

STRATEGIC PLANNING COUNCIL
MEETING MINUTES
(WORKING SESSION - JULY 3, 1995)

JULY 18, 1995

In Attendance: W. Albrecht, C. Behrens, M. De Jean, P. Delaney, D. Graf,
L. Jacobs, B. Miller, D. Pierce, L. Waldeland, J. Ward

Prepared By: M. De Jean

The meeting began at 1:00 p.m. Major discussion items included:

1. **STRATEGY OF INCLUSION:** providing an update on our enrollment activities ("discussion of possibilities") with COB stakeholders.
2. **ACTION "HIT LIST":** reviewing action items (generated June 23, 1995); culling the action items and making them actionable.
3. **CORE STRATEGY:** reviewing proposed core strategies submitted by D. Graf.
4. **NEXT STEPS:**
 - a. reviewing our latest "discussion of possibilities;"
 - b. delivering charges to sub-committee chairs;
 - c. reviewing/discussing actions suggested by the MBA Team (to be submitted at the end of July by MBA Team Chair L. Jacobs);
 - d. identifying the core strategy and drafting same for discussion during SPC working sessions, and;
 - e. designing an overall communications strategy, targeted to COB stakeholders, to create awareness of, and engagement in, the strategic intent.

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.

It's worth repeating: 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 -- a minimum of one person a day -- into the strategic thinking process, and that we "...generate possibility in others' listening such that they step into that possibility committedly and act."

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"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.

Since our June 23rd meeting, several SPC members engaged others in a discussion of possibilities. As well, several SPC members formulated, and committed to, activities in support of the strategy of inclusion. Our acknowledgement and applause.

1. D. Graf: committed to sending personalized letters, on a monthly basis, to members of the College's Advisory Board to inform them about the SP process and SPC actions taken. Engaged Associate Dean Lynn Neeley in a discussion of the strategic planning process.
2. J. Ward: contacted representatives from Sears, Safety-Kleen, and United Airlines and set up meetings, for the month of July, to discuss internships and the strategic plan.
3. P. Delaney: presented the 150-hour accountancy program before the Illinois CPA Board of Directors. Presentation of the 150-hour curriculum served to illustrate how education is changing nationally, due to pressures placed upon institutions by firms. (Firms are hiring people who can identify and solve problems, and the new curriculum, with its operations focus, reshapes the accountancy program to address market requirements.) The 150-hour curriculum served as an example of a commitment to listen to the voice of our stakeholders and to engage in activities that create mutual value.
4. L. Waldeland: Champions the SP process and activities before the Provost, Associate Provost, and representatives of other colleges. Stated a commitment to continue to brief these parties on SP process, plans, and activities. These actions are in support of L. Waldeland's belief that the SP process and plan could serve as a model for other colleges on campus.

5. J. Matson: served as the keynote speaker for the NIU alumni Business Executive Network Social held on July 12th at the Hoffman Estates campus. Engaged 33 business professionals in the strategic planning process. (Twenty of the attendees represent various firms located within the Chicago area and are placed in high-level positions.) In the discussion of possibilities, a number of business professionals expressed a desire to develop and participate in: an NIU apprenticeship program for students; NIU workshops to develop mentoring and networking relationships for students and businesspeople; a comprehensive internship program, with opportunities not limited to the functional discipline studied by students, and; a comprehensive international program from a college perspective. The attendees suggested that the strategic planning "discussion of possibilities" serve as the topic for the next Business Executive Network Social, and asked J. Matson to return as the keynote speaker. Kent Nelson, Dave Wilson, and Bob Adducci -- COB alumni who worked with Sue Braffet and Phil Bolda to organize the Business Executive Network Social -- made a commitment to broaden the College's base of alumni contact by identifying at least 200 alumni who are business executives working within the Chicago area. These alumni will be invited into the business executive network process, as well as be invited to upcoming alumni events.

J. Matson and M. De Jean committed to follow up with the attendees, all of whom expressed a desire to continue the discussion and work with the College to participate in the strategic planning process.

6. M. De Jean: engaged Sue Braffet, Connie Weaver, and Lisa Clark (staff members in the Dean's Office) in a discussion of possibilities with regard to Strategic Objective - Faculty and Staff. Suggested actions were prepared in memo format and relate to improving communications between all departments and professional classifications. A synopsis of suggested actions follows:
 - a. monthly COB Brown-Bag Lunch, during which a representative from each department/program area provides a 5-10 minute update on activities;
 - b. COB general bulletin board announcing College events and "introducing" College members (with photo and biography); biographies could be packaged as a resource directory for COB personnel, and as a resource instrument for students;

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- c. home-video newsletter, targeted internally to College members for use during College faculty meetings. Coverage to be structured and informational in nature; also intended to show the personality of the College.

Engaged Mark Southard, graduate assistant assigned to the Entrepreneurship Program, in a general discussion of possibilities, with particular emphasis on the critical success factors. Suggested actions were prepared in memo format and addressed technology, as well as creating a sense of community. A synopsis of actions follows:

- a. College Resource Guide: for distribution to prospective, new, and current students with information on College resources (tools and people).
- b. "Surfing the Net:" using The Web to disseminate *Wirtz News* and other COB newsletters, announcements, College Resource Guide.
- c. Enabling technologies: establishing a program that allows teachers to buy computers at the educational rate (aka NIU Technology Team).
- d. "Brown Bag Lunch:" hosted or initiated by the COB; held on a monthly basis for purposes of information sharing, celebrating College successes, and building a collaborative atmosphere.

Scheduled a meeting for the end of July with Mike Leong, Student Association President, to discuss ways to engage more students in the process, as well as to discuss actions in support of the strategic intent.

7. D. Pierce: Working with Dr. Graf, Dan Lemanski, and Mark Southard to develop the Entrepreneurship Program parallel to the strategic plan. Researched other entrepreneurship programs throughout the country to assess their programs and attended entrepreneurship seminar to identify new developments in the field.
8. L. Jacobs: Discussed the strategic plan with the MBA Team. Shared the Team's questions about graduate program representation within the plan. Also shared the Team's request for assurance that the graduate program will continue to be important to the college. Committed to providing the MBA Team's report of suggested actions to the SPC by the end of July.

ACTION "HIT LIST"

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.

Ten sub-committees of the Strategic Planning Council were created. We also identified the chair and core members for each committee (at least one SPC member is represented on each sub-committee). *The composition of the core teams may change depending on the responses from nominees.* Actions yet to be taken:

1. shorten lengthy sub-committee names;
2. extend invitations to sub-committee core members;
3. communicate charges for each sub-committee;
4. create sign-up procedure for college members to join sub-committees, and;
5. expand SPC membership to include the sub-committee chairs not already serving on the SPC and SA President Mike Leong.

Sub-Committee (Students)

1. **Internship** (*Chris Stakal, Chair; Sue Goad; Jim Ward; Denise Orlando; Bob Bennett, Dan Pierce*): increase internship participation. Relate work experience to class. Improve the buy-in and the administration of internships.
2. **Recruitment** (*Larry Jacobs, Co-Chair-Graduate; Lori Marcellus, Co-Chair-Undergraduate*. Resident Experts/Guests: Bob Berke, Admissions Director, and Jim Russell, Community College Relations): runs the spectrum from high schools, to junior colleges, to adult learners, and non-traditionals.
3. **Career Preparation** (*Steve Casper, Chair; Denise Orlando; Sue Goad; Chris Stakal; Jim Ward; Terry Bishop*): improve the hiring and recruitment of students and alumni (interviewing skills, resume writing skills, ability to articulate goals, understand relationship of general education courses and career responsibilities in the real world).

Sub-Committee (Students) (cont'd)

4. **General Business Education Experience from a College Perspective** (*Denise Schoenbachler, Chair; Lynn Neeley, Gerry Jensen, cross-functional; Ralph Catalanello, international; Paula Brown, communication-undergrad; Dan Wunsch, communication-grad; College Curriculum, MBA Team rep*). Tying the following into a coherent package from a college perspective: virtual organization, cross-functional, international, communications, cohort group, broad-based education for all students.

Sub-Committee (Business)

1. **CPE, Consulting, and Support of Active Faculty Involvement with Professional Business Organizations** (*Dan Weilbaker, Chair; Carol Stolte; Pat Delaney*): create a model of value for these activities.
2. **Methodologies for Alliance Building/Maintenance with Businesses** (*David Graf, Chair; Dan Pierce; Advisory Board Rep*): structure/procedures for building relationships with firms; communicating the nature of the relationship between the firm and the College (both parties know what the other party commits to doing); identify "resident experts" on companies.

Sub-Committee (Academia)

1. **Sort Out and Document Existing Partnerships and Programs (Minors, Electives, etc.) with Other Colleges at NIU and External Institutions and How to Develop New Ones** (*Lynn Neeley, Chair; Lynne Waldeland; David Wade; Sharon Miller, Assoc. Dean-Health & Human Services; Don Cress, Assoc. Dean, LA&S; Honors Rep*): get more students together (across fields) in junior and senior years to broaden student experience/exposure.

Sub-Committee (Faculty and Staff)

1. **Staff Committee** (*Curt Behrens, Chair*; Chris Stakal; Michelle De Jean; Dave Artabasy):
 - a. support professional development of staff
 - b. staff recruitment, orientation, training
 - c. efficient utilization of staff time
 - d. empower the staff
 - e. train the staff
 - f. create better communication in the college
 - g. acknowledge and support professionalism
 - h. value contributions and ability to make a positive impact
 - i. support the dissemination of knowledge

2. **Faculty Committee** (*Beth Towell, Chair*; Bob Miller; John Simon):
Teaching and Research
 1. Quality focus in advancing and disseminating knowledge
 2. Resources
 - a. financial
 - b. non-financial
 - i. support professional development of faculty
 - ii. faculty recruitment, orientation, training
 - iii. efficient utilization of faculty time

3. Sub-committee to be added once metrics are established: **Review of Existing Merit and Evaluation System** (*College Council*).

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CORE STRATEGY

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

D. Graf prepared a draft of core strategies for review and discussion. D. Graf encouraged all SPC members to draft a core strategy as a means to build on the discussion, identification, and development of our core strategy.

The following proposed core strategies relate to each strategic objective and are offered to stimulate the identification and development of our core strategy. Additionally, ***SPC members agreed these draft strategies should be used as the charge for sub-committee activities, communicated to the sub-committees by the SPC liaisons.***

Core Strategies - Draft

1. 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. 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.

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Core Strategies - Draft (cont'd)

3. 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. 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.

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:

- a. reviewing our latest "discussion of possibilities";
- b. delivering charges to each sub-committee chairs;
- c. reviewing/discussing actions suggested by the MBA Team;
- d. reviewing/discussing new draft core strategies, and;
- e. reviewing/discussing an overall communications strategy, targeted to COB stakeholders, to create awareness of, and engagement in, the strategic intent.

Meeting adjourned at 3:45 p.m.