Survey Feedback

1. Why does your company hire S&T grads?
2. What qualities or characteristics make S&T students/grads stand out?
3. What specifically brings you back to S&T to recruit students/grads?
4. What would make you stop recruiting at S&T?
5. What skills and experience do you look for when hiring S&T grads/students?
6. What do you like best about working with S&T grads?
7. What would you like to see more of in S&T grads?
8. What would you like to see less of in S&T grads?
A concise strategy statement has discrete building blocks

**OBJECTIVE**
The single precise objective that will drive the organization for the next five years; it is specific, measurable and time bound

- “Issue 25,000 degrees per year by 2020”
- “Reduce the student:faculty ratio to 6:1 by 2020”
- “Reduce dependency on state funds 20% by 2015”

**SCOPE**
Scope is a description of the customer or offering, geographic location and level of vertical integration

- “Undergraduate students seeking an agricultural sciences education close to home”
- “Research opportunities for top graduate students in the natural sciences”

**ADVANTAGE**
Advantage is the customer value proposition and the unique activities that allow the organization alone to deliver it

- “Practical career preparation through a hybrid, classroom / internship learning program”
- “A quick path to a better career through shortened degree programs and an innovative teaching model”

Edward Jones (investment firm): “We aim to **grow to 17,000 financial advisers by 2012** by offering **face-to-face financial advice to conservative individual investors who delegate their financial decisions**, through a **national network of one-financial-adviser offices**.”
Jobs-based segmentation provides a deeper understanding of Stakeholder motivations

<table>
<thead>
<tr>
<th>Need</th>
<th>To get a cup of coffee</th>
<th>To learn about a new medication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential Jobs</td>
<td>Help me have an excuse for an informal chat</td>
<td>Help me avoid feeling old or out-of-touch</td>
</tr>
<tr>
<td></td>
<td>Help me avoid feeling awkward during a break</td>
<td>Help me feel confident that I am a good doctor</td>
</tr>
<tr>
<td></td>
<td>Help me feel alert and energized</td>
<td>Help me connect with my patients more effectively through my knowledge</td>
</tr>
</tbody>
</table>
Jobs tend to be long-standing, while needs can change minute-to-minute

**Needs**
- To learn about biology
- To find an apartment
- To have fun with my friends
- To achieve a good GPA
- To pay for my studies

**Jobs**
- “Help me qualify for a career”
- “Help me become an adult”
- “Help me feel prepared to succeed in life”

Jobs may span not just days, but years or even decades with great consistency.
Jobs to be Done and Circumstance

1. Prepare qualified graduates – technical, communication and leadership skills
2. Provide assistance in finding qualified hires – alums, interns and coops
3. Help continue relationships – certification, training, supplier of choice for specialized professional development
4. Increase access to alumni
5. Foster creativity and entrepreneurship
6. Help initiate research relationship to explore best student for “the” job
7. Encourage participation in student organizations
8. Help brand and market our name
9. Create good corporate relations
10. Provide adequate physical facilities
11. Provide access to diverse candidates