



**KLAMATH**  
Community College

2022-23

Non-Instructional  
Department Review  
Bookstore

Carly K Gilder- Bookstore manager

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## 1. SUPPORT OF THE COLLEGE MISSION

### 1A. SUMMARIZE DEPARTMENT IN TERMS OF KEY FUNCTIONS AND RESPONSIBILITIES.

The Klamath Community College Bookstore is a self-supporting enterprise/retail operation offering educational materials and supplies in the form of textbooks, digital books, digital rentals, electronics, office supplies, and art supplies. The bookstore carries KCC logoed merchandise in the form of clothing, drinkware, outerwear, and housewares. The bookstore, on most days, is the convenience store to the campus for food and last-minute purchases. The KCC Bookstore is a brick and mortar location in building 9, but it also has a website that contains the listing of courses with textbook and supply requirements available for purchase on the site: <http://bookstore.klamathcc.edu/home.aspx>. In order for the bookstore to operate at high efficiency, a lot of projects happen in the background. These are led by the manager who coordinates with vendors, faculty, student services, and others. The manager researches each purchase to make sure margins are appropriate to fulfill institutional mandates. The bookstore's mission is to operate at a "break even" level. Due to changing pressure, regulations, and options of external markets, this is proving to be difficult.

### 1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

The KCC Bookstore's mission is to promote a successful student experience and to support faculty and staff by providing access to quality textbooks, supplies, college regalia, and food. The bookstore strives to meet the diverse goals and needs of KCC. The bookstore's core themes in support of KCC's mission (Access, Quality, Meeting Diverse needs, & Student success in workforce) are:

- **Access:** The bookstore provides physical and online access to quality materials with a storefront, open M-F 8:30 a.m.-4:30 p.m. throughout Fall-Spring terms, and during Summer term being closed on Fridays.
- **Quality:** The bookstore purchases quality items for the best value and controls retail pricing in line with organization objectives.
- **Quality:** The bookstore proudly sells, KCC merchandise. When students, faculty, staff and families wear the clothing out in the community, it creates name and brand recognition.
- **Access & Meeting Diverse needs:** The bookstore meets students where they are by providing the ability to charge to financial aid directly and to debit or credit cards. The bookstore partners with other 3<sup>rd</sup> party billing departments to charge books, supplies and other materials (e.g.: Trade Act, KCSD, KFCS, CH 31, Tribes, to name a few).
- **Access & Meeting Diverse needs:** The bookstore provides materials in different formats to allow students to pick what materials would be best for them to learn from and what fits their budget (e.g.: digital textbooks, physical textbooks, and audible textbooks, or digital rentals).
- **Student Success in workforce training:** The bookstore's staff consists of Federal Student Workers (FWS) and Student Workers (SW), providing them workforce training, customer service skills (greeting customers, offering help), cash handling experience, good work habits, and a general knowledge of retail business.

\*FWS will be used for Federal Work Students & SW will be used for Student Worker throughout the rest of the document.

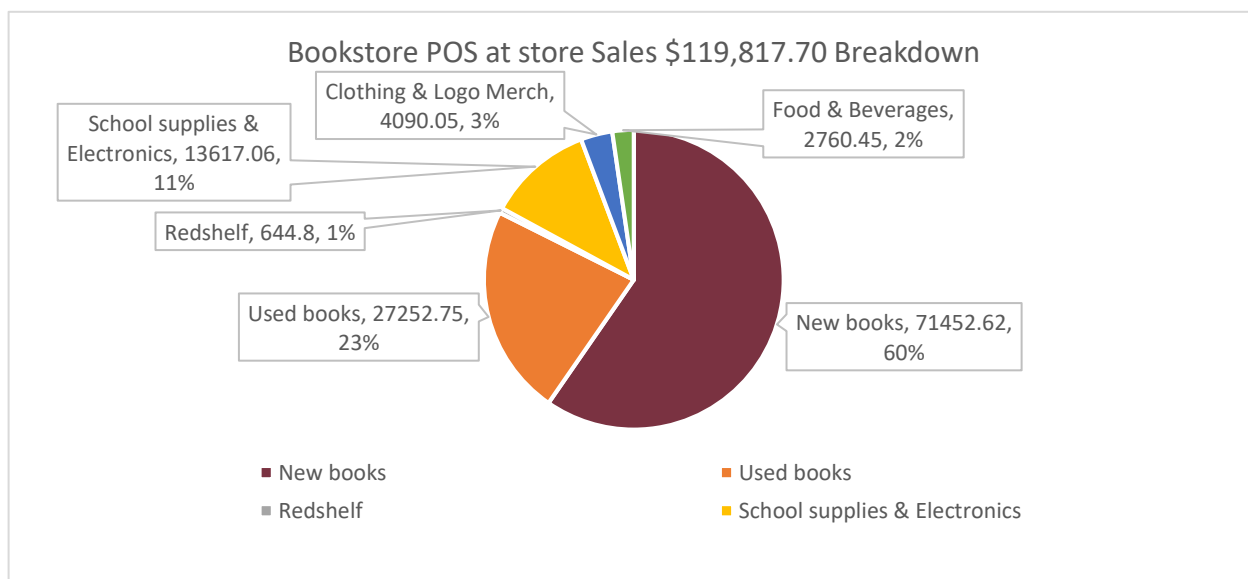
#### 1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT

The KCC Bookstore's core population is our registered students. The largest type of sales is in books for the term. However, the bookstore is also the convenience store to the campus; therefore, faculty, staff and community members use it for food purchases, KCC logoed items, and last-minute purchases. The bookstore provides opportunities for students to obtain information on required materials and to purchase them on a first-come basis. The bookstore supports equity for students that cannot seek out external sources for funding who may not have debit/credit cards or checking accounts). These students are supported through various funding (financial aid, CH 31, Trade Act, Step/SNAP, WIOA, KCC Emergency grant sources) which is used at the bookstore. Without our bookstore support, these students may not have the required materials to succeed in college. These students are the bookstores WHY, the mission to make sure our underserved can walk in to the local store or use the website to use the funding that they secured to pay for materials.

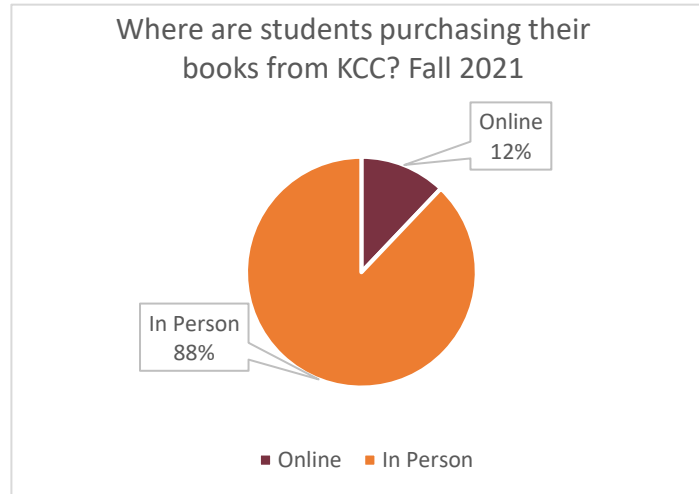
#### 1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

Sales change from term to term and year to year depending on student enrollment, textbooks adopted, and external competition for sales to other stores. This is a snapshot in time for department sales for Fall term 2021 (**What, Where, How and Who**):

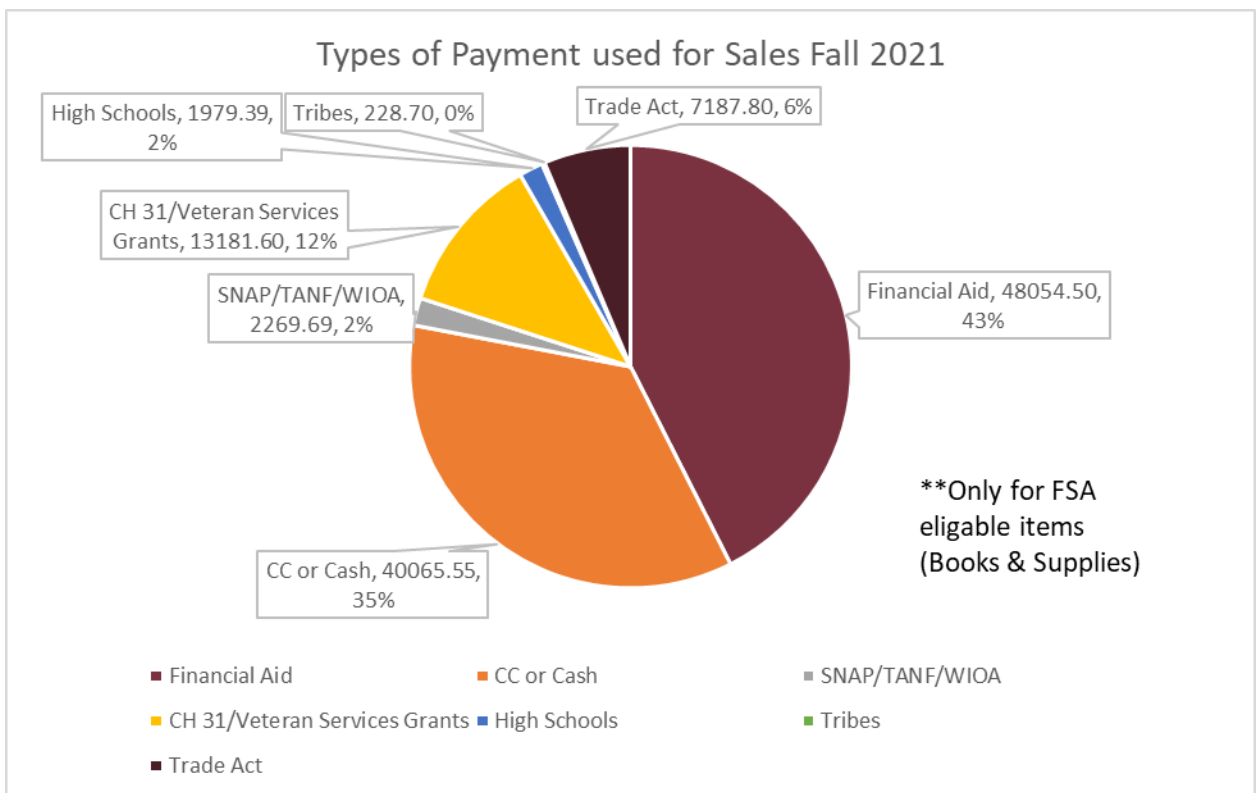
1. The first graph is **what** items were sold. 84% is in book sales and electronic access codes, which is trending down with house bills requiring more OERs.



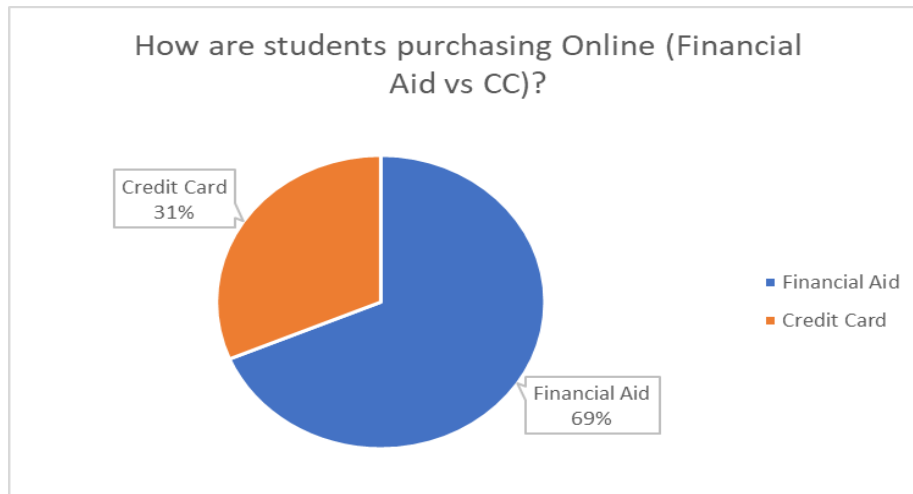
2. The second graph is the **where** our students are purchasing items. In comparison, in 2015 not even 1% were online sales for fall term, and currently we are at 12%. There is a lot of growth that can be done in this area. More students are using the online store, and the bookstore is shipping all over the country.



3. The third graph is **how** are our students paying for materials in the store (including only books and supplies), and the programs that our students are a part of (**who**). **The bookstore averages 65% of all sales in person; online purchases are made with financial aid and 3<sup>rd</sup> party payment.**



4. The fourth graph is **how** our students are purchasing books/materials online:



## 2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

### 2A. DESCRIBE PROGRESS TOWARD GOALS SET IN PREVIOUS REVIEW, ANNUAL BUDGET PRESENTATIONS, AND/OR STRATEGIC BUDGET PLANNING.

The action plan set forth by the previous review in 2017-18 included the following:

- Start a rental program
- Increase product and payment options to offset losses to Open Educational Resources (OERs)
- Staffing Improvements and cross-training other campus employees or non-benefited employees

The Strategic plan 2.0 had 4 goals:

- Increase course material choices
- Increase payment options
- Increase product merchandise
- Plan sustainability to be financially self-supported
- Improve Graduation Excellence

### 2B. HAVE YOU MET YOUR PREVIOUSLY SET GOALS? IF NOT, HOW DO YOU PLAN TO MEET THEM?

☒ Yes

☒ No

Somewhat is a more accurate summary of the goals being achieved. These goals were created by the previous managers. Once the current manager did the research needed to see if the actions were viable, she found the following issues:

- A rental program is only profitable after two or more years of the same textbook. It requires our student to have a debit card to charge in case the book is not returned and/or for late fees. The bookstore would need to partner with the business office to hard charge student accounts, since most students could not have late charges/non-returns. In consideration of current staffing at the bookstore, and information about how bookstores struggled to get rentals back during COVID-19, the department decided not to pursue this goal.
- Electronic Benefit Transfer (EBT) was also an option discussed; however, the USDA has to approve any plan. It would include a large percentage of perishable food being sold which would equal losses to the store. Instead, the bookstore has added other products to its inventory in order to increase revenue: laptops, electronics, eBook rentals, more clothing, and other nonperishable food.
- The staffing at the bookstore continues to be a problem. The bookstore currently is staffed with a manager and non-benefited staff (FWS/SW). The previous action plan references idea of cross training other departments' staff; however, other departments are short staffed too.

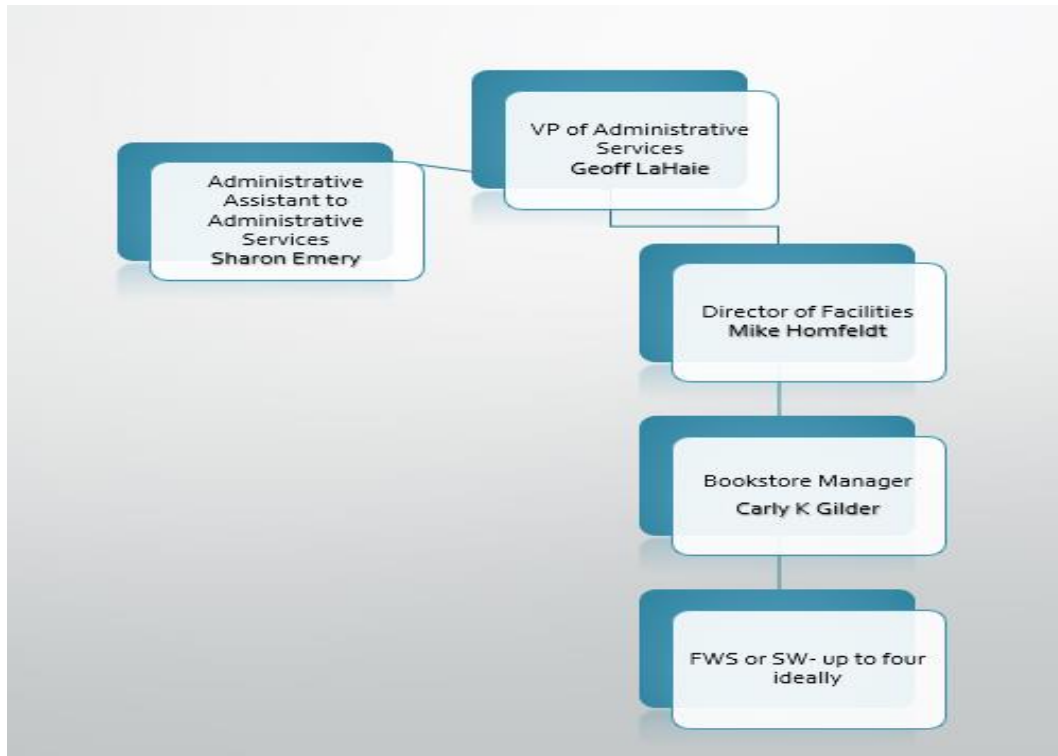
Strategic Plan goals for 2.0 completed with current manager:

- The bookstore increased material choices by adding RedShelf, digital rentals that are sold at the store for 10% commission with no shipping costs. The bookstore will continue work with publishers and vendors, but the market is changing in delivery of these materials, and our students like traditional models.
- The bookstore increased payment options by working in partnerships with grants and purchase orders (POs), which is equitable. The bookstore has looked into gift cards, but the cost and the loss don't outweigh the free gift certificate receipt provided by POs.
- The bookstore has increased the product merchandise in the store, but the biggest change has been the revamp of the website which made the look and navigability similar to other websites. This supports students in using financial aid and getting supplies without requiring them to set foot in the store. The website supports distance learning students and local residents who can also choose to pick-up in store and save on shipping.
- The bookstore's goal to be sustainable (financially self-supported) will never go away. This is best practice for all businesses, for-profit and nonprofit. The balancing act is to keep prices low, and to purchase quality merchandise that our customers want to buy. Margins on products pay for the hard costs of the bookstore.



### 3. PERSONNEL SUMMARY

#### 3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.



#### 3B. ARE CURRENT MANAGEMENT AND STAFF ADEQUATE TO PERFORM FUNCTIONS AND RESPONSIBILITIES SATISFACTORILY TO ACHIEVE DEPARTMENT GOALS? EXPLAIN THE JOB FUNCTIONS OF EACH POSITION.

☐ Yes

☐ No

☒ Somewhat

The bookstore fully operates with one full-time staff member, its manager. There is no back up to the manager. The bookstore has student workers to help, but it is difficult for the bookstore to rely on the FWs or SWs to cover the manager consistently for breaks, vacation, appointments, sickness, or meetings. The bookstore manager, in some cases, has to close the store when an FWS or SW is scheduled and doesn't show. The manager has found it prudent to close when on vacation rather than relying on FWS or SW. The manager works hard to schedule vacation in the slow weeks or break weeks. So far, book sales have not been affected by the inconsistency of the FWS or SW, and the manager has always made the start of term the number one priority, sometimes to the manager's detriment.

The KCC Bookstore relies on the bookstore manager to do all duties in the categories of *front facing and behind the scenes* for every new term.

The bookstore manager is responsible for the following front facing activities:

- Provide great customer service to students; have items available and communicate when inventory is out with expected due dates.
- Train student workers to run a cash drawer, read a course schedule to help navigate students, access codes and lab vouchers, on customer service, on where things are in the store, and to clean the store and keep items faced and restocked.
- Provide book buyback to allow students to get cash for books needed for the next term based on faculty adoptions and current inventory. Only the manager can run this because of the large amount of money handed out during this time.
- Market the bookstore online and via email.
- Open the store, start the computers, add register cash, and run the register.
- Answer questions from students; teach them how to get books from the shelves or order by phone, and troubleshoot online ordering.
- Troubleshoot questions about materials after getting responses from faculty.
- Stock store and create book shelves

The bookstore manager does these job duties behind the scenes:

- Create adoption timeframes for faculty to submit textbook requests and report No-Cost and Low-Cost materials to Academic Affairs for inclusion on course descriptions for registration.
- Research textbook pricing and verify information (ISBN), researching multiple markets and publishers, to make sure that each item has the correct information and is sellable at the bookstore.
- Input all text information and cost into ARC (MBS textbook adoption/inventory/website management) which mirrors to the bookstore website, so students can find their textbooks at the time of registration.
- Evaluate registration (student head count) per course and estimate how many books will be purchased at the bookstore; this is done periodically prior to the start of term. Gone are the days of purchasing for the whole class since there are multiple external markets to purchase from such as Amazon.
- Prep book shelves with tags and receive books. Verify information and input into ARC inventory to track mark up and margins. Create listing of No Text courses, so students do not need to go to the shelves to find this information. Create listing of barcodes for digital rentals, and create a listing cheat sheet for access codes and lab vouchers for student workers to rely on.
- Input and get approval for all invoices via electronic requisition or credit card approval.

- Manage the online store website content, pictures, merchandize, and calendar. Manage sales, fill orders, pull books and note whether they are used or new, charge accounts for pickups, complete packing orders, ship, and answer questions about items via the bookstore email. Call students when an item is not available or if financial aid is not loaded for them to charge to. The online store never closes, so students are purchasing at night, and the manager pulls and fills those orders in the morning and after the bookstore closes so as not to be too behind in the next morning.
- Order supplies for general use, and make sure items will be purchased by students for the right price point; this includes electronics. Input items into inventory and create barcodes.
- Order delivery of beverages through Pepsi, and go to various stores to get food to stock the store.
- Order KCC logoed merchandise that is both on trend and in low quantities to keep the rotation of items and to provide the best quality for the right margin, which takes a lot of research. Works with KCC Marketing to avoid “give away” conflicts and to identify cross-marketing opportunities.
- Process returns of books not sold or books changed by faculty. Reach out to each vendor to get preapproval, invoice and ship books back. In some cases, the bookstore has 90 days up to a year for a return in new only condition. Over purchasing, or changing of materials for a class, end up costing the bookstore both in time and shipping costs.
- Sell off old deadstock (\$22,000) at a loss that is growing every year with new adoptions and missing return periods.
- Recognize deficiencies and communicate with departments to adjust while being flexible for change in order to creatively meet the needs of students.
- Inventory annually.
- Monitor the budget by line item, seek cost savings with vendors, and adjust spending based on the revenue outlook for the year.
- Hire, train, and manage workers with corrective actions, support, schedules created around class schedules, and adjust working times to cover busy times and when the manager is gone for lunch, committee work, etc.
- Identify educational opportunities for the manager to keep up with an ever-changing market of customers and external factors.
- Order graduation regalia, and support activities for Commencement.
- Research equipment, software and other upgrades for possible implementation.

The duties listed above are not duties that can be assigned to FWS/SW due to accountability, security, training required for many detailed computer systems, and regular turnover.

- The Federal Work Study student worker budget is not reflected in the bookstore budget. These extra dollars are provided at the beginning of the year. Only qualified students can be a part of

this program, and not all applicants qualify. The application pool can limit the staffing at the store.

- Student Work Study is a budget line to be offset by revenue in order to be self-sustaining. The manager has to hire from this category if FWS students are not available.

Both worker types take a lot of training, and turnover can happen every 10 weeks (each term). The bookstore is fortunate when it has students for more than one term. These workers cannot work a regular schedule. The manager has to work around their course schedule, transportation (bus), and the bookstore needs.

### 3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.

In the last few years bookstore staffing needs have been difficult to assess. The current manager took over the store January 2020, and then the world stopped with the pandemic. At that time, the budget was not on track, all due to staffing. SWs gave notice, not wanting to risk getting sick, and the store had slow traffic. The bookstore was open, and our students who had to use funding at the store benefited greatly. In the 2020-2021 year, FWS were reliable and consistent. The Director of Facilities allowed one of the custodians to be cross trained (prior to COVID-19, the custodian was working the night shift) to help out the store and back up the manager. A strategy that the manager follows is to use FWS first for hours and then resort to SW funds for budgeting. 2021-2022, was a difficult year; there were not many applicants for either FWS or SW. The manager hired 3 of the 5 applicants, and in retrospect these FWS were not quality workers. The manager limped them along because there were no other applicants. There were SW applicants, but again revenue is needed to offset the cost. During the budget presentation for 2022-2023, the bookstore manager asked for a part-time worker that would be split with another department to create a full-time position in order to have a reliable person who had stake in the store who could really back up the manager. This was not approved, though \$15,000 more was added to the student worker budget line. The bookstore has also utilized employee training programs (WIOA) for a source of workers.

The 2022-2023 staffing plan is to see what the applicant pool is like, and keep the plan of using FWS first and SW second since this is the first normal year following the pandemic, and more students are on campus; however, sustainability will be sacrificed.

- If this doesn't work, the action plan is to reduce bookstore hours, but keep the old hours during book selling times: Monday-Friday, 8:30am-4:30pm.
  - The commitment would be for four to five hours Monday-Thursday. Before any changes would be made, research on the busy times will be pulled and evaluated. The bookstore manager would still be working 40 hours, just not with the store front open. This will give her focused times for the recruitment, research, paperwork, and the communication needed to have the bookstore run efficiently, while providing consistent times the bookstore is open.

#### 4. STAFF DEVELOPMENT

##### 4A. DESCRIBE SPECIFIC PROFESSIONAL DEVELOPMENT ACTIVITIES IN WHICH DEPARTMENT MEMBERS PARTICIPATE, AND EXPLAIN HOW SUCH ACTIVITIES BENEFIT OR ENHANCE THE DEPARTMENT.

The bookstore manager attended a 3-day virtual conference of CAMEX (National Association of College Stores); some of the topics for this fantastic conference were:

- Equip your store to tell a better story
- How to quickly adapt your store and E-commerce site in a changing environment
- Round table on marketing and merchandise
- Perspective of affordability
- The affordability paradox: profit, student choice, and academic outcomes
- From adoptions to selling: How your store can better manage course materials to save time and man power
- Buckle Up! The roller coaster continues
- Marketing perspectives through a Diversity, Equity and Inclusion lens
- Walking the line: OER IA digital resources and the impact on college stores

The bookstore manager is part of the Northwest College Bookstore Association which has not done a conference recently, but hosts conversations about what other Oregon bookstores are doing with new house bills and/or adapting to the changing work.

The bookstore manager serves on the following committees for the college:

- Communication team (2022) to further communicate on purchases for the store, marketing, free merchandise, and bulk pricing.
- Commencement (2022) to discuss selling regalia to students.
- OER committee (2021) to discuss and implement OERs and house bills to lessen the cost of required materials for students and the effect to bookstore sales.
- Diversity, Equity, and Inclusion Steering Committee (2021 to present) working on language for the college's DEI statement and mission backed with HECC's goals for Institutions. This work will roll into a larger committee for various projects around campus.

The bookstore manager partnered with the KCC Foundation in 2021 to have the first Annual Holiday Giving Sip and Shop. This was a great way to create comradery outside of working relationships in a casual afterwork environment centered around food, light drinks, shopping, and giving. Events like these allow the bookstore manager to use creativity, to appreciate the partnerships she relies on to keep the bookstore financially afloat, to support our students through the Foundation, and to say thank you.

The bookstore manager has volunteered in Klamath County for many years, but two boards that she is on directly relate to her work (financially), equity, and the prosperity of our community:

- For 10 years, Carly Gilder has been the elected treasurer for the Klamath County Library Foundation. There she keeps the monthly financials, seeks out grant funding for projects, participates in fundraising, manages funds for building projects, creates the budget for the fiscal year based on grant funding and projects provided by the director of Klamath County's Libraries, and makes recommendations to the board about historical funding.
- Carly Gilder has been a Leadership Council Member for Klamath County/Lake County SMART reading program since March 2022. SMART reading was Carly's previous employer prior being hired at KCC, and she was asked to be a Leadership Council Member in a volunteer capacity to help with fundraising, provide sound advice and an Ambassador presenter to Migrant families for Dialogic reading. Carly volunteers for the program as a reader for the OCDC Klamath Migrant program, which is an every other week commitment to read for 20 minutes to pre-K migrant kids who are Spanish/English learners. They have discussions about the books, and she utilizes dialogic reading practices, asking questions and pausing so kids can find their own words to talk about the book, which leads to learning to read. SMART reading provides books for the children each time she reads. These books are bilingual, popular, equitable, and include heroes that mirror the children. Beginning here prepares kids to start their own libraries, learn to love reading, and to continue to pursue knowledge.

#### 4B. DESCRIBE AREAS OF UNMET PROFESSIONAL DEVELOPMENT NEEDS AMONG PERSONNEL IN THIS DEPARTMENT AND OUTLINE PLANS TO ADDRESS THOSE NEEDS.

The bookstore manager would like to go to a vendor conference. Due to COVID-19 and staffing she has not been able to get out of the office. Reduced temporary hours may allow for this to happen since there is not a true back up for the behind the scenes part of the manager's job. Another idea is for the bookstore manager to go through Klamath IDEA business program or for the classes that might fit the bookstore's business profile.

### 5. FACILITIES AND EQUIPMENT

#### 5A. ARE CURRENT FACILITIES, SUCH AS CLASSROOMS, OFFICES AND EQUIPMENT, ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☒ Yes

☐ No

☐ Somewhat

Currently, the bookstore is housed in Building 9 where there is a nice flow. There are defined spaces for check out, gathering, food, merchandise, supplies, and textbooks. There is also a decent amount of storage in the back, but it is also used for all receivables for the college. There is an office for the bookstore manager behind the cashiers which allows her to get up and help when necessary and to listen to student worker interactions. There is a computer in the back storage area for staff to use for balancing the cash, etc. The bookstore has two normal registers with internet and one surface pro; these

were purchased with proceeds in 2021. The bookstore asked IS for a laptop for student use to look up course schedules in fall 2021. This has been a great tool to make sure students have what is needed for their classes; this laptop prints to the bookstore's printer.

The freezers, refrigerators, microwave, and Keurig seem to be in working condition. These are getting older, and when fixes are needed, the bookstore manager reaches out to facilities. However, there may not be a warning when they quit working.

If the bookstore was to serve food of any type that was not microwavable, the bookstore would need a handwashing station and water, but as this is limiting, we do not see this in the future.

#### 5B. IS AVAILABLE EQUIPMENT ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☒ Yes

☐ No

☐ Somewhat

The computers for the store were upgraded in 2021 because the previous machines were not going to be supported by Windows. All other computers and phones are in good working order and/or new. Additionally, the bookstore has a service contract with MBS (budget line contracted services). This company built programing designed for College bookstores; it is considered the best all-around software in the industry. MBS supports the bookstore with the following applications: POS, Insite (online bookstore), textbook management (ordering inventory), merchandise (ordering and inventory), communication to the school for financial aid processing, book buyback, and sales of new and used books.

#### 5C. DESCRIBE PLANS FOR FUTURE CHANGES IN SUPPORT FACILITIES OR EQUIPMENT.

There are no future needs for support of either facilities or equipment. The bookstore will keep advocating a rainy-day fund in the budget process for when equipment (ex: freezer) quits working.

### 6. BUDGET

#### 6A. PROVIDE A FINANCIAL REPORT. EXPLAIN DEVIATIONS FROM BUDGET EXCEEDING 10% OF ANY LINE ITEM.

The KCC Bookstore has a great sense of fiscal responsibility and tries to adhere to KCC's mission, balancing spending and best business practices. The bookstore is not over budget by 10% in any line item. The bookstore has three main expense categories and one category of revenue to offset the expenses. The bookstore manager looks to what is controllable and what is not and does her best to control costs. In the 2020-2021 and 2021-2022 budgets (2yrs to show how different each year can be) these are the categories:

Klamath Community College Non-Instructional Department Review:

Expense Categories	Budget 20-21	Actuals 20-21	Revenue 20-21
Personnel	95,364	79,813	0
Materials/Service	408,126	307,171	433,759 revenue
Equipment/contracts	29,900	24,542	0
Totals	533,390 expense	410,746 expense	Equals \$22,233 profit

Expense Categories	Budget 21-22	Actuals 21-22	Revenue 21-22
Personnel	95,828	84,691	0
Materials/Service	402,529	215,099	305,191 revenue
Equipment/contracts	46,945	16,614	0
Totals	545,302 expense	316,404 expense	-11,214 for a balanced budget including Personnel

An example of mindful monitoring of the budget and financial management was in the 2020-2021 year when the manager controlled the spending of student workers by hiring Federal work study students, which are not part of this budget, since there was less traffic at the bookstore due to COVID-19. The manager adjusted to material expenses by shipping and ordering supplies to keep profit margins. By fall term, the bookstore should have a good idea of how the rest of the year will play out for revenue and can adjust spending if necessary. In 2020-2021, there was a great fall term and a projected profit for the end of the year. In February budget presentations for the next year, the bookstore asked to upgrade computers and added funding for that category, but after seeing a true profit from Fall, they opted to use it to pay for computers in 2020-2021 and didn't use the funding in the budget for 2021-2022. Another example is in 2021-2022, enrollment was down, and more DE and hybrid classes were scheduled, so the bookstore hired fewer student workers. The manager kept shipping low by negotiating free freight for fall term and didn't spend much in materials to run the store. The 2021-2022 year was different mostly in the quantity of book sales in all quarters, due in part to the dip in enrollment. No other categories of sales were largely affected.



# Klamath Community College Non-Instructional Department Review:

Fund:		200			
Department:		9501			
Primary Contact:		Carly Gilder			
VP / Dean		Geoff LaHaie			
ACCT_C	Print	ACCT_CMP_5_DESC	2020/21 actuals	2021/22 Actuals	22/23 Budget
	#REF!	Full time staff total with all the	76,803	81,058	90,096
6800	P	Part Time Support Staff			
6850	#REF!	Part Time Work Experience			
6900	P	Student Wages	3,010	3,633	30,000
7000					
7001	P	Books - New CGS	190,963	128,092	192,000
7002	P	Books - Used CGS	68,057	41,570	97,000
7003	P	Supplies CGS	19,629	22,350	36,801
7004	P	Clothing CGS	4,109	3,980	6,508
7010	P	Food & Beverage CGS	8,609	6,754	23,765
7030	P	Other CGS	931	983	1,000
7031	#REF!	books for Resale			500
7034	P	Shrinkage	160	-	3,325
7035	P	Dept. Changes/Deadstock/Reti	28	-	750
7050	P	Supplies	565	142	1,000
7100	P	Printing	-	62	150
7115	P	Postage	12,586	10,658	21,000
7150	P	Marketing	425	342	550
7240	P	Travel	128	165	1,000
7250	P	Training & Continuing Educatio	-	-	-
7350	P	Dues / Memberships	200	125	275
7360	P	Subscriptions	-		
7400	P	Contracted Services	13,030	14,580	21,500
7630	P	Bank Charges	5,607	1,816	6,950
7900	P	Allowance for Doubtful Accour	-	-	2,450
7925	P	Tools & Equipment < \$5,000	5,905	93	-
		<b>Totals</b>	<b>410,746</b>	<b>316,404</b>	<b>536,620</b>

This is a budget template with actuals from prior years. During the budget presentations, the bookstore doesn't ask for more funding, but reallocates funding. This template provides an idea of the expense side of the budget for 2022-2023 and how the actuals of 2020-2021 and 2021-2022 meant purchasing was adjusted by the manager for a loss year vs a profit year.

The revenue side of the bookstore is created through the percent of margin from cost to retail cost of an item. These margins are set by the President to keep the cost low to the student and also to keep to the publishers' list costs. In regards to new books, the publisher typically sells the book for a 10% discount to stores, and that, minus the shipping to get books into the store, is our profit. Margins can be really small.

\*See appendix for A current budget

## 6B. DESCRIBE BUDGETARY CHALLENGES.

There have not been any budget challenges within the department. However external factors with faculty errors, missing adoption deadlines, or lack of communication cause losses and larger shipping

costs. The bookstore stays within the budget expense lines, though there can be struggles of revenue over expense with the cost of staffing the store. The margins are tight. Some years being self-sustaining may not be possible.

## 7. CONCLUSION

### 7A. DESCRIBE DEPARTMENT STRENGTHS.

The KCC Bookstore is strong in delivering results, communication, and working with other departments to meet the needs of KCC students. The KCC Bookstore's mission to serve our students with quality materials, access, student success in workforce, being sustainable, all while meeting diverse needs, will continue to be its WHY. These strengths are:

- Being flexible and making changes as quickly as possible
- Following house bills on collecting information and being transparent on materials cost for classes listed on the bookstore's website
- Communicating with students/faculty/staff on updates and information needed for the bookstore to operate
- Finding and selling high quality goods for low cost
- Being open as many hours possible, and appropriately using labor during peak periods
- Providing work experience to students, and being equitable with hiring practices (FWS priority and then SW); providing a formal interview process, which includes a phone interview, in person interview and a job offer
- Keeping to the budget and controlling costs to keep within revenue goals
- Offering multiple options for learning materials
- Meeting students' needs in an online sales environment and in-person store
- Marketing the college and stocking merchandise that is seen throughout the community
- Working with a small staff and delivering large results
- Providing the standard of great customer service to our students, staff, faculty, 3<sup>rd</sup> parties, and internal partners
- Practicing good time management to complete work on time, without sacrificing the student experience
- Adding the "extra," making the bookstore fun and supportive to student life and college experience

### 7B. DESCRIBE DEPARTMENT WEAKNESSES.

The KCC Bookstore's weakness are mostly external factors that have not been resolved in the last 5 years. These weaknesses are:

- Faculty not turning in textbook adoptions on time with correct information. This is not currently being done, which creates more work, cost to get revised texts in quickly, and makes getting used texts more difficult. Not getting this information to the bookstore means that we are not meeting the house bill requirements for our students to be informed on the cost of materials

- Faculty not being proactive after class changes and/or checking Canvas or the bookstore website match for materials. The bookstore spends too much time reaching out for text changes due to class changes or for texts at the store that do not match Canvas lists
- Faculty not researching textbook adoptions with the publisher to provide the bookstore the information to order materials, which makes more work for the input of textbook adoptions and takes away more of the bookstore manager's time for other projects
- Implementation of more OERs in compliance with house bill legislation has resulted in fewer texts being sold at the store
- Having a course taught by multiple teachers, but not all adopting the same text, causes student confusion and decreases the likelihood that buyback will be offered
- Staffing: reliance on the manager to be in the store at all times is not sustainable, and relying on student workers to be support for backup has not proven to be reliable or consistent; closing the store for appointments, meetings, and sickness makes for frustrated students
- Lack of foot traffic due to DE, Hybrid courses, gas prices, and the ability to shop anywhere online leads to loss in revenue
- Lending libraries around campus, particularly when initial purchases are not made through the bookstore
- Culture of on-campus purchases not made through the bookstore to save a small percent on cost
- Internal and external marketing giving away KCC logoed items for free, which means less sold out of the store
- Shipping costs, particularly when there are changes in adoptions because there are costs to get books quickly and additional cost to return books if there is a textbook change

#### 7C. DESCRIBE SUPPORT NEEDED.

To remain sustainable and self-supporting in the years to come, the KCC Bookstore proposes support in three main areas:

1. Faculty buy in. Faculty being held accountable to communicate their needs to the bookstore and to meet deadlines; deadlines allow the bookstore manager to purchase materials at the lowest cost and for them to arrive on time. Additionally, by doing this, the college will pay less in shipping, students will pay less for materials and will know what the cost of the materials will be by the time of registration. Faculty not getting in or changing textbook adoption requests doesn't just cost the College money, but it also impacts students and their success on starting class. Class materials issues can lead to late start, confusion, and dropping of courses.
2. A campus culture of KCC bookstore first for internal spending and grant spending, reaching out to the bookstore on items that departments may need for a grant to see if the bookstore can get them. That way, the margins of the bookstore will help to support the college as a whole since grant funds are an external source. These items could be for supplies, merchandise, and books for programing. In too many circumstances, the bookstore is bypassed if it doesn't carry the item or if the markup (margin) is too much, which can be adjusted if necessary to meet grant

needs. Appropriate purchasing through the bookstore can save departments time and students money.

3. Staffing to support the bookstore until information about applications and reliability of FWS and SW is available for 2022-2023. Otherwise, using the same funding to adjust the store hours and to be closed more to allow the bookstore manager to complete her work during those hours. That would mean that when open, the bookstore could be run by students and be less dependent on the manager. The other option is to hire a part-time worker, perhaps with another department, but the bookstore would not be self-sustaining with the current financial outlook.

**7D. OUTLINE NEW GOALS INCLUDING TIMELINESS FOR COMPLETION, MEASURES FOR EVALUATING ACHIEVEMENT OF SUCH GOALS, AND A PROCESS FOR IMPLEMENTING IMPROVEMENTS.**

Current Strategic plan and Goals for 3.0:

1. Improve Sustainability
  - Increase sales online and in the store
    - ◆ Stock items students are proven to purchase
    - ◆ Guarantee books sold are used in class and can be bought back
    - ◆ Work with 3<sup>rd</sup> parties to spend funds at the bookstore
  - Control costs and pass savings to customer
  - Keep telling our mission to do away with previous negative stereotypes of college bookstores
2. Improve student success
  - Keep sending out the textbook adoption timeline to faculty to meet house bill deadlines and to get the information collected on the website.
  - Ensure books and materials are available for purchase at the bookstore on day one of the term
  - Offer multiple formats of materials (digital, audible, and print)
  - Provide valuable work experience to students
3. Flexibility to adjust to external environments
  - Monitor inventory and purchasing
  - Monitor statewide college bookstore experiences and state legislation (house bills)
    - ◆ Be prepared for a higher percentage of OERs to be used
    - ◆ Look into a Digital First option (publishers may trend to this)
  - Identify new revenue streams, partnerships, grant supports, etc.

The KCC Bookstore manager has identified themes out of the strategic plan that need support that will help to fix most of the bookstore's internal challenges. As long as Klamath Community College would like the bookstore to be a part of the institution, the bookstore manager will need to diligently speak up about ways to be self-sustaining. Each year will present new challenges that the manager will work on,

but unless this happens, the current model of being self-supporting will be obsolete. These are some of the current actions taking place:

- The manager will meet with the VP of Administrative Services to discuss grant spending and seek out a policy of the bookstore first for purchasing over external markets (an initial meeting 7/22). She will also set up a meeting with the Director of Resource Development and staff who manage grants to see what grants could benefit from the bookstore doing the purchasing. The measurement would be how many grant funds were used at the store over previous years in comparison with the most current.
- In May of 2022, the manager asked to be a part of the Communications Committee which works on marketing and the purchasing of merchandise, along with all communications. The manager's goal is to purchase with the larger group to get best value and to know what the group is purchasing to give away in order to proactively, rather than reactively, purchase for the store. The bookstore may be doing some of these orders for the group with its leads on vendors and low quantities with a small margin to keep the store sustainable.
- In September 2022, the manager visited with the administrative assistant for the VP of Academic Affairs to discuss communication about textbook adoptions and accountability. They concluded that more training on the textbook adoption process and the importance of deadlines would be valued. This training would be offered to fulltime and adjunct faculty. Trainings would include what is needed for input (ISBN, edition, etc.), how to input, verifying Canvas information, and, after registration, checking that the bookstore website matches requested adoptions for the course. Additionally, if a faculty is newly assigned a course, they need to communicate with the bookstore on materials needed. This process could take a year or two of implementation assess deficiencies and provide training.
- The manager will reflect on staffing for 2022-2023 and then adjust by evaluating the busiest times and creating a schedule that accommodates these times. These adjustments could mean keeping open standard hours during book sales with financial aid (8:30am-4:30pm, Monday-Friday), and the rest of the term being open from 10am-3pm, Monday-Friday Fall, Winter, Spring terms with Summer being a bit different. The bookstore will focus student FWS and SW during these hours when most students are using the store, so there will be less down time. Also, if the manager needs to be out, they only have to commit to these hours to be open. During the other hours of the day the manager can get all paperwork, ordering, communications, meeting, and appointments completed and get food to sell and restock the store. The store will be open less, but not stretched so thin by paying people to sit without customers coming in. The bookstore will be more consistent with hours and more reliable for our students.

## 8. APPENDICES

## A. Current Budget 2022-2023

**KLAMATH COMMUNITY COLLEGE DISTRICT**  
**Fiscal Year 2022-2023**  
**200 - BOOKSTORE**

<b>Actual 2019-20</b>	<b>Actual 2020-21</b>	<b>Budget 2021-22</b>	<b>Number</b>	<b>Account Description</b>	<b>Proposed Amount</b>	<b>Approved Amount</b>	<b>Adopted Amount</b>
0	95	0	4700	Sales	0	0	0
219,190	272,804	232,315	4701	Book Sales - New	252,500	252,500	252,500
130,537	104,703	209,034	4702	Book Sales - Used	150,000	150,000	150,000
31,870	32,716	56,553	4703	Supply Sales	56,503	56,503	56,503
6,822	8,217	13,158	4704	Clothing Sales	13,158	13,158	13,158
14,368	12,297	33,950	4705	Food & Beverage Sales	33,950	33,950	33,950
555	562	1,850	4707	Commissions	1,500	1,500	1,500
306	549	500	4708	Freight Income	500	500	500
525	1,862	600	4709	Other Sales	1,200	1,200	1,200
59	-47	0	4799	Cash Over / Short	0	0	0
<b>404,232</b>	<b>433,759</b>	<b>547,960</b>		<b>Total Other Revenue</b>	<b>509,311</b>	<b>509,311</b>	<b>509,311</b>
107,855	109,681	117,000	5999	Carry Forward	150,000	150,000	150,000
<b>107,855</b>	<b>109,681</b>	<b>117,000</b>		<b>Total CARRY FORWARD</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>512,087</b>	<b>543,440</b>	<b>664,960</b>		<b>Total Resources</b>	<b>659,311</b>	<b>659,311</b>	<b>659,311</b>

**KLAMATH COMMUNITY COLLEGE DISTRICT**  
**Fiscal Year 2022-2023**  
**9501 - Bookstore**

<b>Actual 2019-20</b>	<b>Actual 2020-21</b>	<b>Budget 2021-22</b>	<b>Acct#</b>	<b>Account Description</b>	<b>Proposed Amount</b>	<b>Approved Amount</b>	<b>Adopted Amount</b>
41,911	45,000	45,900	6600	Administrative Salaries	49,802	49,802	49,802
5,534	0	0	6800	Part Time Support Staff	0	0	0
11,375	3,010	14,000	6900	Student Wages	30,000	30,000	30,000
4,172	3,275	4,582	1	FICA	6,105	6,105	6,105
1,431	26	30	2	Worker's Compensation	30	30	30
186	128	599	3	Unemployment	798	798	798
7,160	11,824	12,563	4	PERS	14,607	14,607	14,607
102	118	100	5	Life Insurance	100	100	100
190	213	54	6	Accident/Disability Insurance	54	54	54
14,763	16,998	18,000	7	Health Insurance	18,600	18,600	18,600
<b>86,821</b>	<b>80,592</b>	<b>95,828</b>		<b>Total Personnel Services</b>	<b>120,096</b>	<b>120,096</b>	<b>120,096</b>
154,152	190,963	185,661	7001	Books - New CGS	192,000	192,000	192,000
84,849	68,057	119,045	7002	Books - Used CGS	97,000	97,000	97,000
19,122	19,629	36,847	7003	Supplies CGS	36,801	36,801	36,801
3,411	4,109	6,508	7004	Clothing CGS	6,508	6,508	6,508
10,138	8,609	23,765	7010	Food & Beverage CGS	23,765	23,765	23,765
263	931	300	7030	Other CGS	1,000	1,000	1,000
0	0	0	7031	Books for Resale	500	500	500
0	160	3,325	7034	Shrinkage	3,325	3,325	3,325
0	28	750	7035	Dept. Changes/Deadstock/Returns	750	750	750
875	565	1,000	7050	Supplies	1,000	1,000	1,000
104	0	150	7100	Printing	150	150	150
17,473	12,602	21,000	7115	Postage	21,000	21,000	21,000
394	425	450	7150	Marketing	550	550	550
144	128	1,000	7240	Travel	1,000	1,000	1,000
475	200	275	7350	Dues / Memberships	275	275	275
9,188	13,030	26,500	7400	Contracted Services	21,500	21,500	21,500
5,112	5,607	6,950	7630	Bank Charges	6,950	6,950	6,950
0	0	2,450	7900	Allowance for Doubtful Accounts	2,450	2,450	2,450
4,870	5,905	13,498	7925	Tools & Equipment < \$5,000	0	0	0
<b>310,570</b>	<b>330,949</b>	<b>449,474</b>		<b>Total Materials &amp; Services</b>	<b>416,524</b>	<b>416,524</b>	<b>416,524</b>

Klamath Community College Non-Instructional Department Review:

**KLAMATH COMMUNITY COLLEGE DISTRICT**  
**Fiscal Year 2022-2023**  
**9501 - Bookstore**

<u>Actual</u> <u>2019-20</u>	<u>Actual</u> <u>2020-21</u>	<u>Budget</u> <u>2021-22</u>	<u>Acct#</u>	<u>Account Description</u>	<u>Proposed</u> <u>Amount</u>	<u>Approved</u> <u>Amount</u>	<u>Adopted</u> <u>Amount</u>
0	0	0	8000	Equipment	4,000	4,000	4,000
5,015	0	0	8040	Software	0	0	0
5,015	0	0		<b>Total Capital Outlay</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
109,681	131,899	0	3998	Fund Balance	0	0	0
109,681	131,899	0		<b>Total Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	0	0	3999	Unappropriated Balance	118,691	118,691	118,691
0	0	0		<b>Total Unappropriated Fund Balance</b>	<b>118,691</b>	<b>118,691</b>	<b>118,691</b>
512,087	543,440	545,302		<b>Total Expenditures, Fund Balance, and Unappropriated Fund Balance</b>	<b>659,311</b>	<b>659,311</b>	<b>659,311</b>

This funds 1 full-time Manager. This cost center supports the Strategic Plan Initiatives of Excellence and Access, and Core Theme, "Support Student Success."

## 8. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

	Highly Developed	Developed	Emerging	Initial
<b>1—Support of the College Mission</b>	Exhibits ongoing and systematic evidence of mission achievement.	Exhibits evidence that planning guides program and services selection that supports the College's mission.	Evidence that planning intermittently informs some selection of services to support the College's mission.	Minimal evidence that plans inform selection the of services to support the College's mission.
<b>2—Accomplishments in Achieving Goals</b>	Exhibits ongoing and systematic evidence of goal achievement.	Exhibits evidence that planning guides services selection that supports goal achievement.	Evidence that planning intermittently informs some selection of services to support the goal achievement.	Minimal evidence that plans inform selection of services to support goal achievement.
<b>3—Personnel Summary</b>	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.	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.	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.	Staffing is insufficient to meet needs.
<b>4—Staff Development</b>	Exhibits ongoing and systematic support of professional development opportunities.	Exhibits support of regular professional development opportunities.	Evidence of intermittent professional development opportunities.	Minimal evidence of professional development opportunities.
<b>5—Facilities and Equipment</b>	Facilities and resources meet current and future needs of the College.	Facilities and resources meet current needs of the College	Evidence of a plan to have facilities and resources meet current and future needs of the College.	Minimal evidence that facilities and resources meet current and future needs of the College.



<b>6—Budget</b>	Financial resources meet current needs and are projected to meet future needs.	Financial resources meet current needs.	Evidence of a plan to acquire financial resources to meet current needs.	Minimal evidence that financial resources meet current needs.
<b>7—Strengths and Weaknesses</b>	Strengths and weaknesses are described accurately and thoroughly.	Most strengths and weaknesses are described accurately and thoroughly.	Some strengths and weaknesses are described accurately and thoroughly.	Minimal evidence that strengths and weaknesses are described accurately and thoroughly.
<b>8—New Goals and Plan</b>	Multiyear planning process with evidence of use of assessment data in planning.	Multiyear planning process with some assessment data.	Short-term planning process recently implemented.	Minimal evidence of planning process.
<b>9—Overall Evaluation</b>	Evidence of ongoing systematic use of planning in selection of programs and services.	Exhibits evidence that planning guides program and services selection that supports the College.	There is evidence that planning intermittently informs some selection of services to support the College.	Minimal evidence that plans inform selection the of services to support the College.
	<b>Highly Developed</b>	<b>Developed</b>	<b>Emerging</b>	<b>Initial</b>