Chris Stakal (MKTG), Robert Sullivan (MBA Student), Brian Vollmert (Outreach), David Wentzel (ACCY Undergraduate Student)

Prepared May 5, 2002 by: Michelle De Jean, SPC Project Manager

SPC V Charge

1. Continue to ensure that the activities in the Mission Statement are reflected within the Strategic Objective statements/activities.
2. Continue to build an assessment framework (outcomes and measures) for the Strategic Objectives.
3. Evaluate the effectiveness of the assessment frameworks that have been put into place within the college (example: faculty and staff development process).

SPC V Action Teams Reports

The meeting was devoted to a reporting of work to date for:

- Mission Statement
- Strategic Objective #1: Business Outcomes Assessment Team (BOAT)
- Strategic Objective #1: Student Career Preparation
- Strategic Objective #1: Learner Recruitment
- Strategic Objective #3: Physical Resources Team
- Strategic Objective #5: Creating & Sustaining an External Image
- Update on the completed Strategic Objective #4: Creating a Learning Organization

Mission Statement

1. **Team Members.** Virginia Cassidy (Associate Provost), Luis Flores (MGMT), David Graf – team leader (Dean), Bill Tallon (Associate Dean)
2. **Charge.** Ensure the COB mission is clear based upon AACSB standards and where necessary make recommendations.

AACSB Standard M3

“The school must specify the educational objectives of each degree program offered and identify the characteristics of students and other Constituents served by each of those degree programs.”

AACSB Guidance for Self-Evaluation – Mission and Objectives, Item “B”, Third Bullet

“In describing the school’s mission and programs and/or educational objectives, discuss: ...The geographic orientation of each degree program (local, regional, national, international).”

3. **Motion.** Motion made and passed unanimously to present and recommend the rephrased draft (below) to faculty and staff.

NIU College of Business Mission

(5th iteration, as of 3/1/02 and as agreed upon during the 5/1/02 SPC V meeting)

We provide quality 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 levels. We offer outstanding educational programs and academic services to students, faculty, businesses, and other stakeholders. We promote a balance between teaching and research while maintaining partnerships with the business community. We focus our efforts to continually improve the quality of our instruction and scholarship to advance our disciplines and the success of all learners.

We are committed to preparing learners to succeed in the global business environment by:

- Delivering a dynamic and innovative curriculum that is technologically at the forefront;
- Preparing a foundation for learners to engage in life-long learning and achievement in a rapidly changing, increasingly diverse society;
- Building partnerships both internal and external to the university to create mutual value;
- Recruiting high quality undergraduate and graduate students and supporting their development towards achieving excellence in their careers;
- Recruiting, supporting, and maintaining high quality faculty and staff in support of excellence in teaching, research, and operations.

Strategic Objective #1: Business Outcomes Assessment Team (Boat)

1. **Team Members.** Chuck Gowen (MGMT), David Keys (ACCY), Rowene Linden (ACCY), Bill Tallon (Associate Dean), Jay Wagle (MKTG), Sally Wakefield – team leader (Dean’s Office), Dan Wunsch (MGMT)
2. **Charge.** The motion to rephrase this team’s charge passed unanimously. The charge now stands as follows:

Broad: The Business Outcomes Assessment Team is to assure that those outcomes identified by the Strategic Planning Council are assessed and results are communicated to those who can effect change.

Narrow: The Business Outcomes Assessment Team is to recommend a standard and a measurement or testing method for each of the desired outcomes:

1. Business Communications
2. Problem Solving
3. Technical Expertise (Common Business Knowledge “CBK”)
4. Technological Expertise
5. Student Career Preparation
6. Learner Recruitment and Retention

Discussion. The SPC is responsible for identifying outcomes and making recommendation for measuring overall college-identified learning outcomes (not departmental-identified learning outcomes).

3. Year 2001-02 Activities (as provided in the team’s executive summary, prepared by Sally Wakefield).

- a. **COB Assessment Plan.** A comprehensive COB assessment plan has been completed. While this plan covers all of the strategic objectives, including credit and non-credit learning outcomes, its emphasis is on the six undergraduate business outcomes.
- b. **COB Supplement to the Departmental/University Assessment Survey of Baccalaureate Degree Recipients: 1 Year Out.** Results from the first administration of the COB supplement have been compiled and distributed. For purposes of future comparisons, 2000 data will constitute the baselines.

4. Year 2001-02 Projects (as provided in the team’s executive summary, prepared by Sally Wakefield).

- a. **SP01 University Writing Project.** This report was received in April 2002.
- b. **SP01 ACT CAAP Critical Thinking Test.** Receipt of the report is still pending.
- c. **CBK Cross-Functional Assessment Rubrics.**
 - Graduating Seniors. The MGMT 468 faculty have decided that the simulation exercise will be the medium by which cross-functional relationships will be assessed. This project is currently being refined.
 - UBUS 311. The UBUS 311 team is comfortable with the rubric presented in the fall. However, after looking at the assignment used, the 311 Team felt that the international project was too cumbersome for assessment purposes. Therefore, this team is developing a one-page, take-home exercise that will address the application of cross-functional skills.
- d. **CBK Embedded Questions Pilot Project.** The UBUS 310 Team has developed an instrument involving embedded assessment questions on the mid-term and final, aimed at capturing the most important finance, management, marketing, and operations topics. Intended to be representative but parsimonious, there will be 3-4 questions per topic for an approximate total of 48-64 multiple-choice questions. Designed to measure general knowledge, this activity will be integrated into the UBUS 310 syllabus. The UBUS 310 Team initiated the pilot study this spring and expects to refine this assessment instrument over the summer.
- e. **FA01 EMC~MS 2000 Tutorial Assessment Project.** Freshmen in UBUS 101 were tested in Fall 2001. The results were compiled and reported in early April. The Senior-level testing was rescheduled, with a planned administration date of FA02.

5. Formalizing the Assessment Process. The following motion passed unanimously:

Move that the Strategic Planning Council require a Business Outcomes Assessment report – with supporting assessment data – be prepared annually and forwarded to the appropriate standing committees: College Curriculum Committee (Outcomes 1-4), and; COB Senate (Outcomes 5-6).

Strategic Objective #1: Student Career Preparation

1. **Team Members.** Sam Baker -- team leader (Undergraduate Studies), Sue Goad (OMIS), Rhonda Smith (MGMT), Chris Stakal (MKTG), Sally Wakefield – Advisory Capacity (Dean’s Office)
2. **Charge.** Identify and map the continuum of career preparation activities in which students may engage (Fr-Sr years). Develop/recommend an awareness campaign about the career planner; target the awareness campaign toward students.
3. **Year 2001-02 Activities.** Based on the FA00 and SP01 MKTG 443 research findings, this action team is creating a Career Planner, which will be launched in FA02. The pilot group will be composed of UBUS 310 students. MKTG 443 research studies will be undertaken in FA02 and/or SP03 to assess the effectiveness of this handbook. The COB has received a report from CPPC about COB student use of CPPC’s Victor eRecruiting system. These data will form the basis for future trend analyses.
4. **Motion.** Motion made and passed unanimously for this team to proceed with its work.

Strategic Objective #1: Learner Recruitment

1. **Team Members.** Diane Docking - team leader (FINA), Dave Keys (ACCY), Lori Marcellus (Undergraduate Studies), Jeff Mercer (FINA), Bill Tallon (Associate Dean), Sally Wakefield – Advisory Capacity (Dean’s Office)
2. **Charge 1:** Propose policy statement for consideration by Senate as to the quality of student the COB will recruit. *(See attached executive summary for goals recommended by this team.)*
Charge II: Make policy recommendation for consideration by Senate as to student diversity. *(See attached executive summary for goals recommended by this team.)*
3. **Recommendation.** The Learner Recruitment Action Team recommends that the Strategic Planning Council constitute a graduate program-based, recruitment action team to review the criteria for students admitted to the MBA, MAS, MST, and MS MIS programs. This team should be composed of members from each of those departments and specializations.
4. **Motion.** Motion was made and passed unanimously that all the goals be submitted to Senate for consideration, approval, and action. The Learner Recruitment team has completed both of its charges and has been disbanded.

Strategic Objective #3: Physical Resources Team

1. **Team Members.** Bill Cummings (ACCY), Dawn Davidson (OMIS Undergraduate), Dennis Dean (BOEA), Michelle De Jean (Dean’s Office), Carol DeMoranville (MKTG), David Graf – team leader (Dean), Kathy McFadden (OMIS), Russ Hansen (BOEA), Joe Janssen (FINA undergraduate), Jim Johnson (FINA), Ken Johnson (BOEA), Charles McDonough (BOEA), Mark Misic (Dean’s Office), Lynn Neeley (MGMT), Nancy Russo (OMIS), Katherine Shaw (BOEA), Bill Tallon (Associate Dean), Janet Viane (BOEA), Eric Wasowicz (BOEA), Harry Wright (MBA Programs)
2. **Charge:** Brainstorm ideas and construct an assessment framework for Barsema Hall so that it supports the following outcome areas: teaching and learning innovations; interaction/learning both in and out of the classroom, and; alternative delivery methods (Naperville-Hoffman Estates-Rockford-Barsema Hall “community”).

3. **Barsema Future Team.** David Graf listed some goals for next year's Barsema Future team:

Technology Plan

- Develop a plan to see how technology is integrated into the curriculum. (The Dean encourages this for all departments.)
 - Identify the gaps in software, hardware, and delivery systems.
 - In Barsema Hall, include a directory of services for pedagogy, training, etc.
4. **Barsema Building Team.** David Graf provided an update for the Barsema Building activities. The college is close to having a policy handbook for Barsema Hall. Currently, the college is taking bids for movers.

Strategic Objective #5: Creating & Sustaining an External Image

1. **Team Members.** Tim Aurand (MKTG), Jon Briscoe (MGMT), Paula Brown (MGMT), Michelle De Jean – team leader (Dean's Office), Luis Flores (MGMT), Shannon Gates (Undergraduate Studies Office), David Graf (Dean), Bob Schaffer (MKTG Undergraduate), Chris Stakal (MKTG), Brian Wodarski (MIS Student)

2. **Charge:**

- Redefine (articulate more precisely) the scope/intent of strategic objective #5 so it reflects marketing and/or communication activities targeted to the college's external market.
- Develop a method for creating and sustaining an external image for the College of Business as a whole.

3. **Activities:**

Spring 00. Crafting a Process: Crafted process for creating an external image. Used existing NIU and College data to generate: 1) College of Business Fact Sheet; 2) Faculty Profile; 3) Student Profile; 4) Summarized Results from the Survey of 1997 Baccalaureate Degree Recipients, and; 5) six draft positioning statements.

Fall 00-Spring 01. Phase 1 Focus Groups: Conducted five pre-focus group sessions: St. Charles High School (11/15/00); Hononegah High School (2/27/01); NIU MGMT 672-Naperville (3/1/01); NIU COB Student Advisory Council (4/16/01), and; NIU COB BOEA (5/03/01).

Fall 01. Phase 2 Focus Groups: Conducted six focus group sessions: Chicago Area High Schools (11/2/01); Aurora East High School #1 (11/2/01); Aurora East High School #2 (11/2/01); NIU COB SPC V (11/14/01); NIU OMIS 505-Naperville #1 (11/20/01), and; NIU OMIS 505-Naperville #2 (11/20/01). Conducted breakout session with BOEA members (11/8/01) to discuss creating a brand for the College.

Spring 02. View book: Crafted view book; incorporated focus group feedback into view book development. View book purpose: awareness building. Targeted audiences: Counselors, Businesses, Deans (re US News & World Report ranking)

(See attached overview of focus group findings and view book mock up.)

4. **Recommendations:**

3. **Reword SO #5. Draft SO #5 Statement:** To craft a comprehensive marketing and "customer" (or "quality") service strategy in order to elevate the image of the College of Business to world-class status.
4. **Approve and use Undergraduate Positioning Statement in print and digital material:** NIU College of Business the School of Choice...Where the Classroom Meets the Business World.
5. **Approve and use Graduate Positioning Statement in print and digital material:** NIU College of Business the School of Choice...Cultivating Successful Business Leadership.

5. Motions.

- **Undergraduate Positioning Statement.** Motion was made and passed unanimously to use the following undergraduate positioning statement in all college of business print and digital material:

NIU College of Business the School of Choice...Where the Classroom Meets the Business World.

- **Graduate Positioning Statement.** Motion was made and passed unanimously to use the following graduate positioning statement in all college of business print and digital material:

NIU College of Business the School of Choice...Cultivating Successful Business Leadership.

Completed Strategic Objective #4: Creating a Learning Organization

Focus: College of Business faculty and staff personnel development.

Parameters: Institutionalizing the opportunity for each COB employee to work towards the appropriate outcomes for their positions in keeping with their self development plans.

Inputs: Board of Executive Advisors – Preparing New Millennium Students; Literature Review (conducted by the Career Preparation Team in 1997); Director, NIU Faculty Development Office; COB faculty, staff, and administrative personnel.

- **Technology Training.** Develop a plan for training faculty and staff in the uses of the technology within Barsema Hall. (Consider using the ACCY model to assess faculty and staff technology and training needs.)
- **Mentoring.** David Graf has begun discussion with the academic chairs regarding the development of a formalized mentoring plan for faculty, staff, and students. David explained that the college's intention to formalize a mentoring plan fulfills strategic objective #4. Additionally, both the university and AACSB are requesting the creation of a mentoring program.

Next Steps

Identify volunteers for the SPC VI.