

STRATEGIC PLANNING COUNCIL
Meeting Minutes
April 28, 1995

(DRAFT; 5/14/95)

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

Prepared By: M. De Jean

The meeting began at 8:30 a.m. Major discussion items included:

1. Review of the feedback obtained from the communications forums;
2. Inclusion of other COB stakeholders within the strategic thinking process;
3. Identification of the values that guide all elements of the strategic intent;
4. Stated commitment levels;
5. Identification of action steps, and;
6. Identification of next steps.

I. FEEDBACK - COMMUNICATIONS FORUMS (APRIL - MAY)

- a. **Overview - April 24-26, 1995.** The second set of communication forums were conducted April 24-26th for College of Business members. A total of eight two-hour sessions were held:
- o four for faculty (tenured, non-tenured, instructors, and professional staff);
 - o two for operating staff;
 - o one for student officers of the College of Business student organizations, and;
 - o one for student residents on the Douglas Hall dormitory business floor.

Seventy-three faculty/staff members attended, as did 30 students. Action steps were suggested for all five strategic objectives: students, faculty (professional activities), faculty (teaching), faculty (research), and business. All suggestions represented the means by which the College could build a new environment (sense of community, collegiality, collaboration) and new relationships with its stakeholders.

- b. **Overview - May 4, 1995.** Thirty-five members of the College's Board of Executive Advisors were engaged in the strategic planning process during the Board of Executive Advisors meeting (May 4, 1995). Discussion focused on: Strategic Objective #1 - Students, and; Strategic Objective #5 - Business.

- c. **Feedback Specifics.** Council members received general consensus on the strategic intent, mission statement, strategic objectives, and critical success factors. Council members also received suggestions with regard to crystallizing the thoughts within the working document:

1. **Mission Statement:**

- provide an objective for partnerships - internal and external. (Some felt the objective for business addressed external activities only and was not proactive in nature.)
- clearly state focus on multiculturalism, diversity, technology (innovation).

2. **Strategic Objectives:**

- clearly identify outcomes and actions as well as how they're linked; state the objectives simply, concisely, directly.
- clearly address multicultural focus, international focus, and technology (innovation).

3. **Strategic Objective - Faculty/Staff:** compress the three faculty/staff objectives into one objective. (Many believed that three objectives for faculty/staff would create a negative perception regarding the College's focus.)

4. **Strategic Objective - Business:** this objective should not be last; instead, it should be in the center, between students and faculty. (Many business executives believed that placement at the end would create a negative perception regarding the College's focus.)

5. **Critical Success Factors:** Council members received overwhelming agreement on the stated critical success factors. Additional feedback called for including clearer statements on the College's commitment to technology (innovation) and communications (beyond the marketing focus).

II. STRATEGY OF INCLUSION - COB STAKEHOLDERS

- a. **Student Representation.** Council members formalized student representation on the Council by approving MGMT senior D. Pierce's participation in Council matters.
- b. **Inclusion of COB Members.** Council members discussed the possibility of conducting an off-site weekend retreat for interested COB faculty/staff for purposes of: working on the updated document, achieving general consensus on the objectives and action steps, engaging the commitment of COB members for purposes of activating the pilot programs. No decision was made with regard to an off-site or on-site location. There was unanimous agreement on the idea of engaging COB members between the Spring and Summer '95 semesters.

III. VALUES GUIDING ALL ELEMENTS OF THE STRATEGIC INTENT

- a. Ethics = Values. Requires making choices and following through with actions. The following values were identified:
 - 1. Organization (holistic in nature, fostering individual contributions to the College in addition to the host department)
 - 2. Value-added (how do activities contribute to the value-add of the College?)
 - 3. Structure
 - 4. Rewards
 - 5. Evaluation (portfolio): multiple techniques

IV. STATEMENTS OF COMMITMENT

- a. All Council members, on an individual basis, publicly stated their commitment to the strategic intent, mission statement, each of the five strategic objectives, and critical success factors.
- b. All Council members, on an individual basis, were fired from the council. They then made public statements of commitment to their fellow council members with regard to their areas and levels of contribution. Renewed membership on the council was subject to an interview process and unanimous approval by remaining Council members. All Council members received unanimous approval.

V. ACTION STEPS

As a result of the communications sessions, Council members identified five action items in need of immediate attention. (Council members committed to each action are noted in parentheses. In all cases, Council members will engage COB faculty/staff outside the Council with interest in and commitment to specific action areas.)

- a. **Orientation for COB stakeholders:** students, faculty, staff. (D. Graf, C. Stakal, C. Behrens, D. Pierce)
- b. **Internship Forums:** sharing sessions between all COB advisors. (C. Stakal, J. Ward, P. Delaney)
 - 1. Internships as a process of education (versus a program)
 - 2. COB input into Co-op program for Freshman/Sophomore level (reaching out to students earlier)
- c. **Development**
 - 1. Faculty - teaching (B. Miller, P. Delaney)
 - 2. Faculty - research (B. Miller, P. Delaney)

3. Students - teaming

d. **International Student Group:** communication forum. (C. Stakal, M. De Jean)

e. **Strategic Intent Working Document:** update of document, incorporating feedback from all communications forums. (B. Miller, M. De Jean)

VI. NEXT STEPS

- a. Council members will meet to review the updated Strategic Intent working document.
- b. Discussion/decision with regard to the COB interim working session (on-site or off-site).
- c. Discussion with regard to measures.

Meeting concluded at 3:45 p.m.