

# Cornell University Student Assembly

Cornell University Student Assembly  
Agenda of the Thursday, September 10, 2015 Meeting  
4:45pm-6:30pm in Willard Straight Hall Memorial Room

- I. Call to Order & Roll Call**
- II. Approval of Meeting Minutes**
  - a. Minutes of the [September 3, 2015](#) Meeting
- III. Open Microphone**
- IV. Announcements and Reports**
  - a. Director of Elections Henderson
  - b. Vice President for Internal Operations McBride
  - c. Vice President of Outreach Chak
  - d. Student-Elected Trustee Bhandari
- V. Food Security & Anabel's Grocery Presentation, Question & Answer Forum, and Public Comment Period**
  - a. [Attachment](#): Anabel's Grocery Business Plan
- VI. New Business**
  - a. [Resolution 7](#): Approval of the Welcome Weekend Constitution |
    - » [Attachment](#): Welcome Weekend Constitution
  - b. [Resolution 8](#): Affirming Learning Style Diversity in Introductory Science Course



# Anabel's

## GROCERY

### COMPREHENSIVE BUSINESS PLAN

September 8, 2015

Anabel's Grocery seeks to address food insecurity on campus by providing healthy, affordable, and accessible food options to the Cornell student body while promoting sustainable eating habits in addition to physical and emotional well-being

Project of the Center for Transformative Action

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## THE BUSINESS

### Executive Summary

Anabel's Grocery will be located in Anabel Taylor Hall and will be a healthy, inexpensive alternative to the mostly prepared meal options on the Cornell campus. Operating under the 501c3 umbrella of the Center for Transformative Action, the store will offer goods at low cost to all students while providing financial support to students who demonstrate food insecurity. Finally, the store will maintain a core mission of providing programming opportunities based around food literacy, budgeting, cooking, and nutrition as food use contributes significantly to food insecurity.

According to the United States Department of Agriculture Economic Research Service, food insecurity is defined as an, "economic and social condition of limited or uncertain access to adequate food." The direct consequence of food insecurity is hunger, "an individual-level physiological condition that may result from food insecurity," and which refers to, "a potential consequence of food insecurity that, because of prolonged, involuntary lack of food, results in discomfort, illness, weakness, or pain that goes beyond the usual uneasy sensation."

Large problems require large-scale innovation in response—and the problem faced in universities across America regarding food insecurity is too real to thousands of financially disadvantaged students. The crisis cannot simply be characterized as "poor spending habits" or "poor students with high costs"—it is a product of wider societal challenges made worse by a stigmatized campus food culture. As documented by Feeding America's 2014 Hunger in America Report, 1 in 10 of Feeding America's 46.5 million clients are university students. Further, 30.5% of Feeding America's adult clients recorded having to choose between covering educational expenses and paying for food.

Food insecurity hits home when one takes into account the recent Cornell PULSE survey, in which 22% of students "skipped meals or [did not have] enough to eat because of financial constraints" (3% very often, 5% often, 14% occasionally). In a recent survey conducted as part of the grocery store name contest, 27% of students reported skipping meals at least occasionally "because they did not have enough money for food" (1% very often, 5% often, 21% occasionally). These numbers are consistent with national data on food insecurity, which is estimated at 14% in the United States. Statistics do not capture the full picture of food insecurity on Cornell's campus. When seen in context with limited on-campus food aid (626 Thurston), the rising campus cost-of-living, and the importance of a healthy, consistent diet to a healthy mind and body, it is obvious that a more holistic approach must be taken to solve food insecurity.

Utilizing a strong partnership with the community and the local economy through the Center for Transformative Action, Anabel's Grocery will seek to break down social stigmas attached to food aid. To do so, it will ensure access to healthy, affordable basic

food needs for the entire student body. Even more, the store will offer cooking classes, meal planning, and pot and pan rentals, to be proactive in promoting healthier lifestyles. The mind and body of every Cornell student matters. And to uphold this principle, one must understand and take a stand against the practical effects of food insecurity on the student educational experience. Anabel's Grocery will stand as that much-needed sustainable solution to food insecurity through community partnership and an innovative business model.

## **Mission**

OUR MISSION is to fight the problem of food insecurity at Cornell by providing access to healthy, affordable food and increasing food literacy.

OUR PURPOSE is to develop a student-run grocery store on the Cornell campus that provides financial assistance and educational programs on healthy and cost-effective eating.

## **Goals and Objectives**

1. Obtain necessary funding (\$360,000 from Student Assembly Students Helping Students Fund, \$75,000 from Graduate Student Assembly Byline Funding, \$100,000 from fundraising campaign) over the course of three years
2. Create an inclusive, mission-based grocery store which addresses food insecurity in a universal, destigmatizing manner by providing healthy, affordable, and accessible food options to the entire student body
3. Foster conversation surrounding campus food insecurity and promote research and well as solutions to the problem
4. Provide programming opportunities for the Cornell student body to learn cooking, budgeting, and food literacy skills in order to cultivate sustainable lifestyles
5. Serve as a learning lab for students from different fields—business, law, nutrition, analytics, design, and social justice—to develop and hone the skills taught in the classroom

## **Keys to Success**

1. **Affordability:** The Cornell student body will be attracted by the low prices and will be able to increase the value of their shopping experience per dollar in contrast to other on-campus and Collegetown options

2. Accessibility: Students will take advantage of the convenience of our location—stopping by after class to do some pre-dinner shopping or saving long weekend bus rides by walking on-campus to Anabel Taylor Hall
3. Nutrition: Anabel’s unique product mix will provide students with fresh produce and the basic healthy eating building blocks for physical and emotional well-being
4. Education: Students will learn how to incorporate Anabel’s product offerings into their cooking, going hand in hand with the skill of stretching a dollar’s value as to be taught in our budgeting programs
5. Mission: Anabel’s will be on the forefront of the emerging national discussion on college food insecurity, working tirelessly to cultivate an inclusive campus environment in which every student’s needs are met

## Company Summary

### Start-up Summary

Start-up costs and initial financing are shown in the following table. Anabel’s Grocery is seeking \$360,000 from the Undergraduate Student Assembly to cover these costs. The estimated start-up costs may be lower than projected here if Anabel’s is able to purchase used equipment.

Type	Unit Price	Quantity	Price	Manufacturer
Reach-In Refrigerator Units	\$2,224.99	4	\$8,899.96	Supera (via Food Service Warehouse)
Sliding Door Fridge	\$1,013.99	4	\$4,055.96	True Refrigeration (via Food Service Warehouse)
Dryfall Paint	\$5,000.00	1	\$5,000.00	
Generic Shelving Units	\$72.98	8	\$583.84	Lowe's
Chalkboard Wall	\$394.95	1	\$394.95	Wayfair
Recipe Column Corkboard	\$58.39	1	\$58.39	Homasote (via Mernards)
Lighting - Installation	\$5,000	1	\$5,000	Estimate from Marie Jiang, Cornell Retrofit Relamping Club
Lighting - Lightbulbs	\$10,000	1	\$10,000	Estimate from Marie Jiang, Cornell Retrofit Relamping Club
Produce Boxes	\$11.67	20	\$233.40	The Home Depot

IPad Air	\$599	2	\$1,198	Apple
Square Stand	\$99	2	\$198	Square
<b>Total</b>			<b>\$35,622.50</b>	

### Company Ownership

Anabel’s Grocery is a project of the Center for Transformative Action, an independent, Cornell-affiliated 501c3 organization which seeks to “create communities that are socially just, ecologically sound, and work for everyone...through educational programs, and by supporting system-changing projects with incubator and fiscal sponsorship services.”

### Location

The store will be located in the basement of Anabel Taylor Hall, next to the One World Room. The space was formerly the kitchen of One World Café. With two doors, a bathroom, and access from the back parking lot, the location serves as a quiet, yet convenient space for students to shop.

### Products and Services

Anabel’s Grocery will offer a basic selection of essential food items for the campus life eating and cooking experience. This selection will include staple items from chief food categories: fresh and dry produce, dairy, frozen meat, canned goods, spices, bread, condiments, and baking goods.

### Competitive Comparison

Healthy: Wegman’s, Aldi, Ithaca Farmer’s Market

Affordable: Aldi, Walmart

Accessible: 711, Jason’s Convenience, Cornell Dining

### **Anabel’s Grocery: HEALTHY. AFFORDABLE. ACCESSIBLE.**

To understand why this grocery-store is different than other food options, it is important to understand the current landscape for food access for students at Cornell University. For many students who do not participate in meal plans, options for food include à la carte meals at the university, restaurants within Collegetown, and grocery stores in Collegetown and the greater Ithaca area. The most expensive options include à la carte options at the University (Café Jennie, Ivy Room, etc.) and restaurants in Collegetown (Subway, Stella’s, Collegetown Bagels, etc.). When students decide to search for alternative food, they frequently look to cooking meals on their own as a cheaper option



than eating out. Their options are either cost prohibitive because the high rent of Collegetown drives up the cost of products (7/11 and Jason's) or are very far away and difficult to access without a car (Aldi, Wegman's, etc.). Although a GreenStar plans to open a satellite location in Fall 2016 in Collegetown, making healthy, local, and sustainable food available to students who can afford it, prices will be prohibitive for the food insecure students we are aiming to reach. From a purely logistical standpoint, our solution is both more cost-effective and accessible.

Aside from being cost-effective and accessible, this grocery-store will offer nutritious foods and provide students with the appropriate knowledge on how to incorporate those nutritious foods into their lifestyle. Many students often supplement meals with calorie-dense foods in Collegetown convenience stores such as Jason's or 7/11. Students also often cook unbalanced meals lacking essential fruits and vegetables because of a lack of access to or knowledge about preparing and cooking these foods. Research indicates that most college students do not consume the recommended minimum of five servings of fruits and vegetables per day. Additionally, college students are shown to be less aware of the health benefits of fruits and vegetables and the harmful effects of poor dietary practices than older adults. This grocery store will give students access to affordable produce while providing them with important recipe and cooking instruction that will help them maintain a healthy lifestyle throughout their college years and beyond.<sup>1</sup>

What truly sets our project apart from a regular grocery store, however, is its educational mission. We will provide the resources to teach students about nutritious eating, how to buy in bulk, and how to use the ingredients in our store to cook on their own. It offers the chance to empower students to make their own meals instead of simply providing prepared goods or unhealthy snacks. This provides students skills they will keep far beyond their time at Cornell. Students who work on the grocery store's Executive Board will gain first-hand small business, accounting, supply chain, and project management experience. Others will work to develop food programming and cooking classes, giving them invaluable experience in community engagement and the chance to bring information they learn in nutrition and dietetics courses far beyond the classroom. What excites us most about this project is that it will act as a living and learning unit that brings together students interested in an endless diversity of disciplines from business to social justice to community engagement, nutrition, culinary arts, education, interior design, marketing, and so much more.

### **Other Solutions: Food Pantry**

Another option for feeding students might be increasing support for the current food pantry that exists at 626 Thurston Ave, which currently provides only dried goods and snacks. We fear that the pantry exacerbates the invisible class divide, separating students who can afford Cornell Dining and Collegetown options from students who are

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<sup>1</sup> Ha EJ, Caine-Bish N. *Effect of nutrition intervention using a general nutrition course for promoting fruit and vegetable consumption among college*

willing to overcome stigma and accept “handouts.” Food pantries are better options at large, public universities where stigma associated with affordability does not exist because the socioeconomic spectrum is less stark.

US food policy expert Janet Poppendieck argues that the food bank structure, and food charity as a whole, serves a primary function of “symbolic value...relieving us of guilt and discomfort about hunger”, despite hunger numbers remaining consistently too high. We’ve found that food banks are part of the masking that occurs and are not a deep rooted solution to food poverty. Most national-level food bank programs lack empirical evidence that food charity is an effective response to systemic food insecurity. Problems include, but are not limited to, the following: (1) Food banks consistently run out of food (2) distribution is tightly rationed (3) pressures mount to source food (4) eligibility criteria are vague (5) volunteer fatigue grows (6) the stigma of food aid keeps many away. Professor Valerie Tarasuk’s data shows that food banks significantly underestimate the prevalence of national food insecurity.<sup>2</sup> More often than not, food banks turn into secondary food markets that pose a number of questionable ethical dilemmas regarding the re-distribution of unwanted food to millions of Americans.

## Future Products and Services

In addition to introducing various seasonal fresh and dry produce items (according to market trends and local farm needs), Anabel’s will seek to capitalize on the following opportunities in the future:

1. Create online delivery system
  - a. Store website
  - b. Store iPhone/Android app
  - c. Deliver goods from online cart
  - d. Increases store access to more Cornell communities
  - e. Need: car insurance, wage employees for delivery
2. Sponsor food insecurity research projects
  - a. Through capital fundraising campaign
  - b. Increases awareness of food insecurity on campus
  - c. Promotes mission of grocery store
  - d. Allows Cornell faculty/students to further studies on food psychology and put Cornell on forefront of food insecurity research
  - e. Need: additional funding
3. Capital investments
  - a. Outdoor walk-in refrigerator to increase storage space
  - b. Need: additional funding
4. Traveling inventory cart
  - a. Move inventory cart around campus to sell goods

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<sup>2</sup> <http://www.research.utoronto.ca/do-food-banks-work/>

- b. Increase visibility on Cornell campus
- c. Promote product offerings of main store location
- d. Increase access to healthy, affordable food options to students
- e. Need: additional funding, additional labor for operating cart, necessary Cornell approvals
- 5. Scholarship program
  - a. Through capital fundraising campaign and store revenue
  - b. Increases awareness of food insecurity on campus
  - c. Promotes mission of grocery store
  - d. Addresses financial constraints students face in paying for tuition and food
  - e. Need: additional funding

## Product and Service Description

### Groceries:

Almonds  
 Apple cider vinegar  
 Basil  
 Blends  
 Brown rice  
 Canola oil  
 Cereal  
 Cilantro  
 Crackers  
 Cumin  
 Curry  
 Garlic pepper  
 Ginger  
 Granola  
 Ground coffee  
 Macaroni and cheese  
 Oatmeal  
 Olive oil  
 Onion pepper  
 Oregano  
 Parsley  
 Pasta (gluten free, whole wheat)  
 Peanuts  
 Pepper  
 Red pepper  
 Salt  
 Sesame oil/seeds  
 Spices  
 Tea

Tortilla chips

Tortillas

Vegetable oil

White rice

**Dairy Products:**

Milk (skim, 2%, soy, almond)

Cheese

Yogurt (regular, Greek)

Butter

Spread

Eggs

Cream cheese

**Canned Goods:**

Black beans

Chick peas

Mixed vegetable

Soups

Tomato sauce

Peanut butter

Jelly

Salsa

Coconut milk

Corn

**Dry Produce:**

Onions

Potato

Tomatoes

Lettuce/greens

Garlic

**Fresh Produce:**

Apples

Carrot

Celery

Cucumber

Broccoli

Greens

Bok choy

Cauliflower

Bell peppers  
 Oranges  
 Avocados  
 Banana  
 Melon  
 Pineapple  
 Grapes

**Baking:**

Chocolate chips  
 Flour  
 Sugar (white, brown)  
 Baking powder/soda  
 Gluten free flour  
 Yeast

**Frozen Meat:**

Breakfast sausage  
 Veggie sausage  
 Ground turkey  
 Ground beef  
 Salmon filets  
 Tilapia filets  
 Chicken breasts  
 Chicken thighs  
 Bacon  
 Ground pork

**Frozen Miscellaneous:**

Bread  
 Frozen fruit mix  
 Frozen spinach  
 California medley  
 Peas

**Condiments:**

Ketchup  
 Mayonnaise  
 Mustard  
 Hot sauce  
 Soy sauce

BBQ sauce  
 Italian dressing  
 Ranch dressing  
 Balsamic dressing  
 1000 Island dressing  
 Caesar dressing

## Market Analysis Summary

### Market Segmentation

The target market for Anabel's Grocery is the entire Cornell student body, both undergraduate, graduate, and professional (contingent on funding), comprising 21,593 total students (14,393 undergraduates, 5,023 graduates, 2,177 professionals). The target population represents a diverse socioeconomic community, creating unknown barriers to food access, as described in the recently released Hurtado Report on the student climate at Cornell:

“Cornell prides itself in having the most socioeconomic diversity of any of the Ivy institutions, but this sizeable portion of low-income students also creates more divisions between students who seem “equal” but whose status differences are real. Moreover, national studies consistently show that low-income students are least likely to be retained in college, regardless of ability (Franke, 2012). Consider again the dominant context of campus wealth, and imagine the ways in which students of lesser means might find campus culture inaccessible and exclusive. Students from lower socio-economic backgrounds shared their stories of feeling that Cornell faculty and staff assume that all students have wealth and can fully engage as academically expected, feeling that their financial situation was a barrier to taking advantage of the networking resources offered by Cornell, and that their necessity to constantly work or be on a tight budget is a detriment to their non-academic pursuits.”

To address the stigma attached to socioeconomic status at an elite institution, Anabel's Grocery seeks to be a universal option for students, an inclusive location which provides healthy, affordable, and accessible food options. In addition, the store will also offer small discounts to make the affordable prices at Anabel's even more available to students of limited economic means. By fostering a universal, inclusive environment, Anabel's allows students of all backgrounds, who are struggling for a wide variety of reasons, to attain the food necessary to achieve physical, mental, and emotional well-being in a high-pressure culture.

### Market Needs

The Cornell student body represents a diverse set of backgrounds and interests. These differences are played out in the eating habits of Cornell students. However, one staple of the Cornell experience which all students share in is the necessity of eating. At an elite Ivy League institution with the rigor and pressure of high demand studies, students need food for energy in order to maintain a healthy, sustainable lifestyle. And in a food desert,

as some Cornell professors have described the campus food climate to be, students regularly skip meals due to financial constraints.

Burdened by rising tuition, rent, and book costs, Cornell students have trouble stretching the money afforded by the Office of Financial Aid to meet the demands of a regular, healthy diet. Add in the large expense of Cornell Dining (especially for off-campus residents), the cost prohibitive and scarce product selection at 7/11 and local convenience stores, and the inaccessibility of local grocery markets to students without a car, the numbers from the recent Cornell PULSE poll begin to take shape. 22% of students identified that they had skipped meals due to financial constraints, including 3% citing “very often” and 5% “often”. The poll should not be taken lightly, as according to a panel of food security experts at Cornell (and associated with Cooperative Extension), as well as various elite collegiate institutions across the country (Michigan State, Georgetown, Duke, University of California-Berkeley), its response rate denotes one of the most accurate and precise pieces of data yet available on campus food insecurity. Cornell’s food insecurity rate exceeds the national average of 14.5%, and is on par with insight provided by food security panels at the University of California. The numbers, which only take into account Cornell undergraduates, only increase when graduate and professional students are taken into account, considering their family and loan expenses.

Simply put, the conclusions from the Hurtado report are unacceptable—and Anabel’s wants to play a role in addressing the deep hurt caused by a stigmatizing, exclusive elite atmosphere.

“In addition to the aforementioned issues, having little money and attending an expensive school is stressful for students. Worries about food, housing, and managing daily expenses are commonplace for students from lower socioeconomic-status backgrounds.

Several students share: ‘[During break] most of the dining halls close down. What if you have a meal plan and what if Cornell sponsors all of your meal plan? You can’t really afford to go out. What, there’s like five, six days where you have to plan your own meals. That’s inconsiderate of so many people.’ ‘Many times I just don’t eat because it’s just really expensive.’”

## Competition and Buying Patterns

While it is noted that Anabel’s cannot compete with the buying power of Aldi, Wegman’s, and Cornell Dining, the product selection geared towards student cooking combined with an accessible location will greatly attract the Cornell student body. In particular, the fresh and dry produce sections as well as our selection of spices and basic cooking goods will differentiate Anabel’s from the offerings available at Cornell Dining convenience stores or in Collegetown. Even when GreenStar moves into Collegetown in the fall of 2016, Anabel’s will offer a healthy alternative to their cost-prohibitive organic product mix. Further, as a smaller establishment, Anabel’s has the ability to be flexible with product selection, working with local farms to establish affordable, seasonally available goods.

## Strategy and Implementation Strategy

### Competitive Edge

- **Healthy:** Anabel's will offer fresh and dry produce, scarcely available elsewhere on campus, while also providing seasonal options. The store will provide healthy, quality food which will combat the stigma typically associated to food insecurity resources (i.e. food pantries)
- **Affordable:** Utilizing its low overhead costs, Anabel's will offer products at razor-thin markups in contrast to area groceries, making up for its lack of scale and buying power.
- **Accessible:** Located next to the back parking lot of Anabel and Myron Taylor Halls, Anabel's is situated in a place easily reachable for students, whether they are walking home from class or doing weekend shopping.
- **Local:** Building on the local sourcing movement at Cornell and beyond, Anabel's will utilize local distributors and farms as an avenue for creating fruitful partnerships, eliminating food waste and inefficiency in the process.
- **Mission:** As a non-profit aligned with the Center for Transformative Action, Anabel's operates on the principle of offering the most affordable food as possible for the Cornell student body in order to address food insecurity, rather than operating to increase bottom line profits.

### Sales Strategy

Anabel's Grocery will take an inclusive, universal approach to sales—providing healthy goals at an affordable price in an accessible location. The theme of inclusivity in regards to Cornell's food climate will be evident in the store's staple product selection, sold at razor-thin markups. Anabel's is committed to being a go-to shopping experience for the Cornell student body, and to achieve this goal, the store will offer competitively low prices with a wide selection of fresh and dry produce items not readily available on campus. In addition, food insecure students as well as store volunteers will receive discounts on their purchases, thus creating an environment where all students can access the basic building blocks of healthy eating.

### Strategic Alliances

Anabel's Grocery has developed relationships and connections with the following people and organizations:

**Entrepreneurship:** Center for Transformative Action, Anke Wessels, Georgetown University, Life Changing Labs, Pam Silverstein, Rev Ithaca, Ken Rother, Sarah Ploss, Rick Hendrick, Alec Mitchell



**Food Insecurity:** Michigan State University, Joyce Muchan, Tom Hirschl, Foodbank of the Southern Tier, Natasha Thompson, University of California-Berkeley, University of California-Davis, University of California-Los Angeles, Renee Alexander, Graduate and Professional Student Assembly, Kathleen Pasetty, Alisha Gaines, Jamie Dollahite, Tisa Hill

**Distributors:** Cortland Produce, Ithaca Bakery, F&T Distributing, Sysco Syracuse, Cornell Cooperative Extension, Monika Roth, Avi Miner, 12<sup>th</sup> Moon, Eddydale Farms, Regional Access, Keck's, Jacob Miller, Local farms

**Cornell Administration:** Craig McAllister, John Alexander, Patricia Wynn, Kent Hubbell, Dr. David Skorton, Susan Murphy, Ryan Lombardi, Office of Financial Aid, Gretchen Ryan, Gary Stewart, Fred Piccirilli, University Legal Counsel, Stephanie Sechler, Karen Brown, Terri Boslett, Cornell United Religious Work, Janelle Hanson, Dr. Ken Clarke, Cornell Dining

**Grocery Store Experience:** Alex Susskind, William Drake, Edward McGaughlin, Joseph Regenstein, Valerie da Cunha

**Programming:** Joan Paddock, Michele Lefebvre, David Levitsky, Brian Wansink, Urshila Sriram, Beth McKinney

## Milestones

- September 10, 2015: Present business plan to Undergraduate Student Assembly
- September 14, 2015: Present business plan to Graduate and Professional Student Assembly
- September 2015: Begin programming initiatives (see programming plan)
- September 2015: Begin preliminary marketing initiatives (see marketing plan)
- October 2015: Secure Undergraduate Student Assembly funding
- October 2015: Begin renovations
- October 2015: Secure distributors
- January 2015: Host panel on campus food insecurity
- February 8, 2015: Opening day
- May 2015: Review first three months, revise business plan accordingly

## Management Summary

### Executive Board Structure

#### Executive Directors (2 Students)

- Overseeing the operations, purchasing, marketing, and personnel of the store
- The Director must work closely and communicate regularly with the store's Executive

- Group in order to address current issues and plan for the long term success of the store
- Delegate responsibilities to the upper and middle managers and support them in the completion of their tasks
- The Director will be compensated for their time over the summer
- The inaugural Director will be responsible for launching the store and working with the members of both the Student Assembly and the Executive Group to hire the remaining personnel and begin fundraising

**Personnel Coordinator**

- Oversee hiring process of volunteers and trained staffed
  - Create application and schedule interviews
  - Calculate number of employees and volunteers required for each shift
  - Determine optimal crossover/new hire ratio
  - Work with Directors to assess their workload and hire Assistant Directors as needed
- Develop weekly work schedules and ensure coverage of all shifts
- Work with HR and the Center for Transformative Action for event budgets and money reimbursements
- Hold employee meetings
  - Speak with employees about performance
  - Motivate individuals to be efficient and increase overall team morale
- Event planning (both parties and non-alcoholic ones)

**Operations Coordinator**

- Maintain and improve everyday processes
- Be confident in interacting with vendors, repairmen, and university officials
- Complete minor repairs in a timely fashion
- Investigate new store appliances and equipment to improve the store’s efficiency
- Ensure store is kept organized, making sure store clean-ups run smoothly and regularly
- Keep stock rooms organized and filled with the Director of Purchasing
- Improve product display, store arrangement, working with remodeling and repainting and spearheading those efforts
- Support other upper management members, such as Director of Marketing, to implement new ideas or new products

**Purchasing Director**

- Oversee all communication with vendors to provide all products for the store
- Work closely with various middle managers of purchasing
- Coordinate special orders and special arrangements with other services
- Investigate other vendors and new products and evaluating the profitability of current ones
- Make informed purchasing decisions after working in conjunction with Director of POS and the store accountant

- Look to see which items are not selling and eliminating those to use shelf space most effectively
- Use information from customers to work to provide them with the products they request
- Work with the Director of Marketing to begin sales and specials on specific products, new items, and sampling events

**Point of Sale Director**

- Learn anything and everything about POS
  - Button-making, discounts, entering items, etc.
  - Troubleshooting POS
- Ensure all products scan; involves establishing a relationship with the Director of
- Purchasing to know when new products are being ordered or prices are changing
- Work with Director of Marketing to discount items
- Begin all meetings with data analysis updates regarding new products
  - Explore new means of leveraging POS data to improve store performance and efficiency
  - Analysis of the profitability of products by type, brand, and shelf space
  - Analysis of sales trends to maximize stock efficiency and minimize spoilage
- Respond to receipt requests using the POS system Work closely with IT and the Center for Transformative Action

**Marketing Coordinator**

- Use knowledge of the store to develop new marketing ideas
- Ensure communication regarding promotions/discounts across all sectors of the store
- Interact with vendors for vendor-specific promotions
- Develop hiring campaigns for summer, fall, and spring
- Work with Director of POS to ensure discounts are updated in the system
- Utilize all available mediums, such as chalkboards, flyers, and social media, to promote sales and specials
- Find ways to reach new potential customer bases

**Co-Marketing Coordinator/Creative Ambassador**

- Work directly with director of Director of Marketing and Customer Relations to implement marketing strategies and promotional activities
- Facilitate collaboration between Directors of Personnel, Programming, Community Engagement, Food Insecurity, Operations, and Purchasing to craft marketing and brand concepts that span multiple departments
- Formulate brand awareness
- Create in-store promotional and seasonal displays (visual merchandising)
- Design and update informational displays, working with Directors of Programming to create informational materials to further the grocery store’s mission
- Work with Director of Personnel to organize events
- Evaluate guest experience and report to board on ways to improve experience

**Programming Director**

- Organize programming including cooking classes
- Design meal-planning and nutrition guides
- Work with community to find new places to source for store
- Create relationships and opportunities for co-programming with campus groups, academic departments, Cooperative Extension, and the Ithaca community
- Lead food literacy efforts that connect to and support existing programs in the community

**Risk Management Director**

- Ensure quality of food sources from producers and food safety for all food sold in the store
- Learn any and all necessary campus, county, local, and state health codes for serving and selling food

**Food Security Consultant**

- Engage with community stakeholders to ensure that subsidy structure and counseling is user-friendly so that students utilize resources
- Maintain constant contact with food insecure students across campus and consult with them to gain feedback on new programming
- Ensure that food offerings in the store are culturally appropriate for food insecure students

**Data Analytics Director**

- Track market performance of produce and dry goods and alter offerings based on analytics

**Finance Director**

- Create monthly itemized budgets and financial reports for the store, ensuring that the subsidy structure can be maintained
- Work with the Purchasing Team and offer suggestions for safe exchanges (ensure that partnerships are fair, sustainable, and economically viable)
- Work with Purchasing to outline the pricing scheme for all store products, which Purchasing will implement
- Offer advice for the store's growth and work with other team members to find new sources for continued revenue

**Webmaster**

- Create a secure website with information about the store (mission statement, items for sale, hours of operation, etc.) and room for future links, documents, and content
- Work with the Marketing and Design Teams to ensure that the site reflects the store's artistic direction
- Update the site throughout the year to reflect in-store changes and to fix any issues that are encountered

**Events Director**

- Serve as point person for room reservations and event planning

### **Design Team**

- Work directly with director of Director of Marketing to implement marketing strategies and promotional activities
- Facilitate collaboration between Directors of Personnel, Programming, Food Insecurity, Operations, and Purchasing to craft marketing and brand concepts that span multiple departments
- Create in-store promotional and seasonal displays (visual merchandising)
- Design and update informational displays, working with Directors of Programming to create informational materials to further the grocery store's mission
- Evaluate guest experience and report to board on ways to improve experience
- Create a logo and header for official documents

### **2015-2016 Advisory Board**

**Dr. Renee Alexander [CONFIRMED]** | As the Associate Dean and Director of Intercultural Programs in the office of Student and Academic Services, Dr. Alexander helps oversee the current food pantry in 626 Thurston Avenue. She works on the issue of affordability and food security on a daily basis, and will help structure the discount model and counseling used for students.

**Kathleen Pasetty [CONFIRMED]** | As the Co-Owner, Manndible Café, Kathleen has experience running Manndible Cafe and starting Fork and Gavel on campus. She offers advice on how to operate a food business on the Cornell campus and how to hire and recruit a diverse group of employees, and brings relationships with over 20 local farmers and producers to the table to share with us.

**Jacob Miller [CONFIRMED]** | As Director of Content for the Flavour app and a former marketing coordinator for ThinkFoodProducts, a food product incubator, Mr. Miller '15, has a solid background in food industry marketing.

**Urshila Sriram [CONFIRMED]** | Urshila is a doctoral student in the College of Human Ecology who specializes in community-level approaches to reducing health disparities, especially in children. She also studies the effects of food environments and built environments on health outcomes in order to better understand how these factors can affect health interventions. She will use her in-depth knowledge of community-level nutrition when advising the store directors on matters relating to food insecurity and food literacy, especially in programming.

**Pam Silverstein [CONFIRMED]** | After graduating from the business school at Cornell, Pam became an early on entrepreneur, way before there was a word to describe what she

did. In 2000, she began mentoring entrepreneurs in varied fields. Now, as the Entrepreneur in Residence for LCL, while also building LCL, she is working with amazing students with equally amazing and exciting ideas. She is also involved in the Life Sciences Incubator at the McGovern Center as a mentor.

**Natasha Thompson [CONFIRMED]** | Natasha serves as the President and CEO of the Foodbank of the Southern Tier, where she remains well-connected on the local food climate, including the issue of campus food insecurity.

**Julie Carmalt [CONFIRMED]** | Julie Carmalt is Associate Director of the Sloan Program in Health Administration and a Lecturer in the Department of Policy Analysis and Management at Cornell University. She joined the department after receiving her Ph.D. in Policy Analysis and Management from Cornell University in 2009. Carmalt is a demographer by training with primary research and teaching interests in population health, public health policy, the social determinants of health, and relationships and health. Particular areas of research focus are obesity and health-risk behavior.

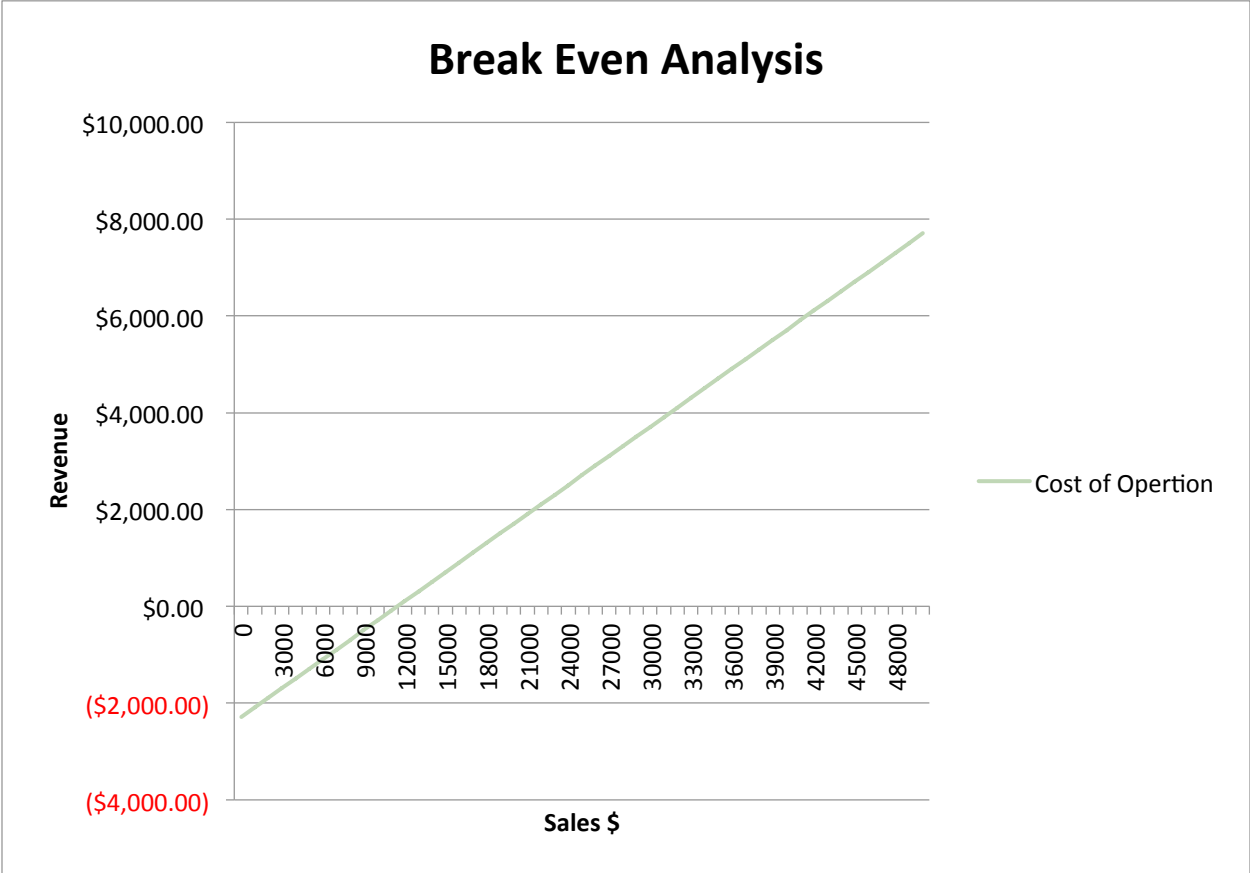
## Financial Plan

The following section is a snapshot of Anabel's projected finances. It is important to note that Anabel's is a non-profit project of the Center for Transformative Action. The upfront investment is a grant—not a loan, meaning the store will remain self-sufficient once it begins operations (note: monthly profit margin).

## Income Statement Snapshot

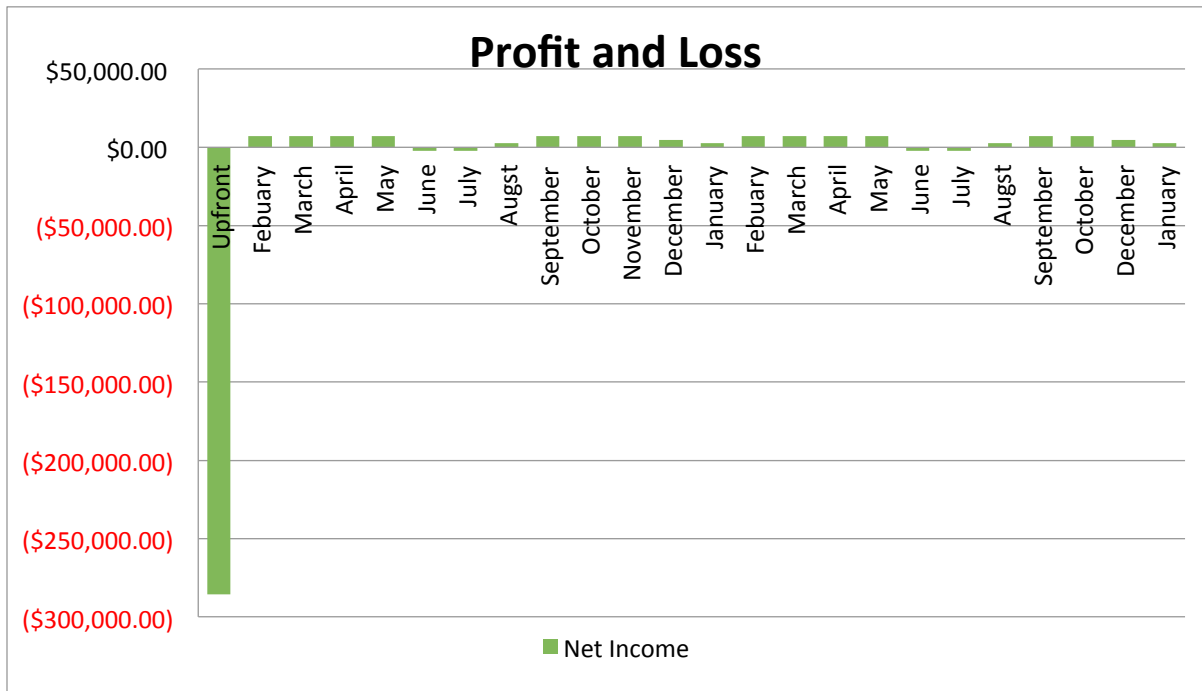
<b>Monthly Income Statement</b>					
	Upfront	February	March	April	May
<b>Sales</b>	<b>0</b>	<b>49298.25</b>	<b>49298.25</b>	<b>49298.25</b>	<b>49298.25</b>
COGS	\$291,872.50	\$36,973.69	\$36,973.69	\$36,973.69	\$36,973.69
<b>Gross Margin</b>	<b>(\$291,872.50)</b>	<b>\$12,324.56</b>	<b>\$12,324.56</b>	<b>\$12,324.56</b>	<b>\$12,324.56</b>
CTA 8% Dues	(\$23,349.80)	\$985.97	\$985.97	\$985.97	\$985.97
Shrinkage 5%	\$14,593.63	\$1,848.68	\$1,848.68	\$1,848.68	\$1,848.68
<b>Fixed Expenses</b>					
POS Monthly	100	100	100	100	100
Phone	\$29.99	\$29.99	\$29.99	\$29.99	\$29.99
Depreciation Exp	\$504.70	\$504.70	\$504.70	\$504.70	\$504.70
Web page	\$ 3.13	\$ 3.13	\$ 3.13	\$ 3.13	\$ 3.13
<b>Variable Expenses</b>	<b>\$1,768.75</b>	<b>\$1,655.25</b>	<b>\$1,609.74</b>	<b>\$1,609.74</b>	<b>\$1,609.74</b>
POS Percentage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Miscellaneous	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Unforeseen	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Wages	\$0.00	\$103.25	\$103.25	\$103.25	\$103.25
Events	\$0.00	\$148.75	\$103.25	\$103.25	\$103.25
Marketing	\$468.75	\$103.25	\$103.25	\$103.25	\$103.25
<b>Net Income</b>	<b>(\$285,522.89)</b>	<b>\$7,196.86</b>	<b>\$7,242.36</b>	<b>\$7,242.36</b>	<b>\$7,242.36</b>

Break-Even Analysis

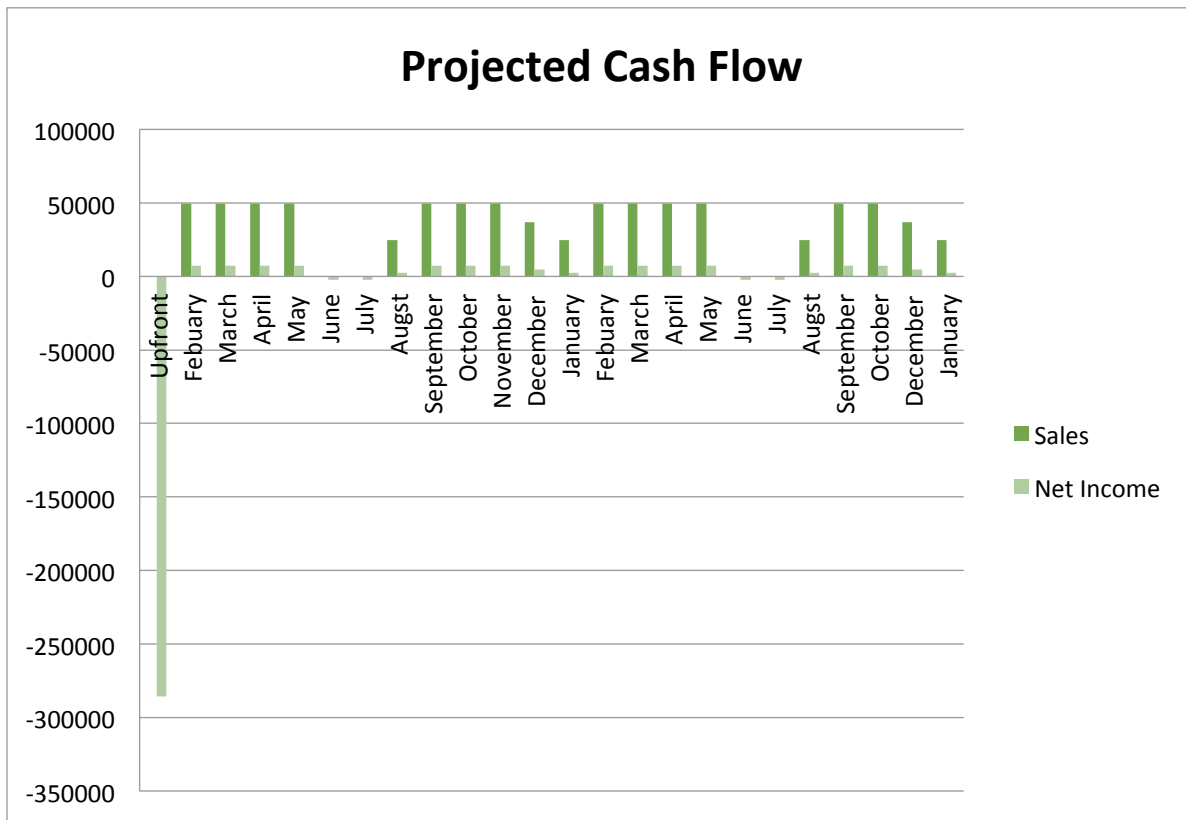




### Projected Profit and Loss



### Projected Cash Flow



## Fundraising Campaign

**Fundraising Season:** October 2015-December 2016

**Fundraising Goal:** \$100,000

**Objective:** To supplement subsidy fund with outside funds

**Fundraising Streams:**

- 1) Go Fund Me through Cornell University
  - a) Publicize via professional kickstarter video campaign
  - b) Promote through traditional and social media outlets
    - i) Facebook
    - ii) LinkedIn
    - iii) Cornell Chronicle
    - iv) Targeted alumni groups
- 2) Phone-bank campaign
  - a) Target alumni through Cornell alumni call center phone list
  - b) Target additional interested parties through Center for Transformative Action phone list
  - c) Secure spot on Cornell Annual Fund donation script
- 3) Personal connections
  - a) Target personal connections through strategic phone and email scripts
- 4) Endowments
  - a) Promote community involvement within store by selling features to alumni for name-saking
    - i) Director positions
    - ii) Floor tiles
    - iii) Cooking materials
    - iv) Cooking classes
- 5) Corporate sponsorships
  - a) Promote community business involvement by promoting sponsorship opportunities
  - b) Craft comprehensive sponsor benefit package to attract potential business partners (i.e. for donations, sourcing)
  - c) Emphasize mission of store and opportunities for businesses to capitalize on community partnership in addressing food insecurity

## SUPPORTING DOCUMENTATION

### Center for Transformative Action

#### About

“The Center for Transformative Action (CTA) helps create communities that are socially just, ecologically sound, and work for everyone. We do this through our educational programs, and by supporting system-changing projects with incubator and fiscal sponsorship services. Our projects work to transform the structures, as well as the habits of mind, that produce inequities in our communities, country, and the world. Through their innovative methods, as well as their successes and challenges, they show us what is possible.

CTA is an educational non-profit organization affiliated with Cornell University.”

#### Vision

“We envision change makers everywhere engaging and strengthening the power of the heart to remake the world.”

#### Mission

“We are an alliance of individuals and organizations inspired by principles of nonviolence and committed to bold action for justice, sustainability, and peace. CTA supports change makers with the tools to build thriving, inclusive communities that work for everyone. We serve our projects, the public, and Cornell University by offering educational programs and strategic organizational resources.”

#### History

“Opening in 1971 as the Center for Religion, Ethics and Social Policy as an affiliate of Cornell University, our organization has supported innovative and experimental projects that provide constructive alternatives to society’s most pressing social problems. In 2006, we re-focused our vision to deal with a polarized global society and brought Transformative Action to the forefront of our efforts, changing our name to reflect our new vision.

Operating in the cradle of Cornell University, our Center plays a unique role, offering programs to Cornell University as an affiliate and serving as an incubator for innovative social change organizations. We serve these organizations, the public, and Cornell University by offering educational programs and strategic organizational resources. In 2011, we expanded our fiscal sponsorship offerings to include organizations across New York State.”

#### Theory of Change

“History and culture have produced social norms that structure how we work, socialize, engage, and even think. Layered within them are messages about what is good, right, worthy, and heroic--and what, or who, is not. While these messages may guide us to behave well, they also reinforce a fear of those unlike us. This fear and the anger that runs close on its heels shut down our natural impulse to empathize and connect--to act from the heart.

"Us vs. them" thinking, polarized positioning, and discord across differences such as race, class, ethnicity, religion, or political leanings result. Experiences of being threatened and wronged by the "other" can justify patterns of exclusion, injustice and violence that tear at the fabric of our communities--and our very being.

Transformative Action calls for courage to break the silence that surrounds these injustices; patience and compassion to build an inclusive movement for systemic change; imagination to stay free from “us vs. them” strategies; and inspiration to envision new solutions to common challenges.

When we animate the power of our hearts in these ways, bold actions result:

- We find common purpose with others
- Take pressing social problems in hand
- Live our lives out loud
- Listen deeply, act courageously
- Transform ourselves and each other
- And ultimately co-create thriving, inclusive communities that work for everyone.

At CTA, our projects and initiatives engage and strengthen the power of the heart, and our services support bold change makers. Because Ithaca, Cornell University, and New York exist in a far-reaching network, the impact of those empowered through our programs ripples across the country and the world, transforming lives and communities. This is our vision for change.”

## **Commitment to Diversity**

“We recognize that to develop truly effective and systemic solutions, diverse ideas, experiences, and frames of reference are essential. Moreover, a wide range of perspectives enriches our discussions, enhances our decision-making process, and makes for a more responsive and sustainable organization.

We also believe that our ability to solve and move past the challenges of our times rests on our ability to listen to each other with deep respect. This takes being able to suspend our position for a moment to truly hear and understand what another is saying.

Finally, taking the time to build relationships and develop trust is fundamental to creating an inclusive organization as well as a community that works for everyone.

We realize that these practices are central to our mission and require continuous attention as well as intention. To this end, we commit to:

- Examine and undo the ways in which our organization's norms and culture may replicate practices of exclusion;
- Create programs with the leadership and insight of those they aim to serve;
- Promote practices that will increase the diversity of our staff and participants; and
- Foster a culture that feels accessible and inclusive, where everyone has the experience of being heard.”

## Organization Model

“CTA employs a hybrid organizational model. We are a non-profit but gain some cost recovery through the provision of business services to our Project Partners for which we charge an administrative fee. To sustain the transformation activities of our organization, however, we mobilize other sources of funding which include income from a Cornell-held endowment, gifts from donors, and grants from the public and/or philanthropic sectors. Our Project Partners each develop their own funding sources within our non-profit structure.”

## Design Concept

The student run grocery market is a retail store with the mission of “students helping students.” This is a space designed to be inclusive and caters towards the needs of students shopping for produce. Design aesthetics include an intersection of fresh, local farmer’s market atmosphere with modern, rustic finishes.

### 1. Design Aesthetics

- a. re-tiling different surfaces for a more modern, clean look
- b. inspirations include “local farmer’s market” and “Chelsea Market NYC”- bridge between freshness (corkboard and chalkboard) and industrial setting (exposed ceiling)
- c. features student furniture and work; students create the tables and furniture needed for areas such as the cash register (contributes to cost savings)

### 2. Layout

#### a. ENTRY/EXIT

- i. Using existing exit/entrances
- ii. Main entry is the door which leads out the back of Anabel Taylor Hall to the parking lot
- iii. Main entry will be open late nights after the rest of the building is closed; in future may make the space more accessible by adding a ramp
- iv. Main entry near the cash rep for security (easily visible)
- v. Visitors can also quickly go straight to cash rep to buy small snacks or circulate around the space for larger purchases

**b. CHECKOUT**

- i. Storage room (separate) is easily accessible by the cash rep, and not visitors
- ii. Cash rep is able to easily see most of the space from this corner, which is good for security reasons
- iii. Counter frames space around the column, which prevents the column from feeling like it is floating unattached
- iv. Checkout will have small, healthy snacks for quick purchase

**c. DISPLAY AREA**

- i. Located in center of space
- ii. Fresh foods such as produce and bread featured in the middle; looks appealing and encourages people to buy
- iii. Local and student brand food also featured in this area

**d. SHELVING AREA**

- i. Dry goods and spices in shelving area near window wall
- ii. Refrigerators cannot be put on the window wall due to radiators that will be installed here
- iii. Spices are self-serve allowing for smaller portions, sized for student-style cooking
- iv. Healthier options are located at eye-level to encourage healthy eating habits (this applies to refrigeration as well)

**e. REFRIGERATION**

- i. The refrigeration is located across from check out as a security measure so that employees can see refrigerated goods at all times (typically meats are more expensive, thus need to be closer to check out or in line of vision)
- ii. These goods include simple meats, milk, and water-dense produce

**3. Graphics/Marketing****a. CHALKBOARD**

- i. On wall with the door used for main entrance
- ii. Opportunity for marketing on side behind cash rep counter, visitor customization on side closer to main entrance
- iii. Creates casual, local grocery feel-- students can feel some ownership over their space

**b. CORKBOARD COLUMN**

- i. Corkboard material on the column in the middle of the space
- ii. Plexiglass recipe card holders are attached; opportunity for education/programming
- iii. Can also be used for bulletin board/announcements

**c. LABELING IN SPACE**

- i. Produce is labeled with source to help students understand where the food comes from; awareness that the grocery store supports local farms
- ii. Unit pricing where relevant

#### 4. Lighting

##### a. LIGHTING SOURCES AND OUTLETS

- i. Using a combination of fluorescents (T8 strip lighting) and LEDs (track lighting to illuminate produce)
- ii. Helped through GRF sustainable re-lamping group on campus--reaching out to as many student groups to get involved

##### b. PROJECTED LIFESPAN

- i. While initial costs may be more expensive, LED lights have 10-15 year warranty
- ii. If possible, use completely color-corrected LED lighting for general illumination--LED lights work better in cold conditions (since there is a decent amount of refrigeration in the space)

##### c. TRACK LIGHTING FOR PRODUCE

- i. Specific lights used for produce (color corrected LEDs) really make the fruit and vegetable colors pop, which is more visually attractive to buyers
- ii. Since this is in the middle, the direction of track lighting can also be adjusted (manually move the lights around) so they can illuminate different spaces if there are special features/occasions. This makes for a more flexible lighting grid design

##### d. STUDENT WORK

- i. Potential DEA students can donate or create light fixtures; feature such student work above the cash register (cluster of 3 LED light bulbs)

#### 5. Pictures (Appendix D)

## Programming

### Opportunities

In the United States, poor dietary patterns are a significant factor in the three leading causes of death. In order to improve dietary health, increasing access to nutritious foods is only the first step. Additionally, learning how to cook with fresh foods is the only way to ensure the incorporation of these more environmentally and socially sustainable food habits into lifelong behavioral patterns. Without knowing how to transform ingredients into meals, students' relationship with food will not change. Thus, providing cooking lessons and nutritional programming are absolutely key to giving students the tools

necessary to feed a healthy mind and body for the rest of their lives. This grocery store is uniquely situated to provide a holistic food education because it incorporates the beneficial social aspects of eating well as a community, economically accessible food options, and the physical space/materials necessary to develop cooking and nutrition knowledge. Physical access to food and cooking materials and the access to nutritional knowledge from other students is crucial, since a lack of access to pots and other basic cooking tools is one of the greatest barriers to developing cooking skills.

The goal of the grocery store is to make healthy and affordable food accessible to all Cornell students and to eradicate food insecurity from our campus. We envision a campus where all students have access to affordable quality food, and where no one's studies suffer because of hunger. The student-run grocery store will have a tiered pricing structure that offers food scholarships to students based on their financial need. We will also offer meal planning, cooking lessons, and pot and pan rentals aimed at showing students how they can use produce and raw goods to make meals on their own. By connecting with local farmers and vendors, we hope to reconnect students to the food they eat and increase our ties with the local economy.

According to the most recent PULSE survey (Spring 2015) 8% of [AW1] students identify as food insecure "often" or "very often." Several years ago, a group of faculty and administrators were tasked with solving the issue of food security on the Cornell campus. While some positive programs came out of this group, including a small food pantry in 626 Thurston and weekly lunches throughout campus centers, these are fairly piecemeal. As we talked to members of this group, we realized that institutional bureaucracy, as well as clear evidence as to the size and scope of the problem thwarted a more comprehensive approach. Since these meetings, our team has gone to the food pantry and the daily lunches to learn about the problem of food insecurity directly from the students who are skipping meals due to cost. As mentioned earlier, we also built upon these stories with the first comprehensive survey of Cornell students to measure the various levels of food insecurity on Cornell's campus. There is no longer a doubt that food security is a real problem on this campus. There are also many students on campus who do not know how to cook, are unable to because they don't have time, or don't think they have the time to cook on their own because cooking is seen as an insurmountable task. The grocery store will help remove some barriers associated with cooking on your own by increasing accessibility and teaching students how to utilize different ingredients. We believe this solution is the most comprehensive way to address food insecurity on Cornell's campus.

### **Programming Offerings**

1. General and Themed cooking lessons
  - a. Basic skills, Cooking in College, Vegetarian, vegan, gluten free, omnivorous, "20 minute meals", different ethnic foods
2. Nutritional education



- a. Partnership with CU Dietetics Association, HealthNuts, Cornell Minds Matter Healthy and Disordered Eating Series and classes that require nutrition counseling
3. Bring in sustainable local providers to talk about their agricultural methods in order to strengthen community-campus ties and understand the food in context
4. Partner with the community to expand cooking lessons within local restaurants
5. Poll students and shoppers to see what they want to learn to cook: perhaps how to work with unfamiliar vegetables, safely cook meat, etc.
6. Dinners that bring together members from a wide range of campus communities/organizations to cook and chat together
7. Pamphlets for nutritious recipes with shopping list of food items to be bought in store for customer use
8. Classes/discussions about how to budget meals for a day/week
  - a. Providing shopping list and recipes to plan meals in advance
  - b. Giving demonstrations on how to cook meals
9. Cost analysis workshop comparing pre-prepared foods versus the same foods personally prepared from components bought at supermarket
  - a. Customers will realize the cost and nutritional benefit to spending slightly more time to prepare their own meals as compared to buying pre-prepared meals
10. Sessions on how to read nutrition facts and price labels while food shopping
  - a. Providing basic skills on what to look for on specific products

### **Detailed Programming Plans**

#### **1. Farmers Market Advertising and Nutrition Demonstration**

**When:** Every Thursday at Farmer's Market on Ag Quad

**Location:** Farmer's Market stand

**Goal:** Set up table advertising for Anabel's Grocery at Farmers Market every Thursday. Educate students on healthy snacks that can be made using ingredients bought at grocery store. Include samples of healthy snacks with recipe cards and comparative nutritional analysis and demonstration of healthy versus unhealthy snacks.

**Demonstrations:**

- a. Have samples of homemade nutritious snacks. All ingredients used to make the snack will be available in Anabel's Grocery. (See Recipe Below)
  - i. No-Bake Energy Bites
- b. Have demo comparing nutrition of homemade snack to other common snack foods.
  - i. Example: Provide the nutrition facts of no-bake bites and potato chips and indicate certain components for comparison (ie. calories, saturated fat content, fiber content, etc.).

- c. Have pamphlet or recipe card with recipe for nutritious snack, nutrition facts for snack, and comparison of nutritious snack to other common snack foods. Advertise Anabel's Grocery on pamphlet or recipe card and mention that all ingredients used to make snack can be purchased at grocery store.
- i. See Sample Recipe Card In Programming Folder

**Equipment Needed:**

- d. Ingredients for snacks (snacks will be made in advance)
- e. Basic foldable table
- f. Large aluminum pans/plates/tupperware for displaying snacks
- g. Toothpicks/napkins/utensils to serve snacks
- h. Quarter cards/paper for the pamphlet and recipe cards
- i. Optional: Cooler to store perishable snacks

**Staff Needed:** 2 people at the stand each week. One person will distribute snack samples and other person will be in charge of explaining nutrition demonstration.

**Cost:** ~\$40 each week depending on the recipe

**No-Bake Energy Bites**

Serves: 24

Ingredients:

- 1 cup oats
- ½ cup chocolate chips
- ½ cup ground nuts
- ½ cup nut butter
- ⅓ cup honey

Instructions:

1. In large bowl, combine oats, chocolate chips, ground nuts, nut butter, and honey.
2. Form mixture into 24 bite-size balls using hands.
3. Arrange energy bites on baking sheet and freeze until set, 1 hour.

Adapted from <http://m.allrecipes.com/recipe/239969/no-bake-energy-bites/?mxt=t06rda>

**2. Food Day**

**Date:** October 24th, 2015

**Location:** Farmer's Market stand

**Theme:** Toward A Greener Diet

**Activity:** "The Price Is Right" - Have two grocery carts full of food. (We can use real grocery carts and food or we can have large laminated pictures of carts and food.) One cart will have fruits and vegetables (fresh, frozen, canned) in it and one will have unhealthy foods in it. The items in the two carts should add up to the same total price. This demonstration will show attendees how they can eat healthy for not a lot of money!

**Recipe:** Kohlrabi and Green Apple Salad (recipe below)

**Equipment Needed:** grocery carts or laminated pictures (see above), real food or pictures of food (see above), large bowl, small bowl, cutting board and sharp knife, small paper plates, plastic forks, ingredients for recipe (below)

**Extra Supplies (optional):** recipe cards, Anabel’s Grocery pamphlets/merchandise

**Staff Needed:** 2 people to present and demo the recipe, others encouraged (depending on the number of attendees)

**Cost:** ~\$50 depending on the number of attendees

### **Kohlrabi and Green Apple Salad Recipe**

Serves: 8

#### Ingredients:

2 medium kohlrabi heads, peeled and sliced into 1/4 inch thick match sticks

3 apples, cored and sliced

1 lettuce head, chopped

2 tablespoons vinegar

2 tablespoons vegetable oil

1 teaspoon mustard

1 teaspoon honey

salt and pepper, to taste

#### Instructions

-In a large bowl, toss together the kohlrabi, apples, and lettuce.

-In a small bowl, stir together the vinegar, vegetable oil, mustard, and honey. Add salt and pepper to taste.

-Pour dressing mixture over large bowl ingredients and toss. Serve and enjoy!

### **3. General and Themed cooking lessons (Basic skills, Cooking in College, Vegetarian, vegan, gluten free, omnivorous, “20 minute meals”, different ethnic foods, how to work with unfamiliar vegetables, safely cook meat, etc.)**

**Equipment:** ingredients (really varies depending on recipe), pots/pans, utensils, bowls/plates, cutting board/knives, portable stoves (unless we can reserve MVR food teaching lab—not sure if that would be free), printed recipes, powerpoint slides w/ instructions+other info, quartercards to advertise event

**Staffing:** ~3 people to present/demonstrate/facilitate, Megan Witherow (~\$30/hour)

**Cost:** ~\$60-70 per class depending on # of attendees

### **4. Dinners that bring together members from a wide range of campus communities/organizations to cook and chat together**

**Equipment:** ingredients (varies depending on recipe, and these events might use several recipes at once), pots/pans, utensils, bowls/plates, cutting board/knives, portable stoves (unless we can reserve MVR food teaching lab—not sure if that would be free), printed recipes, powerpoint slides w/ instructions+other info, quartercards to advertise event

**Staffing:** ~4 people to present/demonstrate/facilitate, Megan Witherow (~\$30/hour)

**Cost:** ~\$65-75 per dinner depending on # of attendees

5. **Cost analysis workshop comparing pre-prepared foods versus the same foods personally prepared from components bought at supermarket**

**Equipment:** ingredients (varies depending on recipe), pots/pans, utensils, bowls/plates, cutting board/knives, portable stoves (unless we can reserve MVR food teaching lab—not sure if that would be free), printed recipes+comparison of nutrition info, powerpoint slides w/ instructions+comparison of nutrition info, quartercards to advertise event

**Staffing:** ~3 people to present/demonstrate/facilitate, Megan Witherow (~\$30/hour)

**Cost:** ~\$60-70 per class depending on # of attendees

6. **Nutritional education/counseling classes (partnership with CU Dietetics Association, HealthNuts, Cornell Minds Matter Healthy and Disordered Eating Series)**

**Equipment:** room reservation, powerpoint slides for presentation, quartercards to advertise event

**Staffing:** the speaker(s) and 1 e-board member to facilitate (not sure if Megan Witherow needs to be present for nutrition education as well)

**Cost:** \$10 per event (or additional ~\$30 if we need Megan)

7. **Bring in sustainable local providers to talk about their agricultural methods in order to strengthen community-campus ties and understand the food in context**

**Equipment:** room reservation, powerpoint slides for presentation, quartercards to advertise event

**Staffing:** the speaker(s) and 1 e-board member to facilitate

**Cost:** ~\$10 per event and maybe additional \$50 for gift cards, etc. to thank the community member for his/her time

8. **Classes/discussions about how to budget meals for a day/week (providing shopping list and recipes to plan meals in advance)**

**Equipment:** room reservation, powerpoint slides for presentation, quartercards to advertise event, paper for shopping lists/recipes for participants to take home

**Staffing:** the speaker(s) and 1 e-board member to facilitate (not sure if Megan Witherow needs to be present for nutrition education as well)

**Cost:** ~\$10 per event (or additional ~\$30 if we need Megan)

9. **Sessions on how to read nutrition facts and price labels while food shopping (providing basic skills on what to look for on specific products)**

**Equipment:** room reservation, powerpoint slides for presentation, quartercards to advertise event

**Staffing:** the speaker(s) and 1 e-board member to facilitate

**Cost:** ~\$10 per event (Or additional ~\$30 if we need Megan)

## Marketing

### Advertising and Customer Relations Strategy

#### 1. Educational Outreach:

- a. Present about food security and the impact of a nutritional diet at Cornell at various events (Unity Hour in Ujamaa, Cafe Con Leche, 626 Thursday Lunches, AIP Lunches, etc).
- b. Provide a centralized place and online platform for all food-related events and clubs on campus and increase opportunities for co-programming.
- c. Provide platform for planning events on food justice, our connection to farmworkers and the food we eat, and sustainable agriculture.

#### 2. Cooking Programming:

- a. Have various organizations with large followings host cooking classes
- b. Invite cultural interest clubs to host classes, which will in turn attract their members and nonmembers interested in that cuisine. This should showcase the inextricable link to food and community, as well as celebrating the cultural diversity on campus.
  - Example: if the Caribbean Students Association offers cooking classes, the programming will bring together their members as well as other students who are interested in cooking Caribbean food.
  - By starting off with cooking classes related to a particular cuisine, we can hook students who might be interested in attending other cooking lessons later on
- c. Other groups that could host different types of lessons and programming include Food, Agriculture, and Nutrition club, Farmers' Market @ Cornell, Food Science Health and Nutrition Society, Vegan Society, the Nepal Association, Cornell Taiwanese Association, and others
- d. Invite members of Greek Tri-Council to cook "across chapters," disseminate information about the store to their chapters, or host cooking lessons within their houses.
- e. Host/sponsor special cooking classes for athletes that would be taught by the athlete's nutritionists. Host an after-hours or "midnight madness" grocery shopping event to promote the store's products
- f. Offer cooking classes during dinner time so that participants could eat the meal that they made. In this strategic plan, we want to pass on valuable information, make the classes at a time when students can attend, and provide a cheap meal.

#### 3. Positive Press through Online and Print Media:

- a. Make our own website or Facebook page to update followers.
- b. Create an instagram account to increase community awareness of the store, promote discounts, show “behind the scene” image, advertise community bonding and food creations
- c. Make sure that we are featured in the Cornell Daily Sun.
- d. Record our story in the Cornell Chronicle to attract the attention of alumni and potential donors.
- e. For the first week, enter everyone in a drawing to receive \$50 worth of free food
- f. Quarter-carding for specials and features in the store; send out slides to large and small classes across all the colleges
- g. Promote the store’s email address,
- h. [anabelsgrocery@gmail.com](mailto:anabelsgrocery@gmail.com) as a resource for customer relations and a place for students to voice their interest and concerns with the store
- i. Advertise product promotions in the Daily Sun, around campus, and on the store’s website/facebook page
- j. Make sure that product promotions/sales’ start and end dates and discount amount are made clear in all advertisements

## Brand Development

The success of the grocery store revolves around the number of food secure and food insecure customers we are able to bring in from the Cornell community to visit the store regularly – whether they are attending food events or shopping. To market the store to the community we need to develop a clear brand that encompasses the store’s mission and offerings, making the store understandable and relatable to the needs of the target market. The brand will focus on the three core aspects of the organization: community involvement, education, and providing healthy food to Cornell’s community.

Engaging the community is crucial to the store’s ability to promote the brand to new market segments. The store plans to foster relationships with various organizations and individuals to promote the store’s mission and “for anybody and everybody” attitude. From an advertising perspective, “co-branding” with other student groups will emphasize that we are a true student-run organization within the community. Various marketing campaigns will be determined in the coming weeks to explore the types of community-based advertisements we should implement. Examples include:

- Videos posted across the store’s social media platforms of Cornell dance troupes performing in the store and interacting with the products.
- Photos posted of sports, academic, and social organizations volunteering with back of house aspects of the grocery store on social media pages.
- Recipes published in the Cornell Gourmet Club’s magazine using ingredients sourced entirely from the store!

The educational components of the store are crucial to the brand's social mission and ability to retain customers. When the community is educated about food and capable of creating healthy meals, they will be inclined to visit the store again to purchase food in the future. Promoting in-store events such as: educational classes, mini lectures/short presentations, and personal nutrition coaching will bring community members into the store. Having individuals "experience" the brand's larger social benefits in-store will allow us to make a powerful impression on customers.

The grocery store's core offering, access to healthy food staples, is the foundation for the store's brand. Freshness, nutrition, and accessibility will be the key components seen in the brand image (customer perceptions, design, logos, advertisements, etc.) and marketing efforts. Promoting in-store food specials will be based on: the season, current educational activities, and needs demonstrated by the Director of Purchasing. Food specific advertising campaigns will be determined in the coming weeks to explore the types of advertisements we should implement for the store. Examples include:

- Weekly opt-in customer e-mail and SMS messaging lists
- Chalkboard and in-store/window displays
- Promoting in-store activities/displays through social media sites

## Timeline

### SEPTEMBER:

- Begin partnering/co-branding with other organizations to recruit volunteers and advertise store's opening
- Launch second advertising campaign launch to create buzz (countdowns, product lines, initial promotions, event listings etc.)

### OCTOBER:

- Opening celebration with food
- Promotional events and activities
- Begin hosting in-store events and launch educational initiatives
- Third advertising campaign launch to promote foods and in-store events

## Risk Management

Before the store can start its operations, food safety initiatives must be developed—this is the ultimate goal for the Risk Management team in the months leading up to the opening. The Risk Management team shall develop a centralized food safety guide to address and control safety and quality hazards in a grocery store setting. This document will take into account New York State and Cornell University regulations and will involve extensive research. The final document will at least cover the following areas: regulations on storage practices, food handling practices, and shelf life data. It will be easily accessible for the entire team of directors and staff to increase transparency.

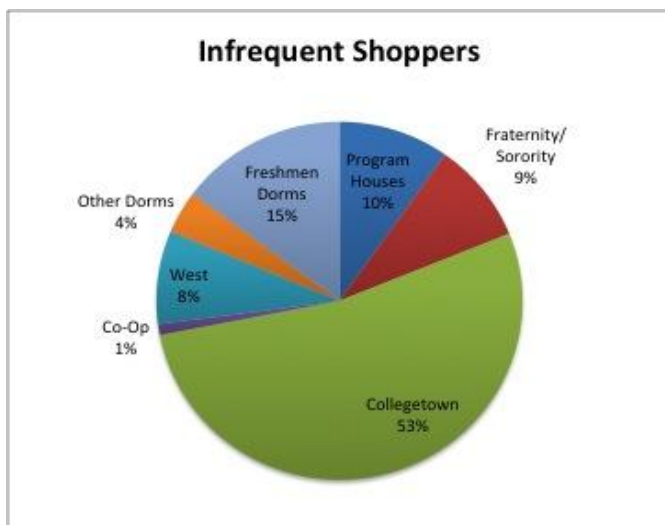
The Director of Risk Management will also work with the Director of Personnel to develop a training program incorporating food safety policies and their applications in

the store. In terms of implementing employee training, the Risk Management and Personnel teams will properly train all employees and retrain as needed, either every semester or when promoted. This training will be carried out with the initial board and volunteers, and continued as more students join the team.

Additionally, the Director of Risk Management will work with the Purchasing team to ensure a safe and high-quality supply of food from distributors. With the Marketing team, create an initiative to promote transparency of the high standards of food safety, so that the students feel safe purchasing our groceries. See Appendix B.

## APPENDIX A

### Market Breakdown



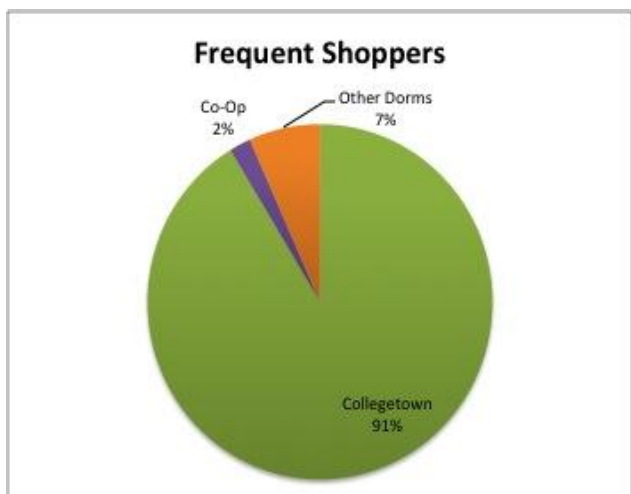
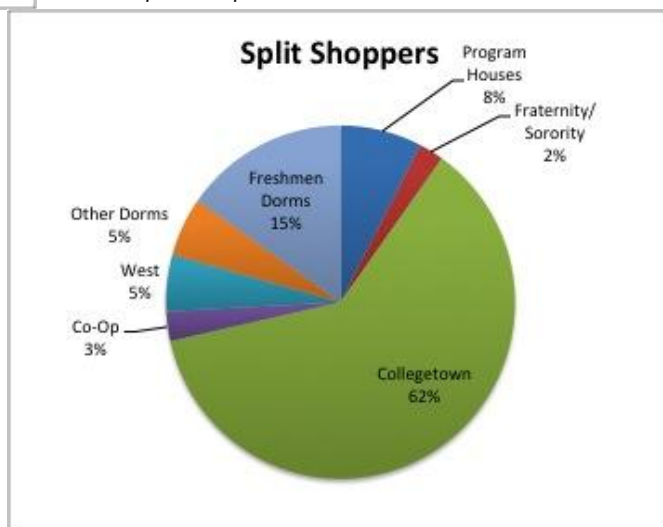
## APPENDIX B

### New York State Agriculture and Markets Licensing

*N.Y. AGM. LAW § 500 : NY Code - Section 500: Special powers and duties of the*

*department with respect to retail food stores, food service establishments and food warehouses*

1. Definitions. For the purposes of this section, the following terms shall have the





following meanings: (a) "Food service establishment" means any place where food is prepared and intended for individual portion service, and includes the site at which individual portions are provided, whether consumption occurs on or off the premises, or whether or not there is a charge for the food. (b) "Retail food store" means any establishment or section of an establishment where food and food products are offered to the consumer and intended for off-premises consumption. The term does not include establishments which handle only pre-packaged, non-potentially hazardous foods, roadside markets that offer only fresh fruits and fresh vegetables for sale, food service establishments, or food and beverage vending machines. (c) "Zone" means an administratively determined geographic portion of the state to which inspectors are assigned by the department. (d) "Food warehouse" shall mean any food establishment in which food is held for commercial distribution.

2. Each retail food store shall post a copy of the date and results of its most recent sanitary inspection by the department in a conspicuous location near each public entrance, as prescribed by the commissioner. Such copies shall also be made available to the public upon request.

3. (a) The department shall assign at least one retail food specialist to each inspection zone. Such specialists shall assist retail food stores in remedying chronic deficiencies and shall ensure that effective pest control and other sanitary measures are properly implemented. (b) Such specialists shall be given additional training to that normally provided to sanitary inspectors to qualify them for their duties under this section, with particular emphasis on the problems unique to retail food stores and pest control measures.

4. The department shall inspect each retail food store at least once in every twelve month period. Any store that fails two consecutive inspections shall be inspected at least once in every six month period until it has passed two consecutive inspections. In the event that a retail food store fails three consecutive inspections, the department may, in its discretion, order such establishment to cease all retail operation until it passes inspection or suspend or revoke any license issued to such establishment pursuant to article twenty-C of this chapter.

5. Licensure. No person shall maintain or operate a retail food store, food service establishment or food warehouse unless such establishment is licensed pursuant to the provisions of this article, provided, however, that establishments registered, permitted or licensed by the department pursuant to other provisions of this chapter, under permit and inspection by the state department of health or by a local health agency which maintains a program certified and approved by the state commissioner of health, or subject to inspection by the United States department of agriculture pursuant to the federal meat, poultry or egg inspection programs, shall be exempt from licensure under this article. Application for licensure of a retail food store, food service establishment or food warehouse shall be made, upon a form prescribed by the commissioner, on or before December first of every other year for the registration period beginning January first following. Upon submission of a completed application, together with the applicable

licensing fee, the commissioner shall license the retail food store, food service establishment or food warehouse described in the application for two years from the applicable registration commencement period set forth in this section. The licensing fee shall be two hundred fifty dollars provided, however, that food warehouses shall pay a licensing fee of four hundred dollars.

**Official Compilation of Codes, Rules and Regulations of the State of New York**

**Chapter VI**

**(Article 17 Agriculture and Markets Law)**

**Part 271**

**RETAIL FOOD STORE SANITATION REGULATIONS**

- Subpart 271-1 General Provisions**
- Subpart 271-2 Food Supplies**
- Subpart 271-3 Management and Personnel**
- Subpart 271-4 Equipment and Utensils**
- Subpart 271-5 Cleaning, Sanitization and Storage of Equipment and Utensils**
- Subpart 271-6 Sanitary Facilities and Controls**
- Subpart 271-7 Construction and Maintenance of Physical Facilities**
- Subpart 271-8 Food Display and Service at Salad Bars**
- Subpart 271-9 Compliance and Enforcement**

**SUBPART 271-1**

**GENERAL PROVISIONS**

**Section**

**271-1.1 Purpose**

**271-1.2 Definitions**

**Section 271-1.1 Purpose.**

This Part shall be liberally construed and applied to promote its underlying purpose of protecting the public health.

FSI 302-15 (03/15)

**APPLICATION FOR RETAIL FOOD STORE LICENSE**

NYS Department of Agriculture and Markets - Article 28-A

License Fee \$250.00

License Expiration: Two years from date of issuance.

Office Use Only County Code- Est. No.							
Entity No. _____							
Receipt No. _____							
Certificate No. _____							

**INSTRUCTIONS**

Read and complete both sides of this application.  
 Prepare a separate application for each location.  
 Include license fee by check or money order payable to "Department of Agriculture and Markets" and mail to the address at the end of the form.  
 An original signature of owner or corporate officer is required in Section (8).

NOTE: This license is ONLY for retail food stores that do not conduct any type of food processing operations (e.g., prepare sandwiches, cook food on premises). If you conduct food processing operations, you must file a Food Processing Application. Inspections are scheduled after applications are received and reviewed.

(1) Individual Owner Name, Partnership or Full Name of the Corporation:			County:	
Trade Name:			Business Telephone Number: ( )	
Street:	City:	State:	Zip:	
E-Mail:	Bank Name:			

**(2) Optional Mailing Address:**

Street:	City:	State:	Zip:
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**(3) Identification Number:**

Federal ID Number	<u>OR</u>	Social Security Number
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(4) Please list sole proprietors and all officers of a corporation or cooperative. If applicant is a partnership, LLC, or LLP, list partners/members (attach list if necessary). If applicant is a non-public corporation, list shareholders (attach list if necessary).

Name (Please Print)	Title	Contact Address (Street & No., City, State, Zip) E-Mail address	Date of Birth

(4a.) Principal Office Address: \_\_\_\_\_

(4b.) In what state incorporated? \_\_\_\_\_ (4c.) Date of Incorporation \_\_\_\_\_

## APPENDIX C

### Subsidy Structure

This document contains a sample of the survey that students will fill out to apply for free discounts at Anabel's Grocery, adapted from the "Six Item Short Form" of the US Household Food Security Survey Module, as well as a model describing the financial impact of these discounts on store operations.



**I. Introduction** | In order to make healthy food affordable for all students, we propose a subsidized discount system to be used at Anabel's Grocery on Cornell Campus. Undergraduate students will be able to apply for a free discount online by filling out a short survey assessing their ability to afford meals, then the Directors of the store will issue subsidies based on need and available funds. Our goal is to make the process as user-friendly and anonymous as possible to make it easy for students with need to apply and use discounts at our store.



**II. Subsidy Structure** | If students qualify as having "severe" or "moderate" food insecurity according to the Survey Module, they will be awarded a 10% discount off all purchases 10% off, pending director approval, which will apply every time the student shops at the store, up to \$300 a month. The discounts will be active for one semester, at which point the student will have to re-apply for a discount. Applications will start a few weeks before the store opens for each semester, and will be open at all times so that students will be able to reapply for further discount if their situation changes.

The directors of the store will determine how many discounts will be awarded and at what rate based on how much money is in the subsidy fund. The Board of Advisors, made up primarily of faculty at Cornell University who specialize in fields related to food insecurity, will oversee this decision-making process. Students qualifying as food-insecure may be asked to answer additional questions or meet with one of the faculty members for additional screening before being awarded the discount.

In the future, discounts will be available for purchase, at a rate determined by the directors. Volunteers and directors of the store will also be awarded discounts, which will be considered part of store operations.

**III. Subsidy Implementation** | When students check out at the store, they will present their member identification number. All students receiving discounts will be inputted into our POS system so that when their number is input, their discount is

applied. Only the student working the cash register and the student paying for goods will be able to see the discount applied. The students working the cash register will have to take a confidentiality oath and undergo comprehensive sensitivity training so that they can best respect students receiving the discounted price of goods.

The student savings from the other discounts will be tracked and reimbursed from the subsidy account at the end of every month so that the need-based subsidies do not impact store functioning. The bulk of the funds in this subsidy account will come from donations, including the \$75,000 seed money from the Students Helping Students fund and an additional \$150,000 the store directors hope to raise before the store opens. A slight markup on the price of some premium items, estimated at 5% of the cost of goods, will also help fund the subsidies. This markup will go directly into the subsidy fund. Because we will not be paying rent or employees, the store will have low and competitive prices even with this markup. A certain percentage of store profits will also go into this subsidy fund, as the mission of the store is to support affordability through all manner of reduced food cost for students.



**IV. Sample Food Insecurity Survey** | The following survey is based on an oft-cited, well-respected six-item version of the US Household Food Security Module, adapted to fit the undergraduate student experience. The Survey was recommended as one of the standards in food security research by Alisha Gaines, a member of our Board of Directors and a post-doctoral associate in the College of Human Ecology who specializes in food security. The original survey consists of an 18-item formula that categorizes respondents based on food insecurity levels: none, marginal, moderate, and severe. Anabel’s Grocery will use an adapted online formula that yields two classifications: none/marginal, and moderate/severe. Discounts will be uniform among insecurity levels, not tied to individual students’ financial backgrounds, and will be determined primarily by student responses to the online survey, which will be analyzed by the store directors and members of the Board of Advisors. All personnel will complete relevant sensitivity and/or human subjects research training before analyzing responses.

### Sample Food Security Module

Please indicate whether the following statements were “often true”, “sometimes true”, or “never true” for you in the last three months.

1. “The food I bought just didn’t last, and I didn’t have money to get more.”

Was that often, sometimes, or never true for you in the last three months?

- a. often true
- b. sometimes true

- c. never true
- d. don't know or refuse to answer

2. "I couldn't afford to eat balanced meals."

Was that often, sometimes, or never true for you in the last three months?

- a. often true
- b. sometimes true
- c. never true
- d. don't know or refuse to answer

3. In the last three months, did you ever cut the size of your meals to skip meals because there wasn't enough money for food?

- a. Yes
- b. No
- c. Don't know/Refuse

If yes, how often did this happen?

- a. Almost every week
- b. Some weeks but not every week
- c. Only for 1 or 2 weeks
- d. Don't know/Refuse

4. In the last three months, did you ever eat less than you felt you should because there wasn't enough money for food?

- a. Yes
- b. No
- c. Don't know/Refuse

5. In the last three months, were you ever hungry but didn't eat because there wasn't enough money for food?

- a. Yes
- b. No
- c. Don't know/Refuse

**Analysis:**

Affirmative responses refer to "yes", "often" or "sometimes", and "almost every week" or "some weeks but not all weeks".

**Marginal/No food insecurity (0-1 affirmative response):** No report of income-related problems of food access or some indication of an income-related barrier to adequate, secure food access

**Moderate food insecurity (2-4 affirmative responses):** Compromise in quality and/or quantity of food consumed due to a lack of money for food

**Severe food insecurity (5-6 affirmative responses):** Disrupted eating patterns and reduced food intake

**V. Financial Model |** Projections of average expenditure, rate of attendance, and rate of application are based on the results of a survey distributed to Cornell students via social media in May of this year. The survey asked about grocery shopping habits and invited students to submit a name for the store, with the winner receiving a free discount. A total of 149 students responded to the survey. Estimates of how many shoppers of each shopping frequency will attend the store are from the income projections submitted as part of the original business plan draft for the store. With this attendance and application rate, students will save \$3,082 per month, which will be reimbursed to the store from the subsidy fund.

Survey Results			Corresponding Demographics						
Meal Skipping Frequency	Percentage, PULSE (%)	Percentage, Our Survey (%)	Estimated Percent (%)	Number of Students	Estimated Application Rate	Applicants	Est. Rate of Attendance	Applicant Attendance	Discount Tier
Very Often/Often	8%	6%	7%	118	65%	77	80%	62	10%
Occasionally	14%	22%	15%	1693	50%	846	50%	423	10%
Rarely/Never	78%	72%	78%	11283	36%	4062	34%	1381	0
<b>Total</b>	100%	100%	100%	14466	34%	4985	38%	1894	N/A

Discount Level	Attendance Frequency	Visits per Month	Spend per Visit	Spend per Month	Monthly Savings	Estimated Number of Attendees	Monthly Sales Loss
10%	Frequent	4	\$ 30.00	\$ 120.00	\$ 12.00	291	\$ 3,492
	Split	2	\$ 15.00	\$ 30.00	\$ 3.00	106	\$ 318
	Infrequent	1	\$ 15.00	\$ 15.00	\$ 1.50	88	\$ 132
					Total	485	\$ 3,942

## APPENDIX D

### Design Renderings

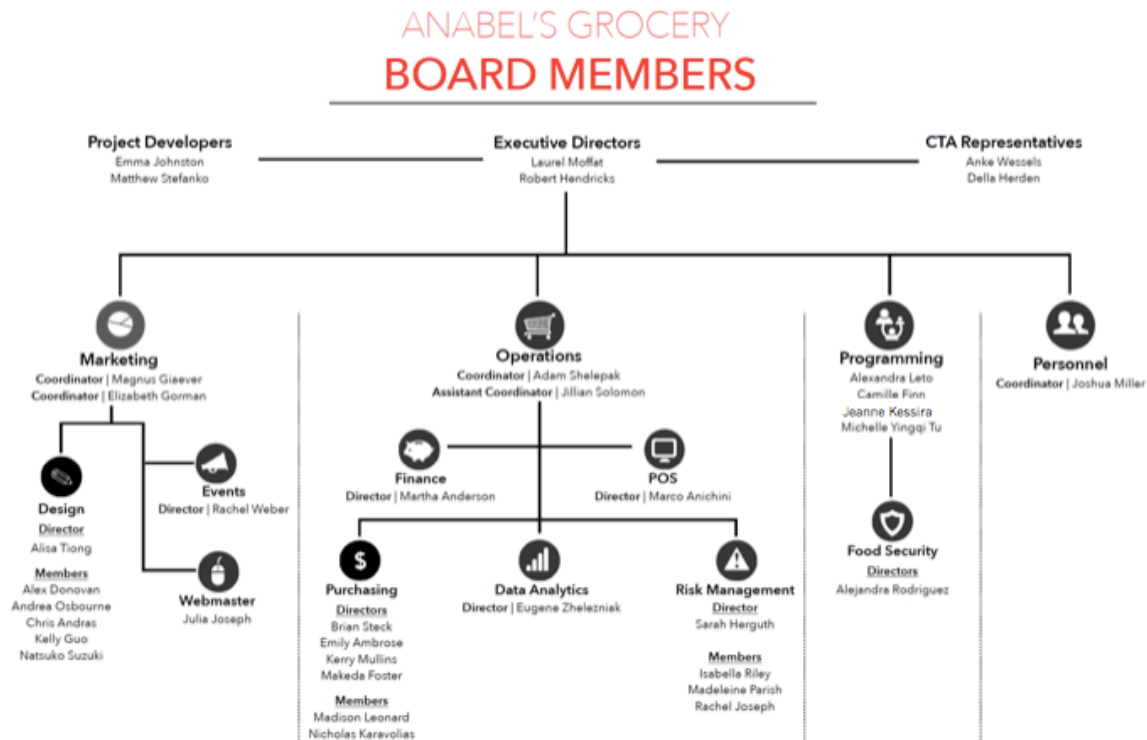


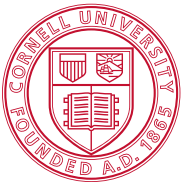




# APPENDIX E

## Personnel Chart





**Cornell University**  
**Student Assembly**

Originally Presented on:	9/10/15
Type of Action:	Legislation
Status/Result:	New Business

S.A. Resolution #7

**2015-2016 Amendments to the Welcome Weekend Constitution**

ABSTRACT: This resolution affirms changes that were made to the Welcome Weekend Constitution that better aligns this document with their current activity.

Sponsored by: Matthew Stefanko '16

**Whereas**, Welcome Weekend has requested to change their constitution

**Whereas**, amendments to constitutions of by-line funded organizations must be approved by the Student Assembly

**Be it therefore resolved**, that the Student Assembly approve the attached changes

**Be it finally resolved**, that Welcome Weekend amendments take effect immediately

Respectfully Submitted,

**Matthew Stefanko**

*Vice President for Finance, Student Assembly*

*(Reviewed by: Appropriations Committee, 8/31/2015)*

## **Welcome Weekend Committee Constitution and Bylaws**

### **I. NAME**

The name of this body shall be the Welcome Weekend Committee.

### **II. AFFILIATIONS**

Welcome Weekend Committee is a university-affiliated organization with the office of the Dean of Students.

### **III. PURPOSE/MISSION**

This group will coordinate all Welcome Weekend programs aimed at changing student culture on campus by welcoming all students back to Cornell University in August, in January, after Fall Break, and after Spring Break in the semester. A critical way to facilitate a change in student culture is to have the initiative come from students, be enacted by students, and be attractive enough that all students will be interested in participating. Welcome Weekend will offer a safe and exciting alternative to the Collegetown block parties that currently attract thousands of students. In the Fall semester, the Welcome Weekend Executive Committee will work to coordinate a series of events kicking off with Thank Goodness It's Friday (TGIF), following with, Club Fest, and Bowling Night; in the Spring semester, the Welcome Weekend Executive Committee will plan and coordinate a large-scale winter event at the beginning of the Spring semester.

### **IV. FUNCTIONS**

The function of the Welcome Weekend Committee shall be to:

Section 1: Plan and run large-scale, university-wide social programs for both undergraduate and graduate students returning to and entering Cornell University.

Section 2: Secure funding to host Welcome Weekend events through Student Assembly byline funding as well as through donations, contributions, and co-sponsorships by collaborating organizations.

Section 3: Select and train Welcome Weekend volunteers and work closely with the Orientation Steering Committee when volunteers overlap.

Section 4: Select numerous diverse campus organizations with whom to work in partnership to plan and execute Welcome Weekend events and programs.

## V. MEMBERSHIP

Section 1: Membership on the Welcome Weekend Committee is limited to full-time registered students of Cornell University.

Section 2: Each member will be a full Welcome Weekend Committee member with all voting privileges. Members will be expected to attend a minimum of  $\frac{3}{4}$  of all scheduled meetings. Members who miss more than  $\frac{1}{4}$  of all scheduled meetings will no longer be considered voting members of the full Committee.

Section 3: Executive Board members (six people maximum) will be selected by application and interviewed by the advisor and the previous year's committee in October. Executive Board members will include the following leadership positions:

Article 1: Chair  
Vice Chair  
Vice President of Finance  
Vice President of Public Relations & Marketing  
Vice President of Recruitment  
Webmaster

Section 4: There will be cabinet members who are responsible for the coordination of one component of Welcome Weekend event, to be selected by application and interview with the Vice President. Cabinet members will include the following leadership positions:

Article 1: ***Event Managers/Coordinators***  
***Club Fest Coordinator***

Section 5: One representative from each of the campus organizations selected by the Welcome Weekend Executive Board will be invited to be a member of the larger Welcome Weekend Committee. Specific partnerships will be sought and may include Fraternities & Sororities, Cultural Organizations, Service Groups, Programming Boards, music, dance, and lecture commissions, Community Development/Community Centers, and the Orientation Steering Committee.

## **VI. OFFICERS**

### Section 1: Executive Board

A. The Executive Board of Welcome Weekend shall consist of the Chair, the Vice Chair, the Vice President of Finance, the Vice President of Public Relations & Marketing, the Vice President of Recruitment, and the Webmaster.

#### B. Procedures for Dismissal of Officers

1. Failure of any officer to meet his/her respective duties and/or commitments to the Welcome Weekend Committee will result in an initial verbal and written warning issued by the Chair or Vice Chair if necessary.

2. Failure of any officer to meet his/her respective duties and/or commitments to the Welcome Weekend Committee, after receiving an initial warning, will be given one week's notice to prepare his/her explanation before the next Welcome Weekend Executive Board meeting.

3. To dismiss an officer, the Executive Board must reach a two-thirds (2/3) majority of the voting body present.

4. The officer may appeal the Executive Board's decision to the Executive Board within one week after receiving verbal notification of the Executive Board's decision. The appeal must be in writing and submitted to the Chair and Vice Chair of the Welcome Weekend Executive Board.

### Section 2: Duties of the Executive Board Officers

#### A. Duties of the Chair shall be to:

1. Chair all Executive Board meetings

2. Train Executive Board with the advisor, and with the help of the Vice Chair

3. Serve on the Welcome Weekend Officers Elections Committee in the Fall Semester, unless a candidate in which a conflict of interest arises.

4. Facilitate all Welcome Weekend activities – support and motivate Committee members in the performance of their responsibilities.

5. Generate ideas for Welcome Weekend activities and initiate implementation of them through established officer positions and committees. Aid in the creation of new committees when needed.

6. Ensure that other officers are performing their duties with the aid of the Vice Chair.

7. Represent Welcome Weekend at various University meetings and events.

8. Keep accurate and up-to-date records of all responsibilities and tasks for future reference.
9. Represent Welcome Weekend issues to the Dean of Students office, Alumni House, Student Assembly, Orientation Steering Committee, City of Ithaca and/or other organizations/departments when appropriate.
10. Support and motivate members.
11. Work with other officers as a team.

B. Duties of the Vice Chair shall be to:

1. Assist the Chair of the Welcome Weekend Executive Board in:
  - a. Facilitating all Welcome Weekend activities – support and motivate Committee members in the performance of their responsibilities
  - b. Ensuring other officers are performing their duties
2. Aid the Chair and Advisor in the training of the Executive Board
3. Serve on the Welcome Weekend Officers Elections Committee in the Fall Semester, unless a candidate in which a conflict of interest arises.
4. Schedule and coordinate all Executive Board meetings
  - a. Reserve meeting rooms
  - b. Prepare agendas
  - c. Keep accurate and up-to-date records of the minutes of each Executive Board meeting
5. Keep accurate and up-to-date records of all Welcome Weekend Committee members.
  - a. Contact Information
  - b. Semester schedules to facilitate the scheduling of meetings
  - c. Up-to-date list of responsibilities, tasks, and accomplishments
6. Be in charge of the official listserv and Welcome Weekend e-mail account.
7. Take on the duties and responsibilities of the Chair in his/her absence.
8. Represent Welcome Weekend issues to the Dean of Students office, Alumni House, Student Assembly, Orientation Steering Committee, City of Ithaca and/or other organizations/departments when appropriate.
9. Support and motivate members.
10. Generate ideas; work with other officers as a team.

D. Duties of the Vice President of Finance shall be to:

1. Assist the Chair of the Welcome Weekend Executive Board.
2. Serve on the Welcome Weekend Officers Elections Committee in the Fall Semester, unless a candidate in which a conflict of interest arises.
3. Chair the Welcome Weekend Finance Committee in accordance with Article VIII.
4. Be responsible for Welcome Weekend fiscal matters.
5. Be responsible for applying for Byline Funding from the Student Assembly.

6. Ensure that prizes and giveaways are available for Welcome Weekend Events:
  - a. Through putting aside money from the budget
  - b. Asking local vendors or companies for assistance
  - c. Planning and managing fundraising related activities as needed
7. Work with the Welcome Weekend in administering the Welcome Weekend budget. Responsible for keeping up to date and accurate bookkeeping records for these funds.
8. Determine the budget available for each individual event along with input from the Executive Board.
9. Keep accurate and up to date records of all Welcome Weekend expense transactions.
10. Give a treasury update at least once a month Executive Board meetings. This update should include present balance, the transactions of the week, and possible expenses.
11. Support and motivate members.
12. Generate ideas; work with other officers as a team.

E. Duties of the Vice President of Public Relations & Marketing shall be to:

1. Assist the Chair of the Welcome Weekend Executive Board.
2. Serve on the Welcome Weekend Officers Elections Committee in the Fall Semester, unless a candidate in which a conflict of interest arises.
3. Chair the Welcome Weekend Publicity and Marketing Committee in accordance with Article VIII.
4. Be responsible for timely, accurate, and accurate distribution of information and communications for all class activities and/or events of concern with the Welcome Weekend through flyers, personals, Daybook, newspaper ads, chalkings, banner space, newsletter, and/or other promotional techniques.
5. Keep file copies of all pertinent forms and publicity for events and activities.
6. Collect information for Welcome Weekend Calendar and posters on a continuous basis.
7. Maintain the official Welcome Weekend website or recruit a webmaster/webmistress to maintain it (with the help of the Vice President of Recruitment).
8. Support and motivate members.
9. Generate ideas; work with other officers as a team.

F. Duties of the Vice President of Recruitment shall be to:

1. Assist the Chair of the Welcome Weekend Executive Board.
2. Chair the Welcome Weekend Officers Elections Committee in the Fall Semester in accordance with Article IX Section 4, unless a candidate in which a conflict of interest arises and a outgoing Executive Board member should take his/her place.
  - a. Publicize Welcome Weekend Committee positions

- b. Target and market to qualified candidates
- c. Create application with the help of the current Executive Board
- d. Schedule, coordinate, and chair interviews for positions
- 3. Assist other officers in recruiting committee members by leading the process
- 4. Lead the recruitment process for Cabinet Members with the help of the Vice President and/or during the formal recruitment process of Executive Board members
- 5. Recruit volunteers to help with Welcome Weekend events with the help of the Vice President and Cabinet Members.

G. Duties of the Webmaster shall be to:

- 1. Maintain the website in all aspects including but not limited to
  - i. New graphics
  - ii. Pictures of events
  - iii. Event descriptions and blurbs
  - iv. Surveys
  - v. Guestbook
- 2. Maintain the website in a manner that is professional and reflects the standards that Cornell University has set forth, meaning that all fonts, images, colors, texts, and any other paraphernalia used must maintain a sense of professionalism.
- 3. Reapply for domain space as necessary.
- 4. Keep all information about officers and events up-to-date on the website.
- 5. Maintain the Welcome Weekend Survey Monkey account. This includes:
  - i. Creating and/or updating the yearly Welcome Weekend survey
  - ii. Releasing the survey to the student body to gain feedback once approval has been obtained from required individuals
  - iii. Analyzing and compiling data received into a report that is to be presented to the Executive Board once survey collection is complete.

H. Additional duties of all Executive Board Officers shall be to:

- 1. Participate in all Welcome Weekend Executive Board meetings and activities in the transition period after the fall election process is complete and before the Spring Semester, as the Officer-elect.
- 2. Post announcement to all members when he/she will be in the Welcome Weekend office
- 3. Attend weekly Executive Board meetings, as well as any meetings relevant and pertinent to individual position.
- 4. Participate in any and all Executive Board training scheduled during the academic year.
- 5. Participate and support Welcome Weekend events:



- a. Thank Goodness It's Friday. (TGIF)
- b. Flicks across CU
- c. All other events After Spring Break and Fall Break
- d. Club Fest
- e. A large-scale event at the beginning of the Spring semester
- f. Publicity and Marketing
6. Return to campus earlier in the summer at the designated and agreed upon time to prepare for Welcome Weekend events.

### Section 3: Cabinet Members

- A. The Cabinet Members of Welcome Weekend shall consist of the ***Event Managers*** and ***Club Fest Coordinator***.
- B. Additional Cabinet members will be appointed or amended as the need arises through the discretion of the Vice President and 2/3 majority approval of the Executive Board.
- C. Procedures for Dismissal of Cabinet Members
  1. Failure of any cabinet member to meet his/her respective duties and/or commitments to the Welcome Weekend Committee will result in an initial verbal and written warning issued by the Vice President if necessary.
  2. Failure of any cabinet member to meet his/her respective duties and/or commitments to the Welcome Weekend Committee, after receiving an initial warning, will be given one week's notice to prepare his/her explanation before the next Welcome Weekend Executive Board meeting.
  3. To dismiss any cabinet member, the Executive Board must reach a two-thirds (2/3) majority of the voting body present.
  4. The cabinet member may appeal the Executive Board's decision to the Executive Board within in one week after receiving verbal notification of the Executive Board's decision. The appeal must be in writing and submitted to the Chair and Vice Chair of the Welcome Weekend Executive Board.

### Section 4: Duties of the Cabinet Members

- A. ***Duties of the Event Managers shall be to:***
  - 1. Attend at least one Welcome Weekend Executive Board meeting every two weeks.***
  - 2. Successfully plan and manage the annual TGIF during Welcome Weekend, and other new events that the committee has come up.***
  - 3. Brainstorm ideas about new creative events, and discuss the detail in the weekly meeting.***

- 4. Chair Event Committee Meeting, which he/she will create and form with the help of the Vice President and the Vice President of Recruitment**
- 5. Keep accurate and up-to-date records of ideas and plans for the event**
- 6. Keep in constant communication with the Chair and Vice Chair concerning all updates regarding the event.**

**B. Duties of the Club Fest Coordinator shall be to:**

- 1. Attend at least one Welcome Weekend Executive Board meeting per month – to be scheduled with the Vice Chair.**
- 2. Successfully plan and manage the annual Club Fest during Welcome Weekend.**
- 3. Chair the Club Fest Event Committee, which he/she will create and form with the help of the Chair, Vice Chair, and the Vice President of Recruitment**
- 4. Keep accurate and up-to-date records of ideas and plans for the event**
- 5. Keep in constant communication with the Chair and Vice Chair concerning all updates regarding the event.**

**Section 5: Welcome Weekend Committee Members**

**A. Welcome Weekend Committee Members shall consist of:**

- a. One representative from each organization co-sponsoring an event with Welcome Weekend**
- b. One representative from each of the other campus organizations selected by the Welcome Weekend Executive Board. Specific partnerships will be sought and may include Fraternities & Sororities, Cultural Organizations, Service Groups, Programming Boards, music, dance, and lecture commissions, Community Development/Community Centers, and the Orientation Steering Committee.**

**B. Duties of the Welcome Weekend Committee Members shall be to:**

- a. Provide insightful input and support to the Welcome Weekend Executive Board**
- b. Act as an active and participatory member on at least one official Welcome Weekend committee, which involves holding responsibilities to be agreed upon by the Committee Chair**

**VII. ADVISOR**

The advisor of the Welcome Weekend Committee will be a staff member from the Dean of Students office and will serve as an ex officio member with no voting privileges.

**VIII. COMMITTEE SELECTION**

Section 1: The Welcome Weekend Committee executive board members shall select new Welcome Weekend Committee executive board members during the Fall Semester through the Welcome Weekend Election Committee.

Section 2: Welcome Weekend Committee Executive Board members will be selected after completing the application and going through an interview process. If a position becomes vacant or cannot be filled through the formal Fall Semester process, the position will be filled through a letter of intent and nomination by any member of the Executive Board, along with a 2/3 majority vote by the Executive Board.

## **IX. MEETINGS**

Section 1: The Welcome Weekend Executive Board will generally meet once a week throughout the academic year and for a pre-specified period of time immediately prior to the actual Welcome Weekend.

Section 2: Additional Executive Board meetings may be called by any of the Executive Board officers or the Advisor through a request made to the Vice Chair, who will schedule and coordinate the meeting.

Section 3: The Welcome Weekend Committee will hold general body meetings at least once per month.

## **VIII. COMMITTEES**

Section 1: Ad-hoc Committees:

A. Committees may be formed as the need arises. Any Executive and Cabinet member can form and chair these committees, which the approvals of a majority vote of the Executive Board members.

B. Suggested committees include a Finance Committee, a Publicity Committee, and individual committees for each Welcome Weekend event.

a. The purpose of these suggested committees is to support the Chairperson in his/her duties and aid in success of these duties.

C. Duties of the Chairpersons shall be to:

1. Convene and preside over committee meetings.

2. Give an update of their respective committee's progress at Welcome Weekend Executive Board meetings.

- a. If chairperson is Cabinet member, update should be given to the Chair and Vice Chair on a weekly basis through some agreed upon form of communication.
  3. Keep accurate and up-to-date written records of committee responsibilities and progress
  4. Request a vote, at Executive Board meetings, on issues proposed at committee meetings.
  5. Create sub-committees, giving notification to the Executive Board.
  6. Recruit qualified and interested committee members with the help of the Vice President of Recruitment.
  7. Submit any incurred expenses (with their receipts) or revenues collected, to the Vice President of Finance. This should be done within 48 hours of its occurrence with prior approval by the Vice President of Finance.
- D. Procedures for Dismissal of Committee Chairpersons:
1. Failure of any chairperson to meet his/her respective duties and/or commitments to the Welcome Weekend Committee will result in an initial verbal and written warning issued by the Chair or Vice Chair if necessary.
  2. Failure of any chairperson to meet his/her respective duties and/or commitments to the Welcome Weekend Committee, after receiving an initial warning, will be given one week's notice to prepare his/her explanation before the next Welcome Weekend Executive Board meeting.
  3. To dismiss a chairperson, the Executive Board must reach a two-thirds (2/3) majority of the voting body present.
  4. The chairperson may appeal the Executive Board's decision to the Executive Board within in one week after receiving verbal notification of the Executive Board's decision. The appeal must be in writing and submitted to the Chair and Vice Chair of the Welcome Weekend Executive Board.

## **IX. ELECTION PROCEDURES**

### **Section 1 Petitioning Procedures for Executive Board positions.**

- A. Any full-time Cornell student is eligible to run for an Executive Board position.
- B. In order to qualify to run for an Executive Board position, the student must complete an application and interview during the Fall Semester or if it is in the case of a vacancy, he/she must submit a Letter of Intent to the Chair/Vice Chair of the Executive Board.
- C. Any student who wishes to run for an Executive Board position, without having met the requirements, may appeal to the Welcome Weekend Election Committee to run for a vacant position or an unopposed position.

1. A written statement – on why the appeal should be accepted – must be submitted to the Advisor of Welcome Weekend in accordance with Article IX Section 4.
2. Submittance of appeal, for a vacant or unopposed position, does not guarantee acceptance of the appeal.
3. No appeals will be accepted for a position with two or more candidates.

## Section 2 Petitioning Procedures for Cabinet positions.

- A. Any full-time Cornell student is eligible to run for a Cabinet position.
- B. In order to qualify to run for a Cabinet position, the student must complete an application and interview during the Fall Semester or if it is in the case of a vacancy, he/she must submit a Letter of Intent to the Vice President.
- C. Any student who wishes to run for a Cabinet position, without having met the requirements, may appeal to the Welcome Weekend Election Committee to run for a vacant position or an unopposed position.
  4. A written statement – on why the appeal should be accepted – must be submitted to the Advisor of Welcome Weekend in accordance with Article IX Section 4.
  5. Submittance of appeal, for a vacant or unopposed position, does not guarantee acceptance of the appeal.
  6. No appeals will be accepted for a position with two or more candidates.

## Section 3 Voting Procedures

- A. All current Executive Board members are eligible to vote for the Executive Board of Welcome Weekend.
- B. All Cabinet Coordinators (i.e. **Event Managers**, and **Club Fest Coordinator**) are eligible to vote for the Executive Board of Welcome Weekend, if they have attended their required one meeting a month.
- C. Any members who have attended at least one Executive Board meeting per month is eligible to vote.
- D. The Executive Board shall be elected by a majority vote.

## Section 4 Welcome Weekend Election Committee

- A. The Vice President of Recruitment shall serve as chair of the Welcome Weekend Election Committee.
- B. All other members of the Executive Board shall serve on Welcome Weekend Election Committee.
  - 1. If there is conflict of interest between a member of the Welcome Weekend Election Committee and the person appealing, another member from that Welcome Weekend Committee will be asked to represent said Welcome Weekend member on the Welcome Weekend Election Committee.
  - 2. The Welcome Weekend member with the conflicting interest will not be permitted to observe and give comments on the appeals process, and will not be permitted to participate in the final decision.
- C. The Welcome Weekend Election Committee and the Advisor of Welcome Weekend shall set a deadline for the submission of petitions to be submitted by.
- D. The Welcome Weekend Election Committee shall review any candidate appeals for an Executive Board/Cabinet position that is presently a vacant or unopposed position, after the petition deadline.
- E. The Welcome Weekend Election Committee shall review any appeals from Executive Board members and chairpersons who have been removed from their position in accordance to Article 5 Section 1, Article 5 Section 3, and Article 8 Section 1.
- F. The person making the appeal will be asked to attend a Welcome Weekend Election Committee review, to present his/her formal appeal orally.
- G. The Welcome Weekend Election Committee must reach a simple majority in determining to accept or to reject any appeal.
- H. The Welcome Weekend Election Committee shall give the person making the appeal notification of its decision within twenty-four hours of the candidate's oral appeal, in writing and its justification for the decision reached.
- I. The Welcome Weekend Election Committee shall grant exceptions to Article IX Section 1 and Article IX Section 2.

## Section 5 Welcome Weekend Meetings

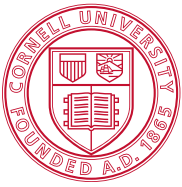
Decisions shall be made by consensus whenever possible and, if necessary, by a majority vote of the body present at the meeting. The Chair shall cast the deciding vote if there is a tie vote.

## **X. AMENDMENTS**

This Constitution may be amended at any regular meeting of the Welcome Weekend Committee by a two-thirds vote of the committee executive board, provided that the amendment has been submitted in writing at the previous regular meeting to the Vice Chair, and that all Welcome Weekend Committee members have been notified. The chair will serve as tie-breaking vote when necessary.

**XI. APPROVAL**

This constitution shall be effective upon a two-thirds vote of the Welcome Weekend Committee executive board. The chair will serve as tie-breaking vote when necessary.



# Cornell University Student Assembly

Originally Presented on:	9/10/2015
Type of Action:	Recommendation
Status/Result:	New Business

## S.A. Resolution #8

### Affirming Learning Style Diversity in Introductory Science Course

ABSTRACT: This resolution calls for the removal of a penalty incentivizing students enrolled in particular courses to sign up for unofficial study groups.

Sponsored by: Gabriel Kaufman '18, Mitch McBride '17, Robert Dunbar '18, and Luke Bushner '18

**Whereas**, Cornell is committed to maintaining a high quality academic environment by promoting only the best principles of education,

**Whereas**, The College of Arts and Sciences has a particular interest in upholding the principles of a liberal arts education built on a diversity of academic disciplines studied from a variety of different viewpoints in an assortment of different ways,

**Whereas**, All students necessarily learn in different ways,

**Whereas**, thousands of students in specific courses, (BIOG 1440: Introduction to Biology: Comparative Physiology, BIOMG 1350: Introductory Biology: Cell and Comparative Biology, and CHEM 2070: General Chemistry I) are offered the “extra credit” equivalent to approximately a full letter grade worth of points if they attend weekly study groups,

**Whereas**, the students in those courses are effectively required to attend these study groups (in addition to lectures and discussions) because “extra credit” added to a raw score before being curved is the practical equivalent of penalizing students for not attending the study groups, as the grades are determined based on the raw score’s distance from the mean, and not on the raw score itself,

**Whereas**, because the final grades are reported on transcripts with median scores, students applying to graduate programs and jobs are often assessed based on their final grades relative to the median, thus effectively eliminating any real benefit to the students from “extra credit,”

**Whereas**, these study groups are in addition to the required lectures and discussions, off of which credit determinations are based, these students are required to be in class without receiving more credit, as the “extra credit incentive” is used to bypass course hour limits,

**Whereas**, The Student Assembly encourages different educational learning styles and not penalizing students for preferring to learn independently,

**Whereas**, The College of Arts and Science’s Educational Policy Committee (hereafter referred to as CAS-EPC) has historically fulfilled the role of aligning their broad pedagogic principles with the actual practice of teaching in the College of Arts and Sciences,

**Be it therefore resolved**, the Student Assembly encourages the College of Arts and Sciences and the CAS-EPC to make these study group sessions merely optional by removing the “*extra credit*” (which amounts to a de facto requirement) to attend the study group sessions in the aforementioned classes.



47 Respectfully Submitted,  
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49 **Gabriel Kaufman '18**  
50 *Chair, Academic Policy Committee*  
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52 **Mitch McBride '17**  
53 *Vice President for Internal Operations*  
54 *Arts and Science Representative*  
55  
56 **Luke Bushner '18**  
57 *Arts and Science Representative*  
58  
59 **Robert Dunbar '18**  
60 *Arts and Science Representative*  
61  
62 **Reed Geisler '17**  
63 *Community Member*  
64  
65 *(Reviewed by: Executive Committee, 9/8/2015)*  
66