COBA Steering Committee Meeting  
September 19, 2003  

Minutes  

Present: Jim Beatty  
Bob Capettini (for Chee Chow)  
Jim Lackritz  
Gail Naughton  
Fred Raafat  
Larry Rhyne  
Howard Toole  
Bob Wilbur  

Excused: Chee Chow  

1. Jim Beatty, Chair, called the meeting of the Steering Committee to order at 1:07pm on September 19, 2003, in the Dean’s Conference Room.  

2. The meeting agenda was reviewed, modified, and approved. In the interest of having time to thoroughly discuss the Strategic Planning Process, the Committee decided to move the following agenda items to a future meeting or meetings: a) the discussion of the election process; b) the discussion of term limits on Committees; c) the discussion of changes in the Policy File to include requirements for the MOU regarding temporary faculty (Bob Wilbur gave a brief summary, stating the changes were not quite ready for finalization and action as yet); and d) “payback” for large class enrollments that do not meet the targets. One new item (Computer Committee Issues) and one old item (term limits for Department Chairs, see minutes of September 5, 2003) were briefly mentioned as topics for discussion at another future meeting.  

3. The minutes of 09/05/2003 were moved, seconded, and approved (unanimous) with two typo corrections.  

4. The Committee discussed the three School of Accountancy curriculum proposals. After minor discussion, Accounting 620, 625, and 650 were moved, seconded, and approved (unanimous).  

5. The Committee then focused on developing a process for incorporating stakeholders of the College in the strategic planning process. The Committee continued to emphasize that the strategic plan, and the process for creating the strategic plan, must be the faculty’s responsibility. While the administration and the Executive Committee should be a part of this process, the plan should be faculty-driven. The Steering Committee represents the faculty in such matters, as stated in the Policy File: “The Steering Committee shall deal with long-range as well as short-range planning. . . . The Steering Committee is responsible for keeping policy and planning under continuous
review and formulating and recommending the priorities among departments and programs in order to arrive at quality programs."

6. The Committee then adopted the strategic planning approach recommended by AACSB and others, which is largely based on the model presented by Donald Hambrick and James Fredrickson in their article entitled “Are you sure you have a strategy?” (Academy of Management Executive, 2001). The Committee reviewed the article distributed several weeks ago, and discussed the five major elements of this strategy model: a) Arenas, b) Vehicles, c) Differentiators, d) Staging, and e) Economic Logic.

7. After considerable discussion, an action/activities plan was discussed. The Committee was in general agreement with the following activities, with individual Committee members responsible for providing leadership on various components of this process first step is to develop a common understanding of the College and the planning process. Some activities will be conducted during the same time frame, while others will be conducted in sequence. Some sessions will be videotaped so that those who cannot attend will be able to review the discussions

a. Phase One: Develop a Common Understanding of the College and of the Planning Process
   i. Meeting with new faculty to inform them about the previous planning process completed in 1997-1998 (already completed)
   ii. Meeting with departments to discuss the planning process and provide descriptions of current programs and short-term goals (in progress)
   iii. Meeting of the entire College to discuss process and receive informational presentations from programs, centers, and institutes (to be initiated on October 1, 2003)
   iv. Brown bag sessions to inform the College about the Hambrick and Fredrickson model and new AACSG strategic management standards (Bob Wilbur and Jim Beatty will oversee this process, with help from others)
   v. Sharing of data from various surveys

b. Phase Two: Review of Values, Mission, Vision, Goals/Objectives (reaffirmation and/or revision for currency)
   i. Review and update the current Mission Statement. This will also be a participative process (to be led by Larry Rhyne and Fred Raafat; October 24 selected as a target date)
   ii. Review and update the current Statement of Values. This will be a participative process, using workshops, brown bags, perhaps the Electronic Board Room, on line threaded discussions, and other approaches (to be led by Bob
iii. Create a Vision Statement. This will also be a participative process, with an initial draft from the Dean (to be led by Howard Toole and Larry Rhyne; November 14 selected as a target date)

iv. Review of Goals/Objectives based on the framework of the College’s mission and vision (to be led by Jim Beatty and Bob Capettini; December 1 selected as a target date)

v. College meeting to vote on the revised and/or reaffirmed Mission, Values, Vision, Goals/Objectives of the College on December 11.

c. Phase Three: Examination of the components of the Hambrick and Fredrickson model as they pertain to the College, and the progress made at attending to these components (to occur in the Spring 2004)

   i. Review of the five elements determined by the previous processes, including Arenas, Vehicles, Differentiators, Staging, and Economic Logic

   ii. Retreat for discussion of and finalization of the strategic plan

d. Phase Four: Finalization of the Strategic Plan

   i. Translation of the strategic plan into action items

   ii. Validation of the strategic plan

8. The Committee reviewed the contents of the kickoff session to be held October 1 and the various programs to be discussed at that session.

9. The next meeting of the Steering Committee will be on Friday, from 1:00-2:30, October 3, 2003, in the Dean’s Conference Room.

10. Jim Beatty, Chair, adjourned the meeting at 2:45pm.