
*Student Cooperative Association
Indiana University of Pennsylvania
Strategic Plan for 2005-2007*

Introduction

Student Co-op board members along with the senior staff of the Student Co-op met on January 15 and 16, 2005 to update the strategic plan for the Student Co-op looking out through 2007.

The results and agreements reached at the planning session are summarized in this document.

Assessment - Business Sizing/Metrics

In order to establish a shared view of the state of the Co-op, the planning team discussed the Student Co-op's key business metrics and expected trend lines. The conclusions from this assessment are:

Business Sizing Metric	2004	2005 – 2007 Trends & Expectations
Total Revenue	\$12,600,000	Do not expect to make significant increases in revenue from the activity fee. It was raised recently and is not expected to be raised again for a few years. Additionally, the number of students is expected to be flat. Consequently, most revenue increases must come from store operations.
➤ Co-op Store Revenue	\$7,300,000	
➤ Activity Fee	\$5,300,000	
Physical Assets		
➤ Buildings	\$25,000,000	Do not expect significant additions to the physical assets of the Student Co-op over the next few years.
➤ Land	270 Acres	
➤ Reserves	\$500,000	
Co-op Funding		
➤ Annual Amount	\$2,000,000	Expect funding to be flat but increased demand for funds; both from existing programs and new programs.
➤ Number of Programs	90	
Customer Base		
➤ Students	14,000	All students are members but expect student base to remain flat.
➤ Faculty and Staff	200/1,800	Only 200 of the 1,800 are Co-op members; a good growth opportunity.
➤ Community	?/30,000	Unsure of number of community members who are our customers.
➤ Internet Customers	800-1,000	Small current usage; good growth opportunity.
Staff Resources		
➤ Full time	41	Expect full time staff to remain flat.
➤ Students	185+	Expect approximately the same number of students involved in our operations. They are a critical part of our operation.

Environmental Assessment

The planning team discussed key environmental trends and issues expected over the next 3 years that could potentially affect the Student Co-op's strategic plan. The following summarizes this discussion.

- It will be challenging to maintain the student population at the current levels and very challenging to increase it. Points are:
 - The high school student population in Western Pennsylvania is predicted to decrease in the 2008/2009 timeframe.
 - IUP has a new President who will start in a few months. He is expected to bring a vision for growth in the number of students for IUP.
- Any student growth is good for the Student Co-op and decreases in students is a threat.
- Our student mix is changing. We currently have 12,200 undergraduate and 1,800 graduate students. We expect to see a higher percentage of graduate students in the future. This is a challenge for the Student Co-op as graduate students pay less in activity fees than undergraduates and our services are currently more tailored to the needs of the undergraduate student.
 - IUP has a master plan for space and strategic goals that will affect the Student Co-op. These were reviewed in summary form at the planning session and are generally believed to be positive for the Student Co-op.
 - Bookstore technology is changing as follows:
 - There is greater use of internet-based services which is good as it is a lower-cost business model but it creates additional competitors for us, such as Amazon.com.
 - There is a trend toward more learning materials being digital versus traditional books. Unsure of the effect of this trend on our business.
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Strength/Weakness Assessment

The planning team discussed the Student Co-op's strengths and weaknesses to understand what capabilities can be leveraged in its new strategic plan and what weaknesses could potentially keep us from being successful. A summary of this assessment is:

Student Co-op Strengths:

- We are student owned and this gives us a competitive advantage versus our major competitors. However, we do not always leverage this strength to its fullest potential.
- We have a culture that believes in high levels of service to our members/customers. We do whatever it takes to insure our members/customers are well serviced.
- We have good support from our student workers. A large number of students work in the Student Co-op and they are extremely important to our operation and business model.
- We have a broad array of products and services we can offer to our members/customers.
- We have very good facilities that can be leveraged for additional use.

***Strength/Weakness
Assessment, cont.***

- We have a tradition of good, long-term financial disciplines and we practice conservative, safe stewardship of the Student Co-ops assets and finances.
- Our business model and ownership structure allows us to do things for the University and students that can not be done as easily through IUP. We can add value to the campus life without it having to come out of IUP funds.
- We have a good relationship with the local community.

Student Co-op Weaknesses:

- It is hard to grow our two main revenue streams. Our revenue growth potential has constraints, especially student assessments.
 - Our board process has limited participation and interest from our student owners and it is not as effective as it could be in developing student leadership.
 - We do not market ourselves as well as we should. This results in not enough of our customers knowing who we are, what we do, and the value we bring to their university experience.
 - We are perceived as a high priced store, both for text books and soft goods.
 - We are a relatively conservative organization. We need to be more open to new ideas as well as more creative and nimble in trying new things and keeping pace with the changing needs of our students.
 - Our allocation process in funding student activities is not as responsive to change as it should be. We tend to repeat the same funding allocation year after year.
 - We have a strained relationship with IUP. Our value to the University is not fully appreciated by the administration and we are not always in sync with the University's strategic direction and decisions.
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Values

The planning team discussed key values of the Student Co-op to better understand what are the important attributes that we strive to support as we look to the future:

The following values were identified and discussed at the planning session as the most important values for the Student Co-op. The values are listed in order of importance as determined by the planning team. It is expected that the Board and staff will continue to discuss and refine their most important values over the next 6 – 12 months. When finalized, these values will help guide the plans and day-to-day activities of the Student Co-op.

➤ **Student-Centered:**

- We are first and foremost an organization for the students.
- They are the owners of the Co-op and they make up the majority of our membership.
- They play a significant role on the Board of Directors and in setting the strategic direction for the Co-op.

Values, cont.

- **Advocates for our Members:**
 - We are pro-active in providing services to meet the needs of the students.
 - We are vitally concerned with their needs and seek to continually understand their needs and meet their needs.
 - We strive to create a positive learning experience for the students, with good leadership growth opportunities.
 - **Financial stewardship:**
 - We insure that the financial resources of the Student Co-op are conservatively managed and safeguarded.
 - It is our responsibility to continually protect and enhance the assets of the Student Co-op which have been entrusted to us.
 - **Effective Use of Resources:**
 - We insure the funds and resources of the Student Co-op are used effectively and for the good of the students and their university experience.
 - This also includes insuring the resources provided are productivity used and there is a good participation in the funded programs.
 - **Foster Diverse Experiences:**
 - We believe in providing a wide variety of diverse experiences for our members.
 - We must continually update and expand the experiences provided as the needs of the members change.
 - **Continuous Improvement:**
 - We strive to be open and flexible to new ideas and changes.
 - We should be pro-active in our approach to improving the Student Co-op versus being re-active.
 - **Fair Prices:**
 - We want to provide fair prices for all of our products and services.
 - These fair prices are always accompanied by the highest service and quality.
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Mission

The planning team discussed the current mission statement and agreed it continues to be valid looking out through 2007. However, the planning team was split as to adding the words “*student-centered*” to the existing mission statement. Half of the team liked the mission “as is” and thought these additional words were redundant and were not needed. The other half of the team believes these words should be added to highlight the fact that the student is at the center of our world and the primary reason we exist.

Since this is mostly a cosmetic enhancement versus a fundamental difference in concept, it was agreed that the two missions’ would be reviewed with the full board and the most popular form selected as the mission for the next 2 – 3 years:

Mission, cont.

Alternative 1 – As Is

The Student Cooperative Association at Indiana University of Pennsylvania is a non-profit organization owned and operated by a community of activity-fee paying members that provides facilities, activities, programming, and services to enhance the social, cultural, recreational, and learning experience for the university community

Alternative 2 – Modified

The Student Cooperative Association at Indiana University of Pennsylvania is a non-profit organization owned and operated by a community of activity-fee paying members that provides *student-centered* facilities, activities, programming, and services to enhance the social, cultural, recreational, and learning experience for the university community

Strategic Goals

The planning team selected four goals for the Student Co-op to focus on and achieve over the next three years. The pursuit and achievement of these goals are considered critical to the continued success of the Student Co-op. The selected goals are:

Goal 1 – Market Awareness: By 06/2007, increase the awareness of the Student Co-op’s capabilities and value to achieve:

- A doubling of the number of students/faculty who knows what the Student Co-op does. Currently 25% know who we are and what we do. We want to raise this to 50% or higher.
- Increasing the number of customer rating our service/value as a 4 or 5. Currently 47% rate us a 4 or 5 and we want to raise this rating to 75% or higher.

Goal 2 – Increase Revenue: By 06/2007, increase our total Student Co-op revenue by \$1+ million annually over 2004 levels.

Goal 3 – Experience Diversity: By 06/2007, promote the diversity of the Co-op’s student experiences to achieve a higher rating in the student’s perception of the diversity of experiences available to them through the Student Co-op.

Goal 4 – Student Leadership: By 06/2007, increase the student’s leadership in the Co-op’s Board of Directors and day-to-day operations to achieve:

- An increase in the total number of student participating
- An increase in students in leadership positions.

2005 Strategies

The planning team identified a number of potential strategies for achieving the strategic goals. After discussion and prioritization, the following 7 strategies were selected as the best priorities for immediate action. These 7 strategies will be aggressively managed by the Student Co-op throughout 2005/early 2006. It is expected that in approximately 12–15 months, the Student Co-op will assess the progress of these strategies and identify additional strategies to implement to 2006/2007. The strategies selected for 2005 are summarized below:

Goal 1 – Market Awareness

Strategy 1 – Website Improvements: By August 2005, implement a complete overhaul of the Student Co-op website to aggressively promote the Co-op, resulting in increased Internet use on the web-site and greater understanding of what we do and our value.

Strategy 2 – Integrated Marketing Plan: By August 2006, implement an integrated marketing plan (IMP) to promote a consistent, value-based Student Co-op marketing message, maximizing the marketing relationship with IUP.

Goal 2 – Increase Revenue

Strategy 3 – On line Expansion: Promote our on-line web capabilities for product sales, targeting alumni and student's families, to achieve \$100,000 in increased on-line volume by 06/2006.

Strategy 4 – Share-of-Wallet: By 06/2006 increase the store's share of student discretionary spending by \$400,000.

Goal 3 – Experience Diversity

Strategy 5 – Diversity Map: Assess the level of diversity of Co-op funded experiences and use to this knowledge to increase the diversity of experiences available to the students.

Goal 4 – Student Leadership

Strategy 6 – Board Membership: By 06/2006, implement improved processes to attract, develop, and mentor student Board of Director members.

Strategy 7 – Graduate Students: In 2005, establish processes to tap into the graduate students for leadership positions and increase their participation in the Student Co-op by 20%.

**2005 Strategies,
cont.**

At the session, the planning team developed and critiqued a first draft action plan for each of the 7 strategies. It is expected that the assigned strategy managers will use the first draft action plans and advice/critique to develop more detailed action plans for each strategy. The first draft action plans for each strategy are included at the end of this document along with the planning team's advice/critique.

**Managing the
Strategic Plan**

The planning team agreed to the following process for managing/communicating the Student Co-op strategic plan:

- Communication of the new strategic plan will include:
 - Review of the new strategic plan with the full Student Co-op Board to insure their knowledge and support. Target the February Board Meeting. Rhonda and Dennis to coordinate this action.
 - Summary level review of the new strategic plan with the President and Cabinet in the next 90 days. This action to be coordinated by Rhonda.
 - Summary level review with advisors and senate. Dennis to coordinate.
 - Broad communication of the strategic plan to the all students and members over the next 90 days to be coordinated by Dennis and Joe and potentially include:
 - Stories in the Penn
 - Information on the Web-site
 - Special communication brochure

 - Periodic reviews of progress on the goals and 2005 strategies as follows:
 - Dennis will review progress on the strategies each month with the strategy managers and the Student Co-op senior staff
 - Dennis and Rhonda will update the Board periodically on the overall status of the plan and its strategies (current thinking is once per semester).
 - Establish process and time line (estimated 12 – 15 months) to review overall progress on the goals and strategies and develop new strategies for the 2006/2007 time frame. Dennis to coordinate.
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Strategy 1 – Website Improvements: By August 2005, implement a complete overhaul of the Student Co-op web-site to aggressively promote the Co-op, resulting in increased Internet use on the website and greater understanding of what we do and our value.

Strategy Cost: Expected to cost less than \$25,000

Strategy Managers: Hazel Hall and Chuck Potthast

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Conduct an in-depth assessment of the current Student Co-op website to include the home page and all of the subsidiary pages and links to partners.	02/2005	04/2005		Chuck/Joe
2.	Coordinate and collaborate with our web-site subsidiary partners to adopt a plan for website design and on-going improvements.	04/2005	04/2005		Chuck/Joe
3.	Contract and/or allocate resources to implement web-site recommendations and improvements identified in steps 1 and 2.	05/2005	06/2005		Chuck/Joe
4.	Implement/overhaul our web-site home page and subsidiary pages.	06/2005	08/2005		Chuck/Joe
5.	Determine how best to support our enhanced web-site, build processes and fund the on-going maintenance and support of the website.	06/2005	On-going		Chuck/Joe
6.	Conduct regular assessments of our complete web-site to measure outcomes (user participation, perception, hardware and software performance) at the mid to each of each semester and take action to continually update and improve.	06/2005	On-going		Chuck/Joe

Comments and Advice for Strategy Managers to consider in refining the action plan:

- Determine if we can tap into our student’s expertise to either design, develop or test the new website. The website is aimed for their use and we should use them to help us design the improved site.
- Make sure the Web-site is more than just informational. We need to also insure it can deliver services.
- Add an action step to do a best practice review of the best websites for students at other universities and borrow the best ideas.
- Insure we build links (two-way) to key IUP websites and the websites of various IUP departments.
- Make sure we have an on-going process to monitor changes to IUP web-sites and that we tap into these changes. There may be an IUP website redesign currently underway. Make sure we know what is going on and we determine if we can leverage any of the IUP website work.

Strategy 2 – Integrated Marketing Plan: By August 2006, implement an integrated marketing plan (IMP) to promote a consistent, value-based Student Co-op marketing message, maximizing the marketing relationship with IUP.

Strategy Costs: Estimate \$30,000 for the strategy but it is dependent on the frequency of surveys undertaken.

Strategy Manager: Joe Lawley and Lou Garzarelli

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Identify and study our most important customer segments (priority to undergraduate and graduate students) to understand their key demographics and characteristics.	02/2005	05/2005		Joe/Lou
2.	Determine if our current marketing effort and approach are appropriately directed at the target markets.	02/2005	05/2005		Joe/Lou
3.	Determine if our current marketing methods and approaches are effective (e.g., cost versus outcome).	02/2005	05/2005		Joe/Lou
4.	Assess what IUP is doing in marketing and how the Student Co-op and IUP marketing efforts can complement each other.	06/2005	08/2005		Joe/Lou
5.	Make recommendation for modifying/expanding the marketing efforts with the focus on integrated marketing that achieves IUP/Student Co-op synergies and coordination.	09/2005	12/2005		Joe/Lou
6.	Allocate existing and new resources (financial, human, technology) to support the modified/expanded integrated marketing plan.	01/2006	05/2006		Joe/Lou
7.	Develop and implement the integrated marketing plan, including all appropriate media, to ensure optimization of marketing relationship between IUP and the Student Co-op.	08/2006	TBD		Joe/Lou
8.	Periodically conduct marketing survey and use finding to continuously update and improve the integrated marketing plan.	In 2006	Thru 2007		Joe/Lou

Comments and Advice for Strategy Managers to consider in refining the action plan:

- Tap into University resources for improving our marketing plan and its integration with IUP. Find leverage points. Do not do everything ourselves.
- Develop guidelines on what we should (and can afford) to spend on marketing and then build that into the on-going annual costs of the Student Co-op. Do not treat this as a one time spending effort but a continual year after year promotional effort.
- Add an action step to develop a clear, best message for what the Student Co-op is and its value to students. Make sure we use this message consistently in all of our communications and in all of our strategies. Consistency and repetition is important in getting the right message into the market.
- Make sure our marketing messages are consistent with our mission and values.

Strategy 3 – On line Expansion: Promote our on-line web capabilities for product sales, targeting alumni and student’s families, to achieve \$100,000 in increased on-line volume by 06/2006.

Strategy Costs: Estimate \$6,500 in out-of-pocket expenses to undertake the strategy.

Strategy Manager: Terry Griffith

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Review and evaluate current web-site to insure it can support our more aggressive marketing and expected hire levels of volume.	02/2005	05/2005		Terry/Hazel
2.	On-line Marketing to IUP Alumni customer base	05//2005	On-going		Terry/Staff
2.1	Work with Alumni office to obtain/produce Alumni mailing lists for us to promote our on-line capabilities and to include Student Co-op retail information in their mailings.				
2.2	Do planned mailing from AO.				
2.3	Place ads for web-site in IUP magazine and on magazine website.				
2.4	Conduct web-site marketing during homecoming and Alumni weekend.				
2.5	Contact alumni chapters to promote our retail website.				
3.	On-line Marketing for student and families	06/2005	On-going		Terry/Dave/ Staff
3.1	Develop and launch marketing plan at parent orientation.				
3.2	Develop and launch marketing plan at parent weekend.				
3.3	Design a marketing handout for use during visitations.				
3.4	Develop incentive plan to encourage first use of website for on line purchase.				
3.5	Work with Parent Communication Action Team (PCAT) to promote our website use, including ads in their newsletter				
4.	Increase the number of links from our website to other web-based vendors to expand our overall website capabilities and increase the value of our web-site.	05/2005	12/2005		Terry/Hazel

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
5.	Based on our experience and results in 2005, create a 12 month, 2006 website marketing plan for both target audience including targeted volumes.	09/2005	11/2005		Terry
6.	Execute the marketing plan and continually track results	01/2006	12/2006		Terry/Staff

Comments and Advice for Strategy Manager to consider in refining the action plan:

- In step 3.4, consider providing incentives for the second use of the website to insure they come back.
- When going to the Alumni Office for assistance in marketing our website, make sure we sell how the Student Co-op and our website is valuable and increases the perception of the IUP image.
- A potential selling point for the Alumni Office is that we can keep their alumni addresses up to date.
- We need an action step to understand what the Alumni are interested in buying and then insuring we have these goods prominently promoted on our website.
- Add an action step to coordinate our website with the IUP marketing website.
- Make sure we have a way to measure the satisfaction of these two target markets in using our website for purchases and that we have a way for them to provide feedback on improvements and what they would like to see us offer.

Strategy 4 – Share-of-Wallet: By 06/2006 increase the store’s share of student discretionary spending by \$400,000.

Strategy Costs: Estimated at \$1,000

Strategy Manager: Terry Griffith

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Evaluate and continually improve product mix to include: ➤ Use focus groups to identify likes, dislikes, gaps, opportunities ➤ Study the competition (College Store, Staples, Wal-Mart, Kmart)	02/2005	12/2005		Terry/Staff
2.	Study, evaluate and improve/updated our retail business model (RBM).	03/2005	05/2005		Terry/Staff/ Store Comm.
3.	Implement an aggressive marketing plan targeted to students, faculty and staff to include: ➤ Create a convenience-based capability to potentially include one-stop shopping for supplies. ➤ Establish house accounts ➤ Develop better special order capabilities ➤ More aggressive discounts for quantity purchases ➤ Stress the value of Student Co-op membership and the reasons to buy from the Co-op ➤ Better, more focused marketing to understand the needs of special niches and then meeting those needs	07/2005	On-going		Terry/Joe/ Staff
4.	Formal assessment of marketing success and refinement of approach.	10/2005	01/2006		Terry

Comments and Advice for Strategy Manager to consider in refining the action plan:

- Need to specifically assess Amazon.com and aggressively promote that we can beat their prices.
- In marketing plans, determine if loss leaders are worth pursuing to create more store traffic and to build perception of Student Co-op having good prices.
- Work with faculty to ensure they understand the negative effect of their late orders on our business. Find a way to provide incentives for getting orders in on time and penalties for later orders.
- Determine if we should promote a new mascot to spur the sale of logo wear.
- Understand how to take advantage of the RDC/building master plan and what we should do to insure highly visible and convenient retail locations throughout the campus.

Strategy 5 – Diversity Map: Assess the level of diversity of Co-op funded experiences and use to this knowledge to increase the diversity of experiences available to the students.

Strategy Costs: Primarily time of existing people, minimal dollar spend. However, results of diversity map could result in additional funding.

Strategy Manager: Sam Barker

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Assessment phase – develop a standard template of accountability to include: ➤ Number of programs and types of programs ➤ Cost of programs ➤ Level of participation – number of students ➤ Level of success (after action report)	04/2005	05/2006		Finance Comm.
2.	Undertake financial analysis to objectively and consistently assess the value of all programs supported versus spending levels.	02/2005	08/2005		Chuck
3.	Benchmark for student satisfaction with diversity of our sponsored programs to include: ➤ Focusing of diversity of experiences available to students and their satisfaction on this issue ➤ Piggy backing on current marketing study by adding questions on diversity of experience ➤ If piggy backing is not feasible, develop a separate process to obtain student feedback.	FA/2005	SU/2006		Joe
4.	Analysis and evaluation of Co-op funding to include establishing guidelines for improving the diversity of experiences and the student’s satisfaction levels.	02/2005	08/2005		Sam
5.	As a potential future step, based on the results of actions 1 – 4, create a funding pool to promote the diversity of funded experiences.	01/2006	TBD		Finance Comm./ Board

Comments and Advice for Strategy Manager to consider in refining the action plan:

- Spend time and energy to think about creating a very visual map of diversity that can be used to effectively communicate where we are today and where we want to go in the future. Just a listing or Excel spread sheet is not graphic enough to tell the story effectively. Be creative in this area.
- Add an action step to spend time with the Board on diversity map and get them comfortable and familiar with the process of expanding diversity.
- In approaching the advisors in step 1, do not be threatening. Treat this as an opportunity to grow/expand programs. Also anticipate the questions we will get and work out our desired response to each.
- In the assessment phase or the analysis phase, may need to do some focus group work to understand the current and changing needs of the students, both undergraduates and graduates.

Strategy 6 – Board Membership: By 06/2006, implement improved processes to attract, develop, and mentor student Board of Director members.

Strategy Managers: Dennis Hulings and Mark Collins

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	<i>Attract More Students to the Co-op Board</i>				
1.1	Create a pitch to attract students to running for Board positions.	01/2005	02/2005		Joe/Sam
1.2	Run add campaign in all appropriate publications prior to the student elections.	02/2005	04/2005		Sam/Joe
1.3	Do promotions within the HUB on the value/benefits of running for a Board position.	03/2005	04/2005		Sam/Joe
2.	<i>Educate and Develop Student Board Members so they are more effective</i>				
2.1.	Enhance our existing Board orientation process to make it more comprehensive and more detailed in what is expected from Board members, how the Student Co-op works and where they can go to get more information and ask questions.	06/2005	09/2005		Dennis
2.2	Create mentoring process for new student board members so they can develop their skills and have a source for informal information/development as a Board member.	06/2005	09/2005		Sam/Dennis
2.3	Create and implement a continuous education program for all student board members.	07/2005	09/2006		Dennis
3.	<i>Incent/Reward Board Participation by the Students</i>				
3.1	Establish and document expected guidelines for student board participation in a user-friendly, easy to digest format.	06/2005	09/2005		Ex. Comm.
3.2	Build incentive/reward system for participation/attendance/special work.	06/2005	09/2005		Ex. Comm.
3.3	Monitor participation and continually reward/incent student Board members	09/2005	09/2006		Ex. Comm.
4.	<i>Re-energize and market Board participation using Student Board Members</i>				
4.1	Create a marketing plan for 2006/2007 election cycle to encourage greater student participation.	06/2006	09/2006		Board Students
4.2	Review plan and approve or refine.	08/2006	09/2006		Dennis/ Board Chair

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
4.3	Execute re-energize plan.	09/2006	03/2007		Board Students
4.4	Evaluate program and refine	06/2007	09/2007		Dennis/Board Students

Comments and Advice for Strategy Managers to consider in refining the action plan:

- In action step 1, involve academic departments where Board membership is related to their areas of study and use these departments to help develop a sales pitch for the benefits of Board membership.
- Include a pitch on the benefits of Board membership and how it works in the new students' general orientation process.
- Provide support/funding for traveling to conferences for student Board members. This is good incentive for being on the Board and participating actively.
- Promote Student Co-op board membership when the University is being promoted at high schools.
- Include a stepping stone position development for student Board members through the use of committees, then committee chair, then Board officer position in a building block approach (e.g., treasury to vice president, to chair etc. over a three year period).

Strategy 7 – Graduate Students: In 2005, establish processes to tap into the graduate students for leadership positions and increase their participation in the Student Co-op by 20%.

Strategy Managers: Chuck Potthast and Ben Rafoth

Action Items	Description	Start Date	Complete Date	Percent Complete	Person(s) Responsible
1.	Investigate the needs of graduate students through an on-line survey.	10/2005	11/2005		Sam
2.	Ask existing graduate student-focused groups (e.g., EGO) on their views on how to tap into graduate student needs.	10/2205	11/2005		Ben/ Cassandra
3.	Use focus groups to confirm/refine finding from steps 1 and 2 and develop prioritized list of needs/issues.	11/2300 5	12/2005		Sam/Ben
4.	Create and implement a marketing plan specifically for graduate students to include: ➤ Adding links to grad school website. ➤ Develop Student Co-op information for inclusion into graduate student acceptance package.	06/2005 06/2005	08/2005 08/2005		Ben/Dennis Joe/Dennis

Comments and Advice for Strategy Managers to consider in refining the action plan:

- Add a step for the Student Co-op to participate in the August graduate student orientation.
- Create a separate, specialized marketing message, tailored for the graduate student market.
- Tap into the graduate coordinator as a good resources to help us understand these customers and to tailor the development opportunities to these students.
- Consider creating a graduate student “assistant” position within the Student Co-op.
- Look at by-laws and determine if we can or should increase the number of graduate students on the Board.