

**Q1 SUPPORT OF THE COLLEGE MISSION** Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection of services to support the college's mission. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 14 Skipped: 0

	4 - HIGHLY DEVELOPED	3 - DEVELOPED	2 - EMERGING	1 - INITIAL	TOTAL	WEIGHTED AVERAGE
Weighted Average	42.86%	50.00%	7.14%	0.00%	14	3.36
	6	7	1	0		

#	COMMENTS/FEEDBACK:	DATE
1	The review does a good job of highlighting the common goals of auxiliaries - convenience, revenue, departmental support.	2/26/2018 6:19 PM
2	Strategic planning does impact services. OER's conflict with the bookstores prosperity goals.	2/22/2018 1:53 PM
3	nice use of data; could be improved by discussing (in writing) the trend that was verbally explained to the CIIC	2/20/2018 5:44 PM

**Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS** Highly Developed: Exhibits ongoing and systematic evidence that planning guides services selection that supports goal achievement. Developed: Exhibits evidence that planning guides services selection that supports goal achievement. Emerging: Evidence that planning intermittently informs some selection of services to support the goal achievement. Initial: Minimal evidence that plans inform selection of services to support goal achievement.

Answered: 14 Skipped: 0

	EMERGING	DEVELOPED	HIGHLY DEVELOPED	TOTAL	WEIGHTED AVERAGE
Composite	14.29%	64.29%	21.43%	14	3.07
	2	9	3		

#	COMMENTS/FEEDBACK:	DATE
1	More details about prior and current goal attainment would have been helpful. I found this section adequate but brief.	2/26/2018 6:19 PM
2	Many goals have been met.	2/22/2018 1:53 PM
3	nice use of data; could be improved by discussing (in writing) the trend that was verbally explained to the CIIC	2/20/2018 5:44 PM

**Q3 PERSONNEL SUMMARY** Highly Developed: Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position. Developed: Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Emerging: Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Initial: Staffing is insufficient to meet the needs of the program.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	14.29%	50.00%	28.57%	7.14%	14	2.71
	2	7	4	1		

#	COMMENTS/FEEDBACK:	DATE
1	The bookstore seems to be staffed adequately, but, as the manager suggests, an action plan for when employees are absent--especially at peak times--would be helpful.	2/28/2018 10:09 AM
2	"Staffing is adequate except there is not a solid action plan for when employees are absent."	2/27/2018 6:40 PM
3	Although this is noted to perhaps change, the current staffing model appears adequate to meet needs.	2/26/2018 6:19 PM
4	Planning process was used to add half-time position but staffing is still not sufficient to cover employee absences.	2/26/2018 11:54 AM
5	Will the new .5 bookstore clerk be able to help with coverage of breaks and absences?	2/26/2018 9:44 AM
6	Staffing challenges. Costs conflict with having a positive budget sheet. Having the bookstore be more centralized may resolve some of these issues.	2/22/2018 1:53 PM
7	Again, the narrative is missing the element of trends that are so incredibly important right now to the Bookstore.	2/20/2018 5:44 PM
8	Perhaps a plan can be developed for covering breaks/absences. Budget may be tight, but a way to minimize that could be using temp workers from a local agency? Perhaps staff members could volunteer to cover break periods the manager could be ensured of getting a lunch.	2/20/2018 12:18 PM

**Q4 STAFF DEVELOPMENT** Highly Developed: Exhibits ongoing and systematic support of professional development opportunities. Developed: Exhibits support of regular professional development opportunities. Emerging: Evidence of intermittent professional development opportunities. Initial: Minimal evidence of professional development opportunities.

Answered: 14   Skipped: 0

## Non-Instructional Department Review: Bookstore

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	14.29%	57.14%	28.57%	0.00%	14	2.86
	2	8	4	0		

#	COMMENTS/FEEDBACK:	DATE
1	Fairly limited given staffing. Experience of manager helpful but lack of professional development affects innovation.	2/26/2018 6:19 PM
2	This is one of the strong points of the bookstore.	2/26/2018 3:40 PM
3	Bookstore manager participating in PD opportunities but staffing is insufficient to allow for optimal professional development time for both manager and clerk.	2/26/2018 11:54 AM
4	Staff attend relevant professional development opportunities	2/22/2018 1:53 PM

**Q5 FACILITIES AND EQUIPMENT** Highly Developed: Facilities and resources meet current and future needs of the college. Developed: Facilities and resources meet current needs of the college. Emerging: Evidence of a plan to have facilities and resources meet current and future needs of the college. Initial: Minimal evidence that facilities and resources meet current and future needs of the college.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	7.14%	85.71%	7.14%	0.00%	14	3.00
	1	12	1	0		

#	COMMENTS/FEEDBACK:	DATE
1	Appears adequate for needs, although expensive. Is there a plan to reduce expense?	2/26/2018 6:19 PM
2	Relevant staff developed provided and utilized.	2/22/2018 1:53 PM
3	The cost of equipment was a (shocking) surprise as verbally explained; the same shock element is missing from the narrative. As written, all seems well which is different from how things were explained verbally.	2/20/2018 5:44 PM
4	Manager knows the resources used and their associated costs and likely understands costs of other systems that could be used.	2/20/2018 12:18 PM

**Q6 BUDGET** Highly Developed: Financial resources meet current needs and are projected to meet future needs. Developed: Financial resources meet current needs. Emerging: Evidence of a plan to acquire financial resources to meet current needs. Initial: Minimal evidence that financial resources meet current needs.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	35.71%	42.86%	21.43%	0.00%	14	3.14
	5	6	3	0		

## Non-Instructional Department Review: Bookstore

#	COMMENTS/FEEDBACK:	DATE
1	Thorough and has a good grasp of operations.	2/27/2018 2:03 PM
2	The explanation of HB 2871 was helpful, but is there a plan to mitigate the effects? (other than planning on losses)	2/26/2018 6:19 PM
3	Concern expressed regarding future resources. If more classes switch to OERs bookstore profits will continue to decrease. Facilities will be smaller in the future. This may cause challenges for buying supplies in bulk.	2/22/2018 1:53 PM
4	Dealing with the unintended consequences of OERs will present a challenge to the bookstore. There is a plan in place to try to offset some of that impact by planning to allow EBT purchases. Would be interesting to see if non-educational books could be sold and marketed to the community as there's only one retail bookstore that I know of in all of Klamath Falls, and it sells used books. Amazon and lack of local demand could make this idea not very feasible.	2/20/2018 12:18 PM

**Q7 STRENGTHS AND WEAKNESSES** Highly Developed: Strengths and weaknesses are described accurately and thoroughly. Developed: Most strengths and weaknesses are described accurately and thoroughly. Emerging: Some strengths and weaknesses are described accurately and thoroughly. Initial: Minimal evidence that strengths and weaknesses are described accurately and thoroughly.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	50.00% 7	42.86% 6	7.14% 1	0.00% 0	14	3.43

#	COMMENTS/FEEDBACK:	DATE
1	Expand strengths. Include professional, proactive, organized management. Well informed on trends and new opportunities.	2/27/2018 2:03 PM
2	This section was candid and insightful. It calls out opportunities to improve as we manage changes in bookstore landscapes.	2/26/2018 6:19 PM
3	Excellent tracking and budgetary systems utilized. Detailed sales records kept. Efficient utilization of staffing. Good communication with faculty regarding textbooks etc. challenges with storing supplies and resources for classes.	2/22/2018 1:53 PM
4	Highly commendable	2/20/2018 5:44 PM

**Q8 NEW GOALS AND PLAN** Highly Developed: Multiyear planning process with evidence of use of assessment data in planning. Developed: Multiyear planning process with some assessment data. Emerging: Short-term planning process recently implemented. Initial: Minimal evidence of planning process.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	7.14% 1	57.14% 8	35.71% 5	0.00% 0	14	2.71

## Non-Instructional Department Review: Bookstore

#	COMMENTS/FEEDBACK:	DATE
1	The new goals are right out of the box. I am confident evidence will begin to come in for the new goals as the bookstore moves to its new home and some time passes to give the newest strategic goals an opportunity to be successful and measured.	2/27/2018 12:50 PM
2	I expected to see more aggressive goals to mitigate financial impact on institution. The food stamp goal is strong, however, I believe this section could be further developed.	2/26/2018 6:19 PM
3	Interesting textbook rental idea. Deans may need to provide better supervision of faculty textbook orders and supply processes to increase efficiencies.	2/22/2018 1:53 PM
4	Planning here isn't multi-year, but given the big change about to happen this is entirely reasonable.	2/20/2018 5:44 PM
5	Assessment data could be used. For instance, are there targets for success for the pilot book rental program?	2/20/2018 12:18 PM

**Q9 OVERALL PROGRAM EVALUATION** Highly Developed: Evidence of ongoing systematic use of planning in selection of programs and services. Developed: Program exhibits evidence that planning guides program and services selection that supports the college. Emerging: There is evidence that planning intermittently informs some selection of services to support the college. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 14   Skipped: 0

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
Composite	35.71% 5	64.29% 9	0.00% 0	0.00% 0	14	3.36

#	COMMENTS/FEEDBACK:	DATE
1	Although in some ways the bookstore is developed, it is evident in the review that change has surrounded the operation and plans must be made on how to respond. This could be stronger in this review. I assume this is on hold for Cabinet direction?	2/26/2018 6:19 PM
2	Systematic approach to tracking sales.	2/22/2018 1:53 PM
3	Very clearly written, easy to understand. Good use of data. The attachments are less useful without an accompanying narrative.	2/20/2018 5:44 PM

**Q10 Should this non-instructional department review be accepted by CIIC or sent back to the department lead for further work?**

Answered: 12   Skipped: 2

ANSWER CHOICES	RESPONSES
Accept department review document	100.00%   12
Send back to department lead	0.00%   0
<b>TOTAL</b>	<b>12</b>

**Q11 Please highlight the strengths of the department.**

## Non-Instructional Department Review: Bookstore

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	Currently self-supporting retail operations Future move to Founder's Hall will (hopefully) create more student traffic/purchases	2/28/2018 11:58 AM
2	Has a realistic outlook for future challenges for the bookstore.	2/28/2018 10:26 AM
3	The book store is self-supporting, and a knowledgeable, organized manager is running it.	2/28/2018 10:09 AM
4	Self sustaining. Has plans for future sales predictions. Has adapted a building that was not designed as a store, to be a pleasant and useful addition to KCC.	2/28/2018 9:23 AM
5	The bookstore does not require subsidy from the college to operate and offers part-time work opportunities for students.	2/27/2018 6:40 PM
6	Self supporting, organized, explores new trends and opportunities. Professional. Systems in place for oversight and controls. Self evaluation is thorough.	2/27/2018 2:03 PM
7	The Bookstore has had to be willing to change with changing demands over the years. There is demonstration of evidence that the Bookstore has seen the change and modified practice to meet new demands.	2/27/2018 12:50 PM
8	Self-supporting, Director experience, convenient for students, FA access.	2/26/2018 6:19 PM
9	The department has a very clear idea of challenges and works to address them before they become an issue.	2/26/2018 3:40 PM
10	Provides many items needed or wanted by students and staff. Appears, from review, to be functioning extremely efficiently.	2/26/2018 11:54 AM
11	The Bookstore is lead by a very knowledgeable manager who is very mindful of the changes coming up. She is doing what she can do to adjust her budget to meet those changes.	2/26/2018 9:44 AM
12	systematic tracking systems. Detailed sales history. Tightly monitored staffing. Opportunities for sharing staff/cross training in the new building.	2/22/2018 1:53 PM
13	Use of data and understanding of emerging trends that may threaten future viability	2/20/2018 5:44 PM
14	Currently self-supporting. Manager is highly knowledgeable and experienced and is an asset to the college.	2/20/2018 12:18 PM

## Q12 Please outline weaknesses of the department.

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	Textbook sales decrease with OR HB 2871 compliance and the need for additional or enhanced revenue streams.	2/28/2018 11:58 AM
2	Additional ways to meet the challenges and strategies to turn current/future challenges into action plans may need developed/implemented. Textbook rentals is a very good start!	2/28/2018 10:26 AM
3	Any weaknesses appear to relate to competing with Marketing offering free logo items, OERs and timing/changing of textbook orders from faculty.	2/28/2018 10:09 AM
4	Shortage of trained staff.	2/28/2018 9:23 AM
5	Personnel to cover the bookstore manager. KCC logo items do not sell quickly and vendors require high minimum orders. Difficulty competing with Amazon or big-box store prices.	2/27/2018 6:40 PM
6	Unsettled personnel schedule. Trends are changing that may impact operations and finances.	2/27/2018 2:03 PM
7	The largest weaknesses are out of the control of the Bookstore. Any local retail store is hampered by online marketplaces. Additionally direct purchase of online software limits the local market.	2/27/2018 12:50 PM
8	Lack of obvious mitigating plan to manage change.	2/26/2018 6:19 PM

## Non-Instructional Department Review: Bookstore

9	The uncertainty of online vendors, OERs, and faculty tardiness are impossible to address at this time, and that makes for a difficult situation.	2/26/2018 3:40 PM
10	Primary role as textbook provider has been weakened by online book availability, OER adoption and new roles for department are currently unclear.	2/26/2018 11:54 AM
11	HB 2871 has caused a decrease in revenue for the Bookstore which will only continue to be a challenge.	2/26/2018 9:44 AM
12	Opportunities for expansion. Limited space. Lacks loading dock and storage. Less reliance on book sales could create a negative margin. Need for diversification.	2/22/2018 1:53 PM
13	multi-year planning; staffing in the face of significant uncertainty makes it very difficult to maximize profitability.	2/20/2018 5:44 PM
14	The uncertain future of on-campus bookstores will present challenges that the department will need to be proactively planning for, if possible.	2/20/2018 12:18 PM

### Q13 Please make recommendations for department improvement.

Answered: 14    Skipped: 0

#	RESPONSES	DATE
1	Increased need for student worker professional development linked to business experience.	2/28/2018 11:58 AM
2	The bookstore faces very large challenges to stay operational. They are already aware of their main challenge and are trying to come up with strategies to conquer these challenges. I would be interested in seeing how a big-box bookstore would meet the college's mission and goals and compare them to the current college bookstore. I suspect that may give new light on the importance of keeping the bookstore that we have. And it might help the bookstore find ways to conquer some of its challenges.	2/28/2018 10:26 AM
3	Perhaps Academic Affairs needs to coordinate better with the bookstore by educating faculty on the importance of ordering textbooks earlier and the impact of changing textbooks mid-year. Marketing and the bookstore need to coordinate regarding free KCC logo items versus those that students, their families, and KCC employees might purchase if the weren't given out for free.	2/28/2018 10:09 AM
4	The department is negatively effected by not getting information for outside of the department in a timely manner. Unfortunately I do not have a suggest on how to improve that.	2/28/2018 9:23 AM
5	- Reduce the allowance of textbook changes after deadline - Reduce KCC logo/school supplies inventory since it does not sell and most students are purchasing online.	2/27/2018 6:40 PM
6	Continue to evaluate systems and trends. Be ready to adjust to new location and the impacts of that move. Develop business plan to address tighter margins and contribution to the bottom line. Product mix to rental, e books, is evolving.	2/27/2018 2:03 PM
7	Continue to work with faculty partners to find efficiencies in ordering of books.	2/27/2018 12:50 PM
8	Clear vision for the future that is proactive and not waiting for change to happen.	2/26/2018 6:19 PM
9	The only recommendation is for a plan to address possible absences of workers.	2/26/2018 3:40 PM
10	Depending on near-future development of the Bookstore's role, some additional staffing may help with unplanned employee absences and more time for planning.	2/26/2018 11:54 AM
11	Holding faculty to defined deadlines and requirements on textbook and supply ordering so that adjustments can be made quickly and at a minimal loss.	2/26/2018 9:44 AM
12	Expand clothing/logo wear. Increase school supply sales. Increase whole food sales/opportunities.	2/22/2018 1:53 PM
13	recommend looking for innovative ways to join the digital revolution at a profit. This should include proactive communication with faculty to recommend OER options that include a profit stream for the bookstore. Otherwise faculty won't know to even think about that aspect.	2/20/2018 5:44 PM
14	Develop clear targets for success in terms of population served, pilot programs, and other goals.	2/20/2018 12:18 PM



## Q14 Please enter your name.

Answered: 14 Skipped: 0

#	RESPONSES	DATE
1	Elizabeth White-Hurst	2/28/2018 11:58 AM
2	Pat Hockersmith	2/28/2018 10:26 AM
3	Ronda Wery	2/28/2018 10:09 AM
4	Paul Breedlove	2/28/2018 9:23 AM
5	Nicole Mace	2/27/2018 6:40 PM
6	Mike Homfeldt	2/27/2018 2:03 PM
7	Bill Jennings	2/27/2018 12:50 PM
8	JMJ	2/26/2018 6:19 PM
9	Jeanne LaHaie	2/26/2018 3:40 PM
10	Meg Buchanan	2/26/2018 11:54 AM
11	Peggy Bullock	2/26/2018 9:44 AM
12	Jamie Jennings	2/22/2018 1:53 PM
13	Tom Nejely	2/20/2018 5:44 PM
14	Franklin Clark	2/20/2018 12:18 PM