



Rancho Santiago Community College District District Services Administrative Unit Review

Auxiliary Services

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The mission of Auxiliary Services is to provide exceptional, personalized service to the students, faculty and staff of the Rancho Santiago Community College District. Auxiliary Services provides financial and budget services in support of campus programs and co-curricular activities which promote the general welfare, morale and educational experience of our diverse students and communities.

II. Functions and services: (Please provide the basic functions and services for your unit.)

The Student Business Office performs all necessary administrative functions for clubs and organizations in each of the following areas: Associated Student, Bookstore, Community Education, Diversified Agency, Diversified Trust and the Student Representation Funds. Staff performs accounts payable, cashiering, general accounting and purchasing functions for all college clubs and organizations and ensures compliance with internal and external laws, regulations, guidelines and board policies. Staff develops internal controls and fraud prevention systems for cashiering locations and all fundraising accounts and ensures compliance with accounting and documentation standards through controlled receipt disbursement.

Cashiering staff are responsible for updating, monitoring, correcting and reconciling individual student accounts, processing departmental deposits/cash receipts, tracking college student account receivable totals and providing student and staff photo ID services.

Auxiliary Services serves as a liaison and oversees the contract management of campus dining and catering services, vending services (beverage and snack) and provides general support services to the District Office and all college sites and centers.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

- Students
- Student clubs and organizations
- Faculty and staff
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Maintaining adequate staffing levels has been a challenge over the past few years as a result of on-going vacancies and limitations in the use of short-term staff. The Student Business Office and SAC and SCC Cashiers Offices share staff to fill in for absences, vacancies and special projects which has spread staff too thin. A need has been identified to provide comprehensive services at Santiago Canyon College and plans are being developed to transition the Cashiers Office to a full service Student Business Office. As additional duties and responsibilities are identified and added, supervisory oversight and accountability and compliance will be needed in the future.

V. Budgets: (Please summarize the status of your department budget and concerns)

Auxiliary budgets have progressively increased between the 2010/11-2012/13 fiscal years while usage has declined due to short term staffing restrictions and vacancies of ongoing positions. Budget usage declined from 96.8% in 2010/11 to 87% in 2012/13. In the upcoming fiscal years, Auxiliary Services plans to optimize the Auxiliary budgets while filling vacancies that are key to the success of the departmental goals and objectives. Additional funding sources will be needed to fund a future supervisory position at Santiago Canyon College.

VI. Department Assessment: *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?*

Internal Assessment:

Staff continues to evaluate service needs and identify areas for improvement based on changing technology and departmental requests to update and automate processes. Staff is partnering with Accounting, ITS, Safety and Security and various campus departments on a variety of projects to implement departmental credit card processing, on-line ticket services and tracking and distribution of faculty and staff parking permits.

Student Business Office and Cashiering staff have been working to develop weekly, monthly and quarterly time lines to provide account activity reports, profit and loss statements and training sessions for the Associated Student Body and staff which will create efficiencies and lead to a more positive perception of the services offered.

External Assessment:

The Student Business Office and Cashiers Offices at both campuses received excellent ratings for good customer service and helpfulness which indicates the focus and attention on the Auxiliary mission statement and the ability of staff to deliver assistance and support services in a helpful and meaningful way. Striving for exceptional, personalized service and connection is what helps support the educational experience of our students and communities.

Recommendations:

Strengthen core values and identify specific strategies to improve service levels.

Continue to evaluate new business models and look at new ways to deliver services, streamline processes and provide timely delivery to our internal customers. Develop questions for distribution by the Research Department to review trends and identify areas of improvement.

Identify opportunities for staff to participate in campus and district training sessions and improve communication with students and constituencies regarding services and operational hours.

Provide ongoing training opportunities for staff to develop professionally and enhance customer service levels, maintain morale and strengthen cross training.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
<ol style="list-style-type: none"> Streamline enterprise system processes in coordination with ITS to schedule and automate the drop for non payment process and the student hold account placement and removal. 3.2, 3.3, 4.1, 4.3, 5.2 Migrate all campus Auxiliary cash collection departments to Datatel cashiering and Official Payments credit card (i.e. campus Health Centers, Libraries and SAC Planetarium). 1.1, 4.1, 5.1, 5.2 Establish a secure online ticket store for students in coordination with ITS similar to the secure webpage offered to faculty and staff (located on the RSCCD Employee Intranet) as another option to purchase discount tickets remotely and conveniently. 	<ol style="list-style-type: none"> The automation will alleviate back office processing and shift resources to student services areas. Increase efficiency to students utilizing current existing technologies. Increase accessibility to students utilizing current existing technologies which will enhance student experience. 	<ol style="list-style-type: none"> Staff will no longer need to run back office processes for holds to be placed, removed or drops for non-payment. Datatel software and training will be provided to departments who currently do not accept credit cards or use a manual swipe that does not post directly to departmental GL strings. A secure webpage will be created with individual secure student logins. 	<ol style="list-style-type: none"> Requires ITS to prioritize project request. Staff needed to perform training and funding resources for the purchase of credit card swipe equipment. Coordination with ITS. 	

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4. Develop an online secure credit card payment acceptance tool to assist and enhance processing of Auxiliary credit card payments (ie. International Student application, Transfer Center field trips, facility vendor payments). 1.1, 1.2, 2.2, 4.1, 5.1, 5.2	4. Increase accessibility and efficiency to students and RSCCD departments using current existing technologies which will also increase credit card security.	4. Acceptance tools will be implemented to accommodate remote deposit acceptance.	4. Coordination with outside payment acceptance vendor and ITS.	
5. Develop a system to improve tracking, distribution and delivery methods for sales of faculty, staff and student parking permit sales in coordination with ITS and District Safety and Security and evaluation of a third party vendor for permit processing. 1.1, 4.1, 5.1, 5.2	5. Increased tracking and access to parking permit sales, payment information and AR balances.	5. A payment tool and distribution method will be implemented that will streamline sales and tracking.	5. Coordination with ITS, District Safety and Security and third party vendor.	



Rancho Santiago Community College District District Services Administrative Unit Review

Bookstores

2013-2015

I. Department Mission Statement: (Please provide a mission statement for your unit.)

The RSCCD campus bookstores are nonprofit institutionally-owned retail stores committed to providing essential educational resources and high quality collegiate merchandise to enhance academic life in a comfortable, inviting and inclusive environment. The campus stores take pride in offering exceptional, personalized service to the students, faculty, staff, alumni and visitors. Staff offer specialized knowledge, goods and services in order to help foster intellectual growth, enhance the quality of life in our community, provide valuable work experience to enrolled students and to broaden the personal, educational and professional experiences of our customers.

II. Functions and services: (Please provide the basic functions and services for your unit.)

The Campus stores are responsible for providing the necessary educational tools to serve and benefit the students, faculty and staff at all college locations including textbooks, course supplies, office supplies, logo merchandise and convenience products. The stores conduct year round buy back of used books, provide 24 hour vending machines carrying testing and school supplies, maintain accounts receivable records and monitor proper inventory levels through a biannual inventory count. The campus stores also offer services that include a comprehensive textbook rental program, digital textbooks and provide alternate sources for students to purchase course materials at the lowest price possible through comparison websites. In addition, the stores offer valuable work experience and training to enrolled students, for many as a first job.

The Don Bookstore services the needs of Santa Ana College community along with the Don Express, a remote convenience store offering snacks, beverages, testing and school supplies. The Hawk Bookstore services the needs of the Santiago Canyon College community and the Orange Education Center. The CEC Bookstore services the needs of the Centennial Education Center.

III. Customers and recipients of services: (Who are the customers/recipients of your services?)

- Students
- Student clubs and organizations
- Faculty and staff
- Alumni, community members and visitors of the district
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

All positions at the Don Bookstore, Hawk Bookstore, Don Express and CEC Bookstore are filled with no additional plans to add staff in any of these departments. Staffing levels in headcount and expenses for the 2009 - 2012 fiscal years were higher than similar college stores according to the National Association of College Stores Annual Report Data for Fiscal Year 2012. Staffing levels were inflated for those years due to a lack of permanent employees and an over-staffing of temporary part-time staff. Expenses in this category of temporary part-time staffing has been reduced significantly and the stores filled open positions of 2 full-time and 2 part-time, permanent, professional, classified staff members where skilled job requirements were a necessity. The campus stores have also been aggressively hiring student help to shore up labor needs at a reasonable price creating a win-win for the campus community by offering students valuable work experience and the stores valuable employees who are hard-working and empathetic to our community.

Overall, the salary expense has been reduced by over 20% compared to FY2009 and has settled into a manageable amount. Labor capacity will continue to be monitored by the bookstores and the need for future reductions or reorganizations of labor are always possible as the bookstore business continues to evolve.

V. Budgets: (Please summarize the status of your department budget and concerns)

The campus stores are nonprofit and plan for a modest return on revenue to support the ongoing operation of the stores. This plan of modest profitability coupled with adequate reinvestment in store operations and a modest contribution to the college campuses is an integral part of the success of the stores. The RSCCD Campus Stores have realized sales increases in essentially all departments including textbooks over the last two years. According to the National Association of College Stores, just 29% of U.S. college stores reported an increase in sales for 2011-12.

Profitability of the stores has not met targets from FY2009 to FY2012 and although contributions were made to the campuses, the bookstores net profits were unable to cover those contributions. Contributions to the campuses for FY2013 have been scaled back and an overall profit of 3% was realized. Profitability expectations for the future conform to other community college bookstores with a return of 3-5% to the stores and 3-5% to the campuses.

No major capital needs are seen as necessary for the stores at the moment, although there is a potential remodel of the Johnson Center where the Don Bookstore resides which would require some investment in store infrastructure. Modest aesthetic improvements that are self-supported by the stores are seen as necessary in the near future if the Johnson Center remodel is more than 2 years away. Cash register hardware, some computer systems, and new mobile technologies will also require some capital needs that will be supported by store operations.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

Internal Assessment:

Profitability of the stores has been suppressed over the last 5 years. The stores were dealing with changes in publisher distribution models, including rental and digital distribution, the aggressive competition in the textbook market from companies like Amazon, Chegg, EBay/Half and individual textbook seller markets like AbeBooks. Cost of Goods for some operations were over expected levels and the write-down of obsolete inventory that dated back to FY2006 were dealt with in the FY2012 and FY2013 periods. The stores have now partnered with those companies that compete with them like Amazon and Half.com to share in a portion of internet sales. The stores are also purchasing books from individual seller consolidators like BookByte and Valore.com to take advantage of low priced books in the textbook market.

Customer service is an integral part of the equation for a successful campus store. Continued training in this area is necessary for all employees.

The Don Bookstore has a lot of deferred reinvestment that has a negative effect on the aesthetics of the store. The store has taken steps to reorganize the sales floor to improve the look over the last two years, but some legacy fixtures will need to be replaced in the near future.

External Assessment:

The Hawk Bookstore has excellent ratings in all areas of the survey. Customer service comments are exceptional with excellent reviews of the manager and staff.

The Don Bookstore has better than average ratings, but work is needed in several areas that were surveyed.

Categorized responses with number of times mentioned:

1. Good customer service and helpful team (20)
2. Suggestion for longer hours (2)
3. Internal teamwork needs enhancement (3)
4. Good textbook ordering procedures (3)
5. Confusing textbook ordering procedures (3)
6. Lack of knowledge (1)
7. Less apparel, more books (1)
8. Remove textbook inventory (1)
9. Open PO to Bookstores for purchasing (1)

Recommendations:

Adopting enhanced inventory control procedures will help with keeping COGS within expected levels.

Continued alternate sourcing of textbooks, increasing textbook market-share with competitive pricing and rentals, and enhancing customer service to faculty regarding the ordering process will assist with profitability in the stores. The addition of a purchasing card to capitalize on lower priced textbooks is also recommended.

A more intuitive online ordering system for faculty textbook decisions is being researched to aid in the more timely collection of this information. Students are looking to purchase their books earlier in the textbook buying season with the advent of more online information and textbook sources. The stores need to adapt to this trend by receiving textbook information from faculty earlier and offering textbooks to students earlier.

Team building and training workshops will help with internal teamwork issues. Campus store operations have been changing extensively over the last several years and the RSCCD Campus Stores have also been adapting their processes to meet the current demands of textbook distribution and customer service expectations. Some decisions have been made out of necessity and the entire team needs to be aware and behind those decisions for the success of the stores. Better communication of customer service and profitability goals need to be implemented.

VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

Service Initiative Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	Unit Outcome (The client) will (intended outcome) as a result of (function or action)	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resources (personnel, technology, fiscal) do you need to achieve your goal?	Results After two years, how well did you achieve your goal(s)?
1. Continue to investigate and obtain lower cost quality course materials for faculty and students through internet sourcing, partnering with publishers on technology and physical course material offerings. (1.1, 1.2, 1.3, 3.2) 2. Enhance textbook requisition procedures for faculty. Research the options of implementing new online textbook adoption software or enhancing current procedures to be more intuitive. Implement earlier deadlines for textbook information to be submitted from faculty and receive more requisitions by deadline. (1.1, 1.3, 3.2, 4.1)	1. The RSCCD stores will continue to be the primary provider of quality course materials for the campus community by offering the appropriate course materials at the best possible price. 2. The RSCCD students will receive more timely information and be able to purchase textbooks earlier and at reduced prices with the better collection of textbook information from faculty	1. Increase market-share in textbook sales over the current rate of 30.6% of required textbooks as measured in Fall 2013. 2. Receive more accurate textbook requisitions by the deadlines set for each semester (greater than 75% received by the deadline). Receive zero negative responses and some positive responses regarding the textbook ordering procedure.	1. Current textbook buying personnel with the help of management and receiving personnel. Access to current computerized inventory systems already in place. A purchasing credit card to obtain lower priced textbooks from online sellers. 2. Possible monthly charge supported by bookstore operations for textbook adoption software. Buy-in from faculty and administration regarding the deadlines and procedures.	

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<p>3. Monitor trends in digital textbooks and on-line academic open source materials and provide a portal for open source materials for faculty and students through internet sourcing, partnering with publishers or other content providers on non-traditional distribution of technology and physical course material offerings. (1.1, 1.2, 1.3, 3.2, 4.2)</p>	<p>3. The RSCCD faculty will be able to use the campus store as a resource for open source materials and technologies. Programs that will be offered down the line by publishers to offer content in different ways; i.e. subscription, digital, fee-base, can be leveraged by the RSCCD stores by researching and investigating these avenues with publishers and potential alternative content vendors.</p>	<p>3. Offer open source materials as required by campus faculty on the bookstore websites and in-store. Have a resource library of available open-source and alternate distribution materials open to faculty in an on-line database.</p>	<p>3. No additional personnel needs currently. Continue to provide training and educational materials for bookstore personnel on the coming trends of course content delivery.</p>	

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<p>4. Implement inventory controls through periodic cycle inventory counts particularly in the textbook department. Enhance inventory prediction tools to maintain proper inventory levels while reducing returns and receivables from publishers and book wholesalers. (1.1, 1.2)</p> <p>5. Implementation of customer surveys and campus focus groups regarding the campus stores. (1.1, 2.1)</p>	<p>4. The RSCCD stores will be more efficient in inventory levels, improving return on investment and lowering the liability of carrying excess inventory as a result of better inventory management practices. This is an integral piece in ensuring the profitable and sustainable operation of the institutionally-owned stores.</p> <p>5. The RSCCD stores will gain valuable knowledge from customers and campus constituents by implementing customer surveys and campus focus groups.</p>	<p>4. Having inventory levels that produce at a minimum an industry standard turnover greater than 3.0 while keeping shrinkage numbers below industry standard values of 1.5%.</p> <p>5. Successfully maintain a campus focus group that meets at least once a semester. Initiate customer surveys in cooperation with standard campus store research entities, like the National Association of College Stores, compare those surveys to national and local standards and evaluate any policy or strategy changes to benefit the stores. Monitor the response trends of the surveys and focus groups over time.</p>	<p>4. Continued personnel training in inventory management available from industry seminars and training sessions.</p> <p>5. Volunteers from the campus community for the focus groups with minor expenses for incentives. Minor expenses for survey creation and distribution.</p>	

**Rancho Santiago Community College District
BUSINESS OPERATIONS AND FISCAL SERVICES
AUXILIARY SERVICES**

**Director
Auxiliary Services
RHONDA LANGSTON**

