

# STRATEGIC PLANNING COUNCIL II

## MEETING MINUTES

SIXTH MEETING (96/97 CALENDAR YEAR): MAY 9, 1997  
*Meeting Time: 10:00-Noon*

### IN ATTENDANCE:

Doug Ayers, Terry Bishop, Greg Carnes, Bill Chittenden, Michelle De Jean, Pat Delaney, John Engstrom, Rich Erickson, David Graf (SPC Facilitator), Larry Jacobs, Mark Mistic, Lynn Neeley, Nancy Russo, Mona Salmon, Linda Schaller, Bill Tallon, Beth Towell, Sally Wakefield, Jim Ward, Dan Wunsch

### GUEST:

Cooky Ikeler, Strategic Communications best process/best practice team member

### UNABLE TO ATTEND:

Sue Braffet, Angie Euhus, Debra Hopkins, Peter Kaminski, Lori Marcellus, Yves Mueller, Rick Ridnour, Denise Schoenbachler, Harry Wright

### PREPARED MAY 12, 1997 BY:

Michelle De Jean, SPC Project Manager

Major issues addressed during this meeting of the SPC include:

1. General Updates - Key Initiatives
  - Physical Foundation Key Initiative
  - Value-Added Culture Key Initiative
  - Creating Instructional Excellence Key Initiative
2. COB Strategic Plan: Strategic Objectives & the Key Initiatives
3. Progress Report: Strategic Communications Best Practice/Best Process
4. Next Steps

### GENERAL UPDATES: KEY INITIATIVES

1. **Physical Foundation.** David Graf, Lynn Neeley, Bill Tallon, and Mark Mistic reported that the university will finance some physical improvements in Wirtz. Specific improvements include: replacing all the tiles in Wirtz with new tiles (green-gray-white color scheme); painting the hallways throughout Wirtz; adding another tree to the planter in the Light Court, and; painting some of the columns in the Light Court to accentuate the height of the Light Court. In response to these physical improvements, the Physical Foundation team is submitting a report to NIU's Office of Finance & Planning. The report contains: a quote for painting over all of the blue in the Light Court; recommendations for a new paint color on the Light Court walls (based upon the green-gray-white color scheme), and; recommendations for installing an information booth at the west entrance of Wirtz. The team is also requesting information with regard to creating a Light Court study area or meeting area for learners.

**SPC Recommendations:** As the Physical Foundation team continues to address the renovation of Wirtz, SPC members recommended that the team also address issues associated with the Americans with Disabilities Act (ADA). Special attention needs to be paid

to the walkways between Wirtz and McMurry. A recommendation was made that since the walkways do not serve people with disabilities and are unsightly, they should be torn down and the end halls used more effectively.

2. **Value-Added Culture.** College Council has passed the value-added system for merit, subject to a final review of revisions by members. The system was passed after College Council made some changes to the document. The changes were made based upon the feedback Council representatives received after discussing the value-added system with departmental faculty. The system, as passed, retains Phase 1 and Phase 2 components. David Graf reported that October 1, 1997 is the target completion date for each department to have a mission statement in place. David also reported that the College has a target date of April 30, 1998 to pass the value-added system through the University Personnel Committee, with implementation of the system anticipated to begin in 1999.
3. **Creating Instructional Excellence.** Terry Bishop requested that the SPC minutes reflect the considerable discussion held during the April 29th 1997 SPC meeting with regard to the CIE report. The discussion revolved around the importance of tying faculty and staff development efforts directly to behavioral management mechanisms. During the April 29th discussion, SPC members spoke, in general terms, of formal mechanisms (merit review and performance planning systems) as well as informal mechanisms (encouragement from chairs and deans, identification of the CIE efforts as a benefit to new hires and current faculty and staff).

**SPC Recommendations:** The SPC recommended that CIE team members include -- in their updated report -- a preamble that indicates the importance of tying faculty and staff development efforts directly to behavioral management mechanisms.

## COB STRATEGIC PLAN

**Strategic Objectives & the Key Initiatives.** SPC members revisited the strategic objectives as contained within the COB strategic plan. Additionally, SPC members reviewed the statements of COB key initiatives. To aid in this review, Michelle De Jean prepared newly drafted objective statements that were distributed to SPC members in advance of the meeting. Michelle explained that she developed this new set of draft objective statements based upon the parameters and behaviors/environment associated with each key initiative, as stated by the respective project manager.

The draft objective statements (dated 5/7/97 and derived from the key initiatives) follow:

- ◆ To create a first-class physical (learning) environment that fosters community (inclusive interaction) and the discovery of new learning and teaching innovations. (Original draft Measure Year 2001 as developed by the project manager: 80% favorable response rate from learners.)
- ◆ To identify, build, and strengthen the unique capabilities and qualities of individual learners. (Original draft Measure Year 2001 as developed by the project manager: 100% perception from learners that we have prepared them for career advancement.)
- ◆ To provide the tools for faculty and staff to discover and shape the new fundamentals of business education and best business practices. (Original draft Measure Year 2001 as developed by the project manager: 100% achievement of target level improvement in relevant development areas.)
- ◆ To create a value-added culture that generates multiples of value-add for the customer and that supports and advances the organizational strategy. (Original draft Measure Year 2001 as developed by the project manager: 100% of COB members perceive the organizational culture to be a value-added culture.)

- ◆ To adapt to the changing needs of learners by being flexible with regard to time, place, and content as pertain to learning. (Original draft Measure Year 2001 as developed by the project manager: Increased recognition among firms as a provider of continuing professional education & executive development. Variety and number of programs delivered.)

Motion was made and seconded to discard the strategic objectives contained in the COB strategic plan and replace them with the above-listed draft objective statements developed from each key initiative.

Motion was made and seconded to regard the wording of the above-listed draft objective statements and the original Measures Year 2001 as in their first iteration.

SPC members agreed to devote an entire meeting to a complete review of the COB strategic plan. Once scheduled, issues to be discussed during that meeting include:

1. the use of the word "customer"
2. consistency in the use of the word "learner"
3. refinement of the COB core strategy
4. the draft objective statements (as listed above)
5. initial discussion to identify SPC recommended metrics and measures for each draft objective statement.

#### BEST PRACTICE/BEST PROCESS: STRATEGIC COMMUNICATIONS PROGRESS REPORT

Mark Mistic, project manager of the Strategic Communications team, provided a report of the team's work and recommendations. The objective of the Strategic Communication team is to develop and support an information-sharing culture in the COB. As such, the team worked to:

- ◆ Understand the current communications culture in the COB (i.e., the survey to COB members distributed in Fall 1996)
- ◆ Explore new approaches to communications (i.e., web-based applications)
- ◆ Test, evaluate, and revise the approach
- ◆ Mainstream the information sharing system

The Strategic Communications team recommends that the COB adopt a model for information sharing that is web-based and for which the use is:

- ◆ Voluntary not mandated
- ◆ Driven by Web leaders who are identified from each department, programmatic area
- ◆ Evolutionary

The team identified the process elements associated with an Information Sharing System. Those process elements include creating or providing:

1. Awareness (i.e., the January 1997 All-College Meeting and discussion of Web-based applications)
2. Training (i.e., HTML workshops offered to COB faculty and staff)
3. Resources (i.e., Web infrastructure, server)

4. Coordination (specifically with regard to information content)
5. Commitment (from deans, chairs, directors to support others in their areas to create/update web-based applications).

**SPC Recommendations.** SPC members made the following recommendations to the Strategic Communications team. The SPC requested that the team:

1. On a periodic basis, continue to survey the COB faculty and staff with regard to the communications culture in the College, especially in light of the team's recommended model for information sharing.
2. Update their report with a plan that provides recommendations for the coordination of COB information content.

#### NEXT STEPS

Michelle will poll all SPC members to identify a standing meeting day/time for Summer 1997 SPC meetings. Once identified, Michelle will alert all SPC members to the meeting day/time for the months of June, July, and August. During the summer meetings, the SPC will continue to review progress reports of the teams' activities. Progress reports yet to be presented include:

1. Standing Committees Best Practice/Best Process
2. Learner Recruitment Best Practice/Best Process
3. Career Preparation Key Initiative
4. Life-Long Learning Key Initiative
5. Value Assessment Best Practice/Best Process

Additionally, the SPC will devote at least an entire meeting to a review of the COB strategic plan. The review of the COB strategic plan is targeted for the June or July 1997 SPC meeting.