

STRATEGIC PLANNING COUNCIL
MEETING MINUTES
(WORKING SESSION - AUGUST 18, 1995)
PREPARED AUGUST 30, 1995

In Attendance: M. De Jean, D. Graf, L. Jacobs, L. Marcellus, B. Miller, M. Mistic,
L. Neeley, D. Pierce, D. Schoenbachler, C. Stakal, B. Towell,
J. Ward, D. Weilbaker

Not In Attendance: W. Albrecht, C. Behrens, P. Delaney, M. Leong, B. Marshall,
J. Matson, L. Monson, K. Nelson, L. Waldeland

Guest: P. Bolda, Director of Development, College of Business

Prepared By: M. De Jean

The meeting began at 1:30 p.m. Major discussion items included:

1. **ACTION GROUP CHAIRS AND STRATEGIC PLANNING COUNCIL MEMBERSHIP:** introductions; overview of strategic planning process.
2. **ACTION GROUPS - ENROLLMENT ACTIVITIES:** Fall '95 COB Faculty and Staff meeting; strategic planning briefing document.
3. **CORE STRATEGY:** the "how;" D. Graf's draft core strategies.
4. **COMMUNICATIONS:** reporting function between Action Groups and Strategic Planning Council.
5. **NEXT STEPS:**
 - a. Action Group Chairs: presenting charges during August 24, 1995 Faculty and Staff meeting; facilitating the strategic planning process...holding to the strategic intent and working to identify and define behaviors and measures.
 - b. Action Group composition: enrolling students and business representatives, as well as college members.
 - c. Action Group timelines: determining completion dates.
 - d. Communications: linking/sharing action group activities.

ACTION GROUP CHAIRS

Warm welcomes to new Strategic Planning Council members:

Lynn Neeley Dean's Office	chair of the Academic Involvement action group
Denise Schoenbachler Marketing Department	chair of the General Business Education action group
Lori Marcellus Undergraduate Office	co-chair of the Recruitment action group
Mark Mistic Information Systems	chair of the Learning Environment and Resource Development action group
Mike Leong NIU Student Association	helping to construct mechanism to enroll students into the strategic planning process

Best wishes to Wayne Albrecht who, after 30 years with the College, retires from NIU and steps off the SPC. On his last day as Assistant Dean and Director of the Undergraduate Office, Wayne put aside any thought of packing and instead spent the day solving a pressing problem for a student. Wayne walks the talk of community, knows the names, faces, and stories of an amazing number of students, and commits himself to making a difference for others...even when he should, by all rights, be celebrating. Our admiration and thanks.

STRATEGIC PLANNING AND THE STRATEGY OF INCLUSION

"Walking the talk" of a living document by demonstrating, on a daily basis, what we mean by: strategy of inclusion, community, collegiality, communications, collaboration, innovation...School of Choice.

Our commitment to and practice of the strategy of inclusion is the element that differentiates our process from any other College's strategic planning process. The commitment and practice go hand in hand. Both require that we "walk the talk" by enrolling our stakeholders into the strategic thinking process, and that we "...generate possibility in others' listening such that they step into that possibility committedly and act."

"Walking the talk" of our strategic intent and our strategy of inclusion holds us to the integrity of the words we use to articulate our goals, our critical success factors, and our commitment to COB stakeholders. It holds us to the integrity of what it means **to be** the School of Choice and helps us to identify the new behaviors we value, require, and reward.

ACTION GROUPS: ENROLLMENT ACTIVITIES

Our charge is to create a possibility which clearly distinguishes each strategic objective, and list out specific measurable results. Enroll others in the generation of new ideas from the SP document, as well as in making these ideas actionable.

Strategic Planning Briefing Document. M. De Jean explained the purpose of the strategic planning "briefing document," [entitled, "Strategic Planning Council - To Date (August 24, 1995)"] to be distributed initially to College members during the August 24th Faculty and Staff meeting. Additionally, the document will be distributed to external stakeholders: business representatives and students. In all cases, the document functions to provide an overview of strategic planning activities for purposes of enrolling stakeholders into the strategic planning process. The document:

1. Describes the nature of the strategic planning process;
2. Provides an overview of strategic planning activities, and the statements of strategic intent, mission, and strategic objectives;
3. Describes how the Action Groups were identified and formed, as well as the relationship between Action Groups and the Strategic Planning Council, and;
4. Provides a general charge for each Action Group, a listing of core members for each group, as well as a sign-up form for volunteers.

Action Group Charges. Council members reviewed the thematic charges for each action group. [See document entitled "Strategic Planning Council -- To Date (August 24, 1995)" for action group list.] Each action group chair gave a "3-minute speech" about the general goal of their respective groups, in preparation for their presentations during the Faculty and Staff meeting.

Strategic Planning Process Model. D. Graf presented a strategic planning process model (see attachment), explaining the interdependent relationships between the SPC, College operations, resource development, action groups, and standing committees of the College.

COB Faculty and Staff Meeting. D. Graf explained the planned order of presentation for the meeting. During the first hour, new College members will be introduced. During the second hour, Ellen Andersen (Director of Centennial and Special Events) will describe university centennial events. Presentations will then focus on strategic planning:

1. D. Graf will explain the strategic planning model;
2. D. Graf will lead into a discussion about the action groups;
3. Action group chairs will give their "3-minute" presentations, and;
4. Dave Artabasy, Business Manager for the College of Business, will give the Staff action group presentation in the stead of C. Behrens.

CORE STRATEGY

Overall mechanism by which we can obtain our strategic intent and our strategic objectives. The "how."

The "How." If the strategic intent -- School of Choice -- is the "what," and the strategic objectives are the "why," the core strategy is the "how." How will be the School of Choice? Examples: competing with a low-cost core strategy; competing with a rapid time to market core strategy; competing with a quality strategy, or a high quality service core strategy.

During the July 3, 1995 working session, Council members reviewed D. Graf's draft core strategies; Council members agreed these draft strategies should be used as the charge for action group activities. The proposed core strategies (see attached) relate to each strategic objective and are offered to stimulate the identification and development of our core strategy, as well as to guide the activities of the action groups.

COMMUNICATIONS

Action Groups and the SPC. Council members discussed the reporting function between the Action Groups and the Strategic Planning Council. SPC liaisons and Action Group chairs will ensure open communication between the groups and the Council. SPC representatives were nominated for two action groups lacking SPC liaisons and the historical perspective of SPC activities. P. Delaney was nominated to serve as the liaison for General Business Education; B. Miller, for Learning Environment and Resource Development. Additionally, P. Bolda was nominated to serve as a core member on the Learning Environment and Resource Development action group.

Action Groups and College Members. Council members discussed ways to include stakeholders in action group activities. Suggestions included: holding open forums on a specific topic; holding "open space meetings" on numerous topics; videoconferencing, and; communicating/meeting via e-mail.

SPC and Business Executives. D. Graf is enrolling the leadership committee of the Board of Executive Advisors (BOEA) onto action group activities. This committee will pull selected action groups into the six sub-committees of the Board and share their ideas. In November 1995, Action Group chairs will meet with the Board to seek their input. D. Graf recommended that John Matson serve as a full member of the SPC and also as the SPC spokesperson with business executives. D. Graf described the enthusiastic response given by business executives to J. Matson's strategic planning presentation on July 12th at the Hoffman Estates business executives network social. J. Matson has been asked, by the business executives, to speak on the same topic at the next business executives network social, tentatively scheduled for October 1995.

Linking Activities. D. Graf informed Council members of his intention to create a position to coordinate the activities of Strategic Planning, Alumni Relations, and Development. The person in that position would facilitate communications between

those efforts, link the strategies, form a unified message to college stakeholders, as well as enroll stakeholders into the process.

NEXT STEPS

Integrity: Being reliable and authentic in our dealings with others. Putting actions behind our words. Making what we say happen.

M. De Jean will schedule the next working session. Suggested agenda items include:

1. Action Groups
 - a. Volunteers and composition
 - b. External stakeholders
 - c. Completion dates
 - d. Communication tools

2. SPC Members as Facilitators
 - a. SP process
 - b. Behaviors and measures
 - c. Core strategy

Meeting adjourned at 3:45 p.m.

ATTACHMENTS

SPC PROCESS MODEL AND DRAFT CORE STRATEGIES

CORE STRATEGIES - DRAFT

1. **Students.** Recruit and educate students who aspire, have the will and ability to achieve successful careers, and who maintain their careers through life-long learning.

Actions: Develop a recruitment, orientation, and retention program which captures, retains, and engages the desired student body.

Construct a system which creates alliances between desired student body and community which will benefit from their service and employment.

Create an education paradigm of business and nonbusiness courses/programs which reflects best business practice and systems, engages students in creative thought and interaction, and provides a feeling of place within the international community.

2. **Business.** Create formal partnerships which act as mutual exchanges of value between students, faculty, and staff, and the external community.

Actions: Develop a methodology of formally building alliances between the COB and the external community.

Develop a methodology of formally recognizing and maintaining alliances between the COB and the external community.

3. **Academia.** Create an environment which senses academic needs and strategic academic partnerships, analyzes these opportunities, and acts on those which create mutual value for academia, students, faculty and staff.

Actions: Structure, document, and communicate a methodology for researching, sorting, and formalizing NIU partnerships and programs.

Structure, document, and communicate a methodology for researching, sorting, and formalizing external university academic/professional partnerships.

4. **Faculty and Staff.** Recruit and retain faculty and staff who have the will and the ability to help the COB move toward and achieve its strategic intent.

Actions: Construct a paradigm for faculty teaching and research and professional activity which will create a climate that will advance and disseminate knowledge to students who have the will and ability to achieve successful careers and who maintain their careers

through life-long learning.

Develop a systematic approach to recruitment, orientation, training and retention of staff that will create a climate that will educate targeted students and maintain and foster our alliances.