Part I: Department Background

Section 1: Mission

State the department's formal mission:

It is the mission of the CLC Bookstore to support the students we serve by providing course materials and supplies at the lowest possible price in a manner that is convenient and efficient and at the highest level of customer service.

The department mission is formally documented and published (e.g. website, intranet, posted in the office, etc...).

How does the department mission align with CLC's institutional mission, vision, values, and goals?

1. **Access and Success**: CLC Bookstore supports student access and success by offering course materials in affordable formats (textbook, eBook, digital and rental) based on what the best format is for the
student to learn. Course materials are offered for sale in store and online for student convenience. The Bookstore provides information on how to choose what is needed for each class noting the items that are required, recommended and optional.

2. **Equity and Inclusion** - CLC Bookstore offers helpful customer service that meets the need of each student at their level and provides a positive experience.

3. **Teaching & Learning Excellence** - CLC Bookstore supports the faculty by tracking incoming adoptions and works to find the chosen title. Then offers the requested textbooks for student purchase, in a variety of methods, before the first day of class.

4. **Community and Workforce Partnerships** - CLC Bookstore employs a diverse population of student workers to provide students with the opportunity to strengthen their work skills and gain work experience. CLC Bookstore is working toward offering an internship for students to gain experience in the areas of bookkeeping, purchasing and shipping and receiving.

5. **Collaborative Culture** - CLC Bookstore collaborates with many areas across the College such as Dual credit, Adult Ed, and Professional Development to provide the needed course materials for classes offered by these programs.

6. **Strategic Use of Resources** - CLC Bookstore is consistently reviewing budget needs and working to reduce the budget requirements by the department.

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**Section 2: Duties and Functions of the Department**

**List the essential duties, functions, programs, and services performed/offered by your department:**

- Sell course materials and supplies needed to support the educational efforts of the College.

- Work closely with CLC faculty to obtain textbook requisitions for course material needs and provide suggestions on ways to reduce the cost to students.

- Provide convenient course material delivery options to students both in store and online

- Maintain an online presence for information and merchandise ordering posting accurate course materials information for each course offered.

- Provide the same high level of customer service to all customers, students, faculty, staff and visitors.
• Work with a textbook wholesale vendor to provide an opportunity to "buyback" textbooks from students for cash lowering the true cost of the course materials.

• Work with internal departments on campus to provide books and supplies that support their department programs and events.

• Meet with external vendors to provide an interesting mix of quality, branded and unbranded non-textbook merchandise at the best possible prices possible.

• Sell and provide textbooks and related supplies to college outreach programs, adult education, and corporate entities.

• Support students food and transportation needs by offering bus passes and Dining Dollars cards for sale at all bookstore locations.

• Provide an opportunity for customer feedback and collaboration through student, faculty and staff surveys and participation in the Bookstore Advisory Committee.

• Support social enterprise by selling Honey produced by CLC bees, pottery made by CLC students, local Lake County businesses and internal departments including shipping and print services.

Why are these duties, functions, programs, and services important for the college?

The Bookstore provides students access to needed course materials, supplies and other items for their educational
endeavors at CLC, allowing them to arrive at class prepared to learn and be successful students. Internal departments also see value in having their promotional and supply needs met in order to promote their department programs and CLC, to prospective students and the community at large. The Bookstore profits support Athletics, Childcare and other programs that benefit students.

**How do these duties, functions, programs, and services compare to those offered at peer institutions or to industry best practices?**

The Bookstore’s duties, functions, programs and services are very comparable to those offered at our peer institutions that have independent bookstores as well as those that have outsourced operations. Most return a profit and provide monetary support to the College.

**Are there any functions that the department could offer that is does not currently offer? Please explain.**

The bookstore would like to increase the ability to fulfill supply needs for internal departments for office supplies and promotional items. The Bookstore is also working toward the ability to offer a clothing order form for internal departments for branded gear based on individual preferences twice per year.

Additionally, the Bookstore will continue the effort towards textbook affordability. Working as a team with Faculty and internal departments the bookstore will begin an Inclusive Access model that would ensure students have course materials the first day of classes.

The bookstore will work with faculty to continue to support the Open Education Resource efforts on campus, supporting the students with printed copies as needed.

The bookstore will work with internal departments such as Finance, IT and Financial Aid to explore the option for students to add their textbook purchases to the College’s existing payment plan program.

Bookstore will work to explore the possibilities of providing textbook sourcing services to local high schools.

*Section 3: Structure*
How does your department structure/organization compare to that of peer institutions or industry best practices?

The organization structure varies by organization either reporting directly up to Auxiliary Services, Finance Department or in some instances Student Services.

Department organization is consistent among peer institutions whether the department is self-operated or outsourced, however, number of employees varies based on student FTE. Most institutions employ temporary staff and student workers during peak sales periods at the beginning of each major semester.

Best Practices as detailed by the National Association of College Stores states that on average bookstore staffing should be approximately 18.8% of total sales. This information is based on the FY2017-FY2018 Financial Survey Report. CLC Bookstore has historically been about half of the industry average, however, with declining sales and increases in benefit costs, the personnel expenses expressed as a percentage of total sales has increase but is still well below the industry average. CLC Bookstore personnel costs were 13.7% for FY2019 and 11.4% for FY2018 based on total sales.

Who are the department's primary stakeholders (e.g. students, faculty, staff, community members, other)?

The primary stakeholders for the Bookstore are students, faculty and staff as they are patrons of bookstore operations. Primary stakeholders also include the college leadership team, student groups including SGA and internal departments.

List key internal collaborative relationships:

Key internal collaborative relationships include the President's office, college leadership team, internal departments, student groups including SGA, Bookstore Advisory Committee and the Operations and Facilities Commission. Additionally internal collaborative relationships include all academic divisions, Accounts Payable, Finance, Student Accounting, Purchasing and Contracts, IT, HR, Financial Aid and Campus Services.

List key external collaborative relationships:

External collaborative relationships include key vendor partners such as Pepsi, Nebraska Book Company, Redshelf (digital books), textbook publishers, general merchandise vendors, local high schools that participate in the dual credit programs, WPDI, etc.
How does your department assess stakeholder satisfaction?

The Bookstore measures customer satisfaction in many different ways. It is important to note that review of year over year sales figures is a good way to measure customer satisfaction and department usage. Student surveys, suggestions boxes provided by SGA and student representation on the Bookstore Advisory committee are ways that the Bookstore assesses student satisfaction and input.

Annual faculty and staff surveys provide feedback and satisfaction data for the Bookstore to gain the information that is needed to make changes to better serve our customers. Information is used to identify new product categories, new services to offer and feedback on hours of operation.

All feedback is reviewed, assessed and categorized. Action plans are developed to make the changes needed to better serve our campus customers.

Part II: Resources

Section 1: Human Resources

Staffing Table Template

Upload the Staffing table:

Based on the data provided on the Staffing table, is your department adequately staffed to fulfill the department mission, duties, and functions listed in Part I? Explain.

The Bookstore is staffed to fulfill the department's mission, duties and functions with the exception of title of the GM buyer. To fulfill the needs of the retail store and operations in place a point of sale (POS) coordinator, should be added to the GM Buyer position. Staffing within the stores vary based on time of year, additional staff members are needed during peak sales periods at the beginning of each major semester. As sales revenue decreases, positions and job descriptions should be reviewed to keep staff members productive during lower sales periods when there is down time.

How do your department staffing levels compare to those at peer institutions and industry standards?

The CLC bookstore is closely aligned with peer institutions with regard to key positions. Staff levels can very greatly depending on the size of the school, number of bookstore locations and the FTE of
students that are served. Staffing may vary in the number of buying assistants and customer service employees such as cashiers.

The FTE for the bookstore employees is 11 (full-time and part-time across three campuses) for a student base of 13,743.

Below are the staffing levels for College of Lake County to use as comparison to peer colleges:

**College of Lake County:** Enrollment is 13,743. 15(7 FT, 8 PT) employees staff 4 stores. (1 Bookstore Manager, 2 Buyers, 1 Assistant Buyer, 1 Receiving/Shipping, 2 AP/Administrative, 1 Web design/Communication and 7 Cashiers. 4 Flex workers for Rush and 8-9 Student workers.

The following peer colleges have staffing levels that are consistent with CLC. Staffing levels are as follows:

**Triton Community College:** Outsourced to Follett. Enrollment TBD 5 employees 5 (2 FT and 3 PT) staff one store. (1 Store Manager, 1 Textbook Manager and 3 assistant/cashiers)

**Elgin Community College:** Enrollment 9986. 9 (3 FT, 6 PT) employees staff 1 store. (2 Textbook Specialists, 1 Shipping/Receiving/Web Orders, 1 pm supervisor, 1 Acctng specialist, 3 cashiers and 1 student worker.

**Joliet Junior College:** Enrollment 14,726. 9 (4 FT, 5 PT) staff 2 stores. (1 Bookstore Manager, 1 Course Material Coordinator, 1 Inventory Clerk, 1 Accounts Coordinator and 5 PT regulars. No student workers.

**Harper Community College:** Outsources to Follett. Enrollment 13,496. 13 employees (3FT, 10PT) staff 1 store

**Oakton Community College:**

**Waubonsee:** Enrollment is 9,100. 18 (9FT, 9 PT) employees staff 2 stores. (1 Bookstore Manager, 1 Textbook Coordinator, 1 GM Buyer, 1 Technology Coordinator, 1 Accounting Associate, 1 Inventory Lead (ship/receiving), 1 Cashier Lead, 1 Assistant Manager 2nd Campus, 1 FT Cashier 2nd Campus and 9 PT staff between 2 stores.

**Moraine Valley Community College:** Enrollment is TBD. 11 (5 FT, 6 PT) staff one store. (1 Bookstore Manager, 2 Textbook Expeditors, 1 shipping/receiving, 1Lead Cashier and 4 PT w/30 hrs and 2 PT cashiers.
Do you anticipate staff turnover in key positions over the next 5-years?  
Yes

List new and replacement staffing needs for the next review cycle (5-years). Rate the urgency of each on a 1 (least urgent) to 5 (most urgent) scale.

The bookstore's Textbook Buyer, a key employee, has declared retirement which has been Board Approved. The urgency level of this position is rated at a 5 which is most urgent. Although the employee has provided a several year notice until retirement, emphasis will be placed on the importance of documenting duties and processes, key due dates and key contacts. Procedures are being developed which will help in the cross training of a new Textbook Buyer. There is an Assistant Buyer that could move up into the Textbook Buyer position with additional training.

Section 2: Technology, Systems, Equipment, and Facilities Resources

Technology, Systems, Equipment, and Facilities Inventory Template

Upload the Technology, Systems, Equipment, and Facilities Inventory table:

Based on the data provided on the Inventory, is your department adequately equipped to fulfill the department mission, duties, and functions listed in Part I? Explain.

Yes. The Bookstore is able to provide services to students, faculty, staff and the community. At this time we could improve our appearance by updating our website template to make it more user friendly as well as implement Textbook Express, which would allow the student to populate their online cart automatically based on enrolled classes and then chose what to purchase to fill their online order.

How do your department technology, systems, equipment, and facilities levels compare to those at peer institutions and industry standards?

The Bookstore has most of the same equipment and technology as our peers including our POS/ Inventory system used by many peer colleges.

Opportunities:
1. Upgrade to the most current POS system offer by Nebraska Book Company
2. Upgrade to a more user friendly Website and implementing textbook express

List your department's technology, systems, equipment, and facilities needs for the next review cycle (5-years). Rate the urgency for each on a 1 (least urgent) to 5 (most urgent) scale.

Replace POS system with current PrismPOS (5)
Begin using Shift 4 for processing CC (5)
Replace/upgrade Check/GC machine (2)
Purchase a fax machine for Lakeshore (3)
Upgrade website (4)
Section 3: Financial Resources

Describe your department’s major funding sources (i.e. revenues; e.g. student fees, grant funding, fundraising, etc...).

The Bookstore’s expense budget is funded by revenues from store sales and rental revenue. Excess net income is used to fund other Auxiliary Fund departments such as the Children’s Learning Center, Athletics and WPDI, as well being re-invested in projects of critical need such as baseball/sooccer field drainage improvements, minibus graphics for Athletics, new traffic management software and funding of the additional costs for a new gym floor as examples.

Attach a copy of your department’s most recent budget document outlining major expenditure categories:

![xlsx](FY20 Bookstore Budget.xlsx)

Upload a current budget process manual/map for your department:

![docx](Budget Process - Bookstore.docx)

What cost-saving steps has your department taken over the past 5-years?

- Reduced the amount of Temp services needed by employing lower cost part-time flex and student workers including FSE
- Not replaced vacant positions (Lead receiving clerk and Operations clerk) but dividing them into PT positions. Increasing coverage without the added expense of benefits
- Held off purchasing/upgrading registers
- Made greater demands on the time of the current staff to work more positions during down time
- Saved shipping/restocking/purchase increase fees by making educated decision on books to keep

What is your department’s contingency plan for reduced revenues? How will you decide which areas to make cuts in your budget, if necessary, in the future?

As revenues decrease the Bookstore would implement the following:

- Travel (only when necessary choosing key people to attend and only for education and merchandise purchase)
- Consider online only ordering reducing the need for Temp staff
- Supplies (eliminate and conserve purchases)
- Make the most of the staff I currently have utilizing time management to ensure proper service with less staff
- Cut any unnecessary waste, ensuring all product brought in was sold

Part III: Quality
Section 1: Policies, Procedures, and Processes

IEPR Website - Process Mapping Resources

List key departmental policies, procedures, and processes:

- Textbook Fulfillment Process
- General Merchandise Ordering-Supplies
- General Merchandise Ordering-Gifts vs Promos
- Paying Invoices
- Web Order Fulfillment
- Returns Textbook vs Customer
- Cashier/Front counter duties
- Uploading items to Website
- Receiving

What percent of your department's key policies, processes, and procedures have been formally documented and shared (e.g. manuals, process maps, etc..)?

70%-79%

Upload a copy of your department's cycle/plan for reviewing and updating key processes (e.g. which process are updated when and by whom):

Key Process Review.xlsx

Describe any professional standards/organizations or legal/accreditation responsibilities that guide the department's policies and processes:

- State Statues (procurement, food safety)
- Board Ethics policies
- Board policy for payroll, time and attendance
- Procurement, Contracts and Accounts Payable policies and procedures
- Finance Procedures
- The Higher Education Opportunity Act Textbook Provisions-this requires institutions of higher education to provide students with accurate course material information, including ISBN and retail price when available for each course listed in the institutions course schedule or may otherwise indicate 'to be determined'. The bookstore adheres to this by gathering textbook adoptions, working through our Inventory Management system to keep updated and current. This information is then uploaded through Peoplesoft so students can see when registering and is also found on a students Course Material list as well as available on our website.
Section 2: Measurement, Analysis, and Assessment

Upload a copy of the department’s current performance assessment plan

- Bookstore_Comments 2019.xlsx
- Student_survey_2019.pdf
- NADR Assessment Plan Template 2018091...

What are the department’s key performance indicators?

The following are used as KPI’s for Bookstore:

- Student Savings results
- Information and product delivered in a timely manner
- Customer service as rated in both the operational survey and the Student feedback survey

What methods and tools are used by the department to assess its performance (e.g. surveys, data sets, systems, etc...)

- Operations Survey data and comments
- Student Survey data and comments
- Monthly and annual profit and loss statements
- Student savings data

Describe how department leaders use the results of your department assessments for decision-making. How has the department used the assessment results to make improvements?

Auxiliary Services, the Finance Department and the College Leadership team use the bookstore’s assessments to help guide decisions based on future revenue projections. Customer survey data is used to improve the department’s processes and procedures working to identify barriers that impede student success.
Describe any quality improvements or modifications made since the last review period.

Counter service model: With the reduction of space the bookstore now services customers at an order window which allows one-one contact with each student to discuss course materials.

Opened new stores: Lancerzone on the Grayslake campus and updated Southlake and Lakeshore with fresh paint and branding signage. A new Lakeshore bookstore will open in a multi level store location in the Summer of 2020 improving retail options for the campus and the community specifically in the areas of food, coffee, office supplies and convenience store type items. The new space will also include a Share Market student food pantry.

The bookstore grew rental and digital offerings of titles: Digital titles have grown from 0-50 and will be expanded to every available title to be adopted for Spring FY20. This is underutilized by students at this point but the future want for digital is increasing each semester.

The bookstore supports the OER initiative by offering printed versions to student at affordable rates and urging faculty to try the many OER materials that are available.

The bookstore streamlined online ordering: Financial Aid was added as a tender to reach more students and online orders are now ready within a 2 hour window during business hours, allowing students to order while in class and pick up after.

The bookstore increased promotional and supply offerings to internal College departments.

Co-Curricular Areas Only:

List the department's student learning outcomes:

Part IV: Strategic Planning

List the goals from your last review and explain whether each goal was achieved and why/why not:

In 2014 an Internal Audit was conducted for the bookstore. At which time the following findings and recommendations were reported:
Reduce costs to students regarding textbooks by encouraging early adoptions of textbooks, OER usage, and additional rental titles. RESULT: The bookstore has expanded its lower cost offerings, sourced more titles in the online marketplace and collaborated with the OER initiative. The bookstore tracks student saving in the following ways: Custom Titles, Average pricing, rentals, OER’s and digital content over the last three semesters the student has averaged $49, $49 and $71 in savings. The latest increase due to increased OERs and adding digital textbooks to what is measured. **Goal Achieved**

Due to potential loss in revenue regarding textbooks the bookstore may need to change its General Merchandise footprint and offerings. RESULT: The new Lancerzone opened increasing our size 3x for General Merchandise. Internal surveys were taken for product suggestions. Convenience items, food, clothing and gifts were increased, raising sales by 10% the first year. With a growth increase of 18-22% each year. **Goal Achieved**

Increase Digital title offerings by 10% RESULT: The bookstore began offering digital textbooks the Fall of 2018, as of Fall 2019 50 titles are available. The Bookstore has increased delivery and communication in order to offer all matched titles the Spring semester. **Goal Achieved**

**Based on the current review, what are the department’s strengths?**

- Ability to provide textbooks and related supplies, in various formats, to students, support of college outreach programs, adult education, and corporate entities
- Bookstore’s ability to provide information concerning course materials via a list accessed through mystudent center as well as information concerning textbooks for enrolling students found on the Bookstore’s website
- Working with internal departments on campus to provide supplies and promotional items that support the department programs and events
- Support student’s food and transportation needs by offering bus passes and Dining Dollars cards for sale at all bookstore locations
- Willingness to constantly change Bookstore operation to improve processes and to better serve students and the staff of the college

**Based on the current review, what areas for improvement has the department identified?**

- Expand the Bookstore's textbook affordability initiative in the areas of Inclusive Access and digital textbook, and continue to support the OER initiative.
- Expand wholesale offerings of promotional and supply items in support of internal departments and keeping the Bookstore viable.
- Improve the customer experience via the online bookstore-promoting the convenience factor for online orders and expanding the non-textbook offerings.
- Reevaluate the staffing structure of the bookstore.
- Develop a cross training plan for all key bookstore positions.
- Develop a plan to better utilize staff at Southlake and Lakeshore campus locations.

Goals Worksheet Template

Upload the Goals worksheet:

[docx]

Goals Worksheet Bookstore_4508.docx

What structure and personnel changes will your department need to make in order to achieve its goals for the next 5 years?

- Review the organization structure and individual position responsibilities and evaluate if changes are needed based on declining sales and revenue.
- Evaluate the needs for bookstore positions as they become open.

What financial support will your department need in order to achieve its goals for the next 5 years?

The bookstore currently utilizes its revenue to cover its expense budget. Beginning FY21 this will no longer occur. As the bookstore continues to support the student by offering less expensive forms of course materials this leads to less revenue and no return back to the college. As a team we will cut costs, possibly positions (with retirement) and restructure within our 4 stores. Hours of operation will be looked at as well but the service we provide will not be disrupted. Revenues for bookstore consist of profits on retail sales, should revenues decrease, Auxiliary Services will manage within the revenue that is generated by adjusting expenses accordingly.

What additional resources (e.g. technology, equipment, space, systems) will your department need in order to achieve its goals for the next 5 years?

New cash registers and software as our current system is
What factors (internal and external) could impact your department’s ability to meet its goals for the next 5 years?

- IT project timeline not fitting with Inclusive Access needs
- Communication levels needed to complete goals
- Vendor of Inclusive Access and Hardware, software setbacks and availability
- Budget constraints

Summary

Please detail all major findings resulting from the current review.

- There is a need for all Processes to be mapped and navigation written but many procedures are documented
- Inclusive Access will be a larger project than expected and will involve many departments in the college to ensure students are informed of the program and faculty is aware of the benefit
- POS upgrade needs to be funded and other departments are involved in the implementation, especially IT

Please detail action steps to be completed in the future based on this review with a timeline and/or anticipated dates.

- Update Process map, Narrative and procedures for all process in the bookstore. June 30, 2021
- Upgrade registers and software October 2020
- Implement Inclusive Access January 2021
- Implement payment plan Fall 2021
- Determine structure of future bookstore and retail shop August 2022

Part V: Division Dean or VP Response

The division dean or VP should complete this section after reviewing the responses provided in Parts 1-4 and discussing the NADR with department leadership.

Please select ONE of the following three options:

I concur with the findings in this department review without exception.

Provide a narrative explaining the basis for each exception in the space below:

Provide a narrative explaining the reason(s) you do not concur with this review: