

STRATEGIC PLANNING COUNCIL

November 20, 1996 Meeting Minutes

Meeting Time: 2:00-4:00

In Attendance:

Doug Ayers, Terry Bishop, Sue Braffet, Michelle De Jean, John Engstrom, Rich Erickson, Angie Euhus, David Graf, Larry Jacobs, Mark Misic, Rick Ridnour, Linda Schaller, Denise Schoenbachler, Carol Stolte, Beth Towell, Sally Wakefield, Jim Ward

Unable to Attend:

Greg Carnes, Bill Chittenden, Debra Hopkins, Lori Marcellus, Nancy Russo

Prepared November 26, 1996 by:

Michelle De Jean, SPC Project Manager

The first meeting of the SPC, reconstituted in Fall 1996, was dedicated to a dialogue concerning the focus and activities of the SPC as a body, as well as administrative issues. Topics included:

1. *The Strategy of Inclusion*
2. Role of the SPC
3. Duties of the SPC
 - Key initiatives and the SPC
 - Best Practices/Best Processes and the SPC
4. Structure and the SPC
 - Membership
 - Frequency of meetings
5. Next Meeting

THE STRATEGY OF INCLUSION

Dr. Graf, as chair and facilitator of the Strategic Planning Council, revisited the development of *The Strategy Of Inclusion* with all SPC members. As he recounted the strategic planning process of the past two-and-one-half years, Dr. Graf also expressed genuine appreciation and acknowledgment to Mr. John Matson, developer and facilitator of *The Strategy Of Inclusion* methodology, associated tools, and exercises.

Dr. Graf noted that *The Strategy Of Inclusion* is a process for an organization to design, create, and own its future desired state in collaboration with others. Dr. Graf also spoke to Mr. Matson's involvement with the College. Dr. Graf discussed the inception of the relationship and the associated activities over the past two years. Dr. Graf noted that Mr. Matson, as a highly respected expert in the field of strategic transformation and a COB alumnus, volunteered his methodology and his services to the Dean and the College because of a desire to help members of this organization create and advance its competitive capabilities. For the past two years, Mr. Matson regularly volunteered his services and facilitated the strategic planning effort in the College. During that period of time, he helped engage all COB stakeholder groups into the design of a shared vision and subsequent strategic plan for the College. The resulting shared vision and subsequent strategic plan was created and has been advanced by over three-quarters of the total of College members, as well as numerous business executives, alumni, and learners. Dr. Graf has made the commitment that the College -- under his guidance, as chair

and facilitator of the SPC, and fellow SPC members -- will continue to advance the organization's strategic planning activities by following the principles of the *Strategy of Inclusion*.

Dr. Graf stated that since the beginning of Mr. Matson's involvement with the College and its members, he never requested nor received compensation for his continual contribution of time and energy. In exchange for Mr. Matson's generosity and contributions, Dr. Graf made the commitment to pay his airfare and hotel accommodations from the Dean's discretionary fund. In addition, NIU's Office of Development informed Dr. Graf of its desire to acknowledge the value of Mr. Matson's time and services over the past two years. That office also explained its intention to count the value of Mr. Matson's contributions toward the university's capital campaign. Dr. Graf explained that the Development Office contacted Mr. Matson and requested that he identify the market value of same. Mr. Matson fulfilled the request of the Development Office, and received no tax benefit for the dollar value placed on his efforts.

On behalf of all the College members and external constituents who were and remain committed to the College's strategic planning activities, Dr. Graf and the SPC extend their deeply felt gratitude to Mr. Matson for volunteering his methodologies, time, and energies for the past two years. We are indebted to his generosity and to his commitment to the College of Business organization. As we move forward, we thank Mr. Matson for his efforts and for helping College stakeholders collaborate together in new ways so that we can visualize and achieve the future of this organization.

ROLE OF THE SPC

SPC members articulated the following attributes and activities associated with SPC membership.

1. **Forward-Thinking and a Holistic View.** Individual SPC members are forward-thinking and foster a holistic view of the organization. Additionally, the role of the SPC is to be a forward-thinking, long-term body that fosters, in the College's stakeholders, a strategic outlook of the College's activities and direction.
2. **Strategy of Inclusion Advocates.** As individuals and as members, all SPC members serve as advocates of the College's strategic planning effort. In this regard, they represent and build upon the viewpoints, ideas, and contributions generated by COB stakeholders with regard to the College's planning effort.
3. **Engaging COB Stakeholders into the Process.** As individuals and as members, all SPC members engage College's stakeholders into open dialogue about the College's strategic plan and associated activities. In this regard, SPC members serve as ambassadors to the College's strategic plan; they engage College stakeholders -- *on a continual basis* -- so as to foster ownership and to generate commitment to the development and advancement of the strategic plan.
4. **Renewing the Strategic Plan through Consensus-Building:** As individuals and as members, all SPC members revisit and renew the strategic plan through a process of consensus-building that is based upon the active inclusion and engagement of College stakeholders.
5. **Communicating all Aspects of the Strategic Plan:** Individually and as members, all SPC members communicate all aspects of the College's strategic planning activities to its stakeholder groups. As communicators, SPC members provide structured opportunities for COB stakeholders to be engaged into said activities: before, during, and after the creation and/or implementation of such activities.

DUTIES OF THE SPC

SPC members articulated the relationship of the SPC to the standing committees of the college. Additionally, SPC members articulated the associated duties of the SPC.

1. **The SPC and COB Standing Committees.** The SPC focuses its efforts on strategic planning activities in the College, and in this regard, serves in an advisory capacity to all COB standing committees. The SPC does not specifically report to the Senate nor to any other standing committee of the College. Rather, the SPC reports to the Dean of the College of Business.
2. **Key Initiatives and Best Practices/Best Processes.** Project managers will report their team's projects and pilots to the SPC. The SPC will review the work, make recommendations, build upon the work and/or, where appropriate, refer the work -- with their recommendations -- to the appropriate standing committee of the College.
3. **The Strategy of Inclusion.** SPC members discussed various ways to facilitate communications about and enrollment in the strategic planning process and activities. These include:
 - **Strategic Planning Website.** To be located within the COB website. Will contain all documents -- from 1994 and ongoing -- related to the process, the activities, and communications pieces. Michelle De Jean is currently working to transfer files to the website. SPC members will work through the logistics of the website with the project managers, and are considering asking each project manager to develop and maintain his/her key initiative and/or best practice/best process site within the Strategic Planning website. (Dialogue on this topic will continue at the next SPC meeting.)
 - **Open Forums.** SPC members began an initial discussion about open forums that are designed to continually engage faculty and staff into the College's strategic activities. (Dialogue on this topic will continue at the next SPC meeting.)
 - **Annual Assessment.** SPC members suggest that, on an annual basis, the SPC survey the COB as a whole to learn how COB members feel about the College's strategic plan and strategic activities.

STRUCTURE OF THE SPC

SPC members began an initial exploration about the process for becoming a member, the process for putting new members on the SPC, and the length of time for membership. (The appendix to these minutes identifies the current members of the SPC.) Their views in this regard follow:

1. **The SPC - an Egalitarian Body.** Every member of the SPC is regarded as equal to the others. When serving on the Council, project managers, administrators, faculty, and staff act in the capacity of SPC members. As SPC members, they adhere to a holistic view of the College's strategic planning activities and work through any considerations associated with same from the standpoint of the college as opposed to any one area, unit, or classification.
2. **SPC Membership.** SPC members began an initial discussion with regard to the length of membership on the Council; a suggestion was made for membership of one year. (Discussion on this topic will be revisited at the next SPC meeting.)

As of the November 20, 1996 meeting, SPC members include:

- All members of the five key initiative teams.
- All 10 project managers will also be invited to serve as SPC members. (Five project managers for the key initiatives, and; five project managers for the best practices/best processes).

3. **Staggered Membership.** The current SPC will develop a mechanism for staggering the membership of the Council. The intent is two-fold:

- to ensure some degree of continuity from previous SPCs to new SPCs, and;
- to develop a means by which all College members, over time, will have the opportunity to serve as a SPC member.

The SPC recommended that two individuals always serve as SPC members. They are: David Graf, chair and facilitator of the SPC, and; Michelle De Jean, SPC project manager.

4. **Frequency of Meetings.** The SPC is committing to monthly meetings. At present, members are working to identify a standing time for the SPC to meet.

NEXT MEETING

Michelle De Jean is in the process of inviting all project managers to serve as SPC members. In addition, Michelle will poll the SPC for a January 1997 meeting date. One of the purposes of that meeting is to review of the work of the key initiative teams and the best practices/best processes team.