Present: Jim Beatty
Chee Chow
Jim Lackritz
Larry Rhyne
Howard Toole
Fred Raafat
Bob Wilbur

Excused: Gail Naughton

1. Jim Beatty, Chair, called the meeting of the Steering Committee to order at 1:10pm on March 5, 2004, in the Dean’s Conference Room.

2. The minutes of the 03/05/2004 meeting were discussed, moved, seconded, and approved (unanimous) with one minor correction.

3. The meeting agenda for March 26, 2004, was reviewed and approved.

4. The Committee reviewed a number of suggested Policy File changes. Some changes were substantive, while others were more editorial in nature. The Committee agreed on the context of these changes and thanked Jim Lackritz and Bob Wilbur for their considerable time and effort reviewing the Policy File. Jim and Bob agreed to rewrite the Policy File to reflect these changes, properly indicate the proposed changes, and distribute suggested revisions to the College for consideration and a vote.

5. Fred reported on the various committee election needs and the nomination process. Fred will send out a call for nominations on March 29 with a request that the nominations be returned by April 9. Once nominations have been received, the ballot will be distributed on April 20, to be completed by April 30. Approval from the potential nominee should be secured in advance of forwarding that person’s nomination. Self-nominations are allowed. Fred’s call will identify the names of committee members whose terms will not conclude by the end of the 2003-2004 year, along with other eligibility information.

6. The Committee discussed the distribution of Executive Committee minutes. The Steering Committee is recommending that Executive Committee minutes be distributed to the faculty. Bob will bring this recommendation to the Executive Committee for action.
7. Chee led a discussion regarding the lack of office space for fully retired faculty to share. It is important that these faculty do not feel unwelcome or feel as if they are outsiders when they return to campus to visit. Some retired faculty may want to continue to be productive Emeritus faculty and contribute to the College in retirement. They have made many contributions in the past and continue to have an interest in the future of the College. They also have considerable expertise and energy they are often willing to offer to the future of the College (not meaning financial). One suggestion is that part of the CGI suite might be a suitable place for such faculty. Another suggestion is that several other offices may become available as FERP faculty complete their service to the College. The Committee hopes that the College can set aside at least one office solely for the use of retired faculty who can return to campus and use the room as a work space and a place to meet with other colleagues. There are also other offices that seem to have become staff offices in the past few years, thus taking away opportunities for housing both FERP and fully retired faculty. The Committee expressed strong sentiment that the College needs to be sensitive to the feelings and opinions of faculty; providing an office for retired faculty would help to address this concern.

8. The Committee discussed the Strategic Planning Initiative. Documents were distributed in advance of the meeting that provided additional information and insights, including an article recently published in the *Harvard Business Review* and other documents. These materials describe various approaches regarding strategic plans at various universities, as well as the use of the balanced scorecard and other tools helpful in strategic planning. The Committee reviewed and discussed these and other matters. While the documents complement the current strategy, they also provide additional insights. After considerable discussion, the Committee decided to hold a faculty meeting this Spring that focuses on what the faculty would like to have come out of the Strategic Planning Initiative. The outcome of a more detailed open discussion, to be held in the Fall, should among other issues be able to answer key questions regarding aspects of the College that make us unique, strengths of the College that should be emphasized, and the important characteristics of the College that might differentiate us from other Colleges of Business Administration. The Committee thus discussed two open discussion sessions to address the Strategic Planning Initiative, including one in the Spring and one in the Fall. The session to be held in the Spring would serve to better prepare the faculty and administration for the one in the Fall, provide more opportunity for input and faculty participation, and serve to better prepare all stakeholders for the concluding session.

9. The Committee discussed the reality of the changing roles in administrative responsibilities, both across the country and across the campus, including within the College of Business Administration. With the increased emphasis and importance being placed on external matters, the Committee discussed the need for consideration of changes in the governance of the administrative structure of the College. In particular, the Committee feels there should be some discussion regarding potential changes in the role and responsibilities
of the Dean, the Associate Dean, and the Dean’s support staff, including duties, funding, and support.

10. The next meeting of the Steering Committee will be April 9, 2004, from 1:00-2:30pm, in the Dean’s Conference Room.

11. The meeting was adjourned at 2:50pm.