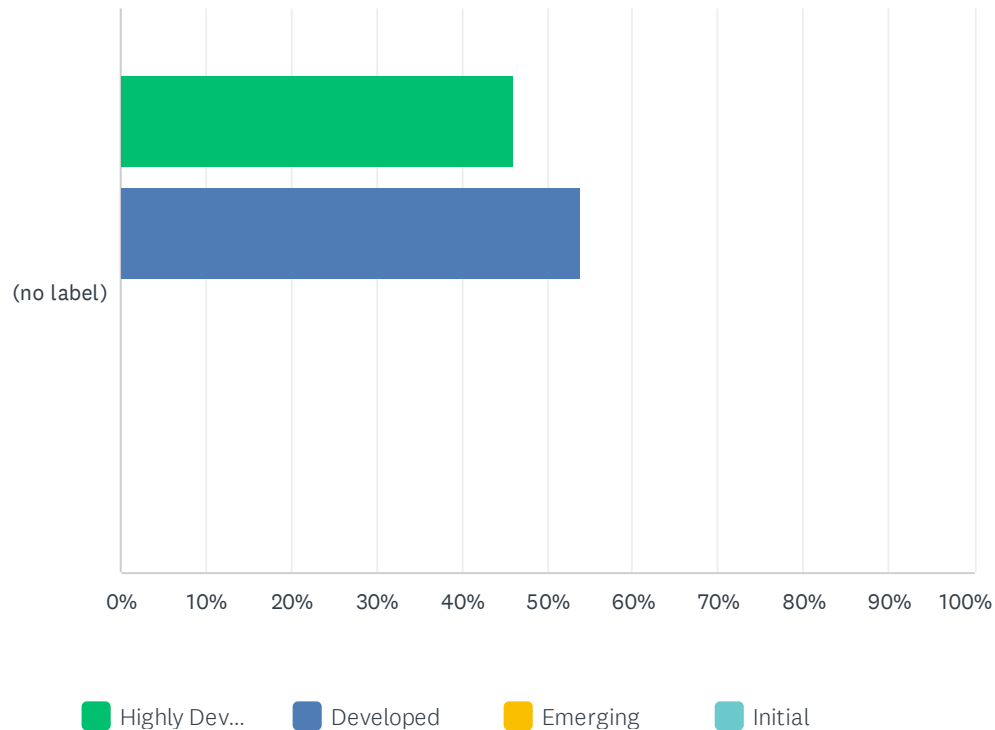


Q1 SUPPORT OF THE COLLEGE MISSION Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection 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: 13 Skipped: 0



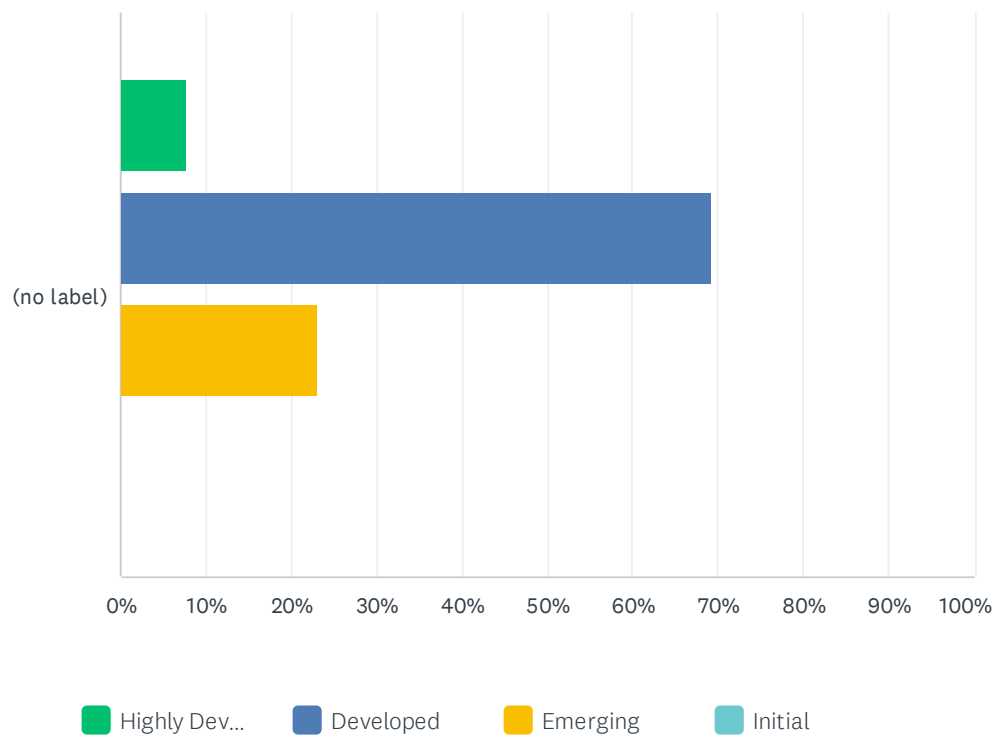
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	53.85%	0.00%	0.00%	13	3.46
	6	7	0	0		

#	FEEDBACK:	DATE
1	There is a high level of understanding of the student focused mission of the college and how the KCC Bookstore fits in the mission.	1/14/2023 8:47 AM
2	Good focus on planning and effectiveness	12/27/2022 12:08 PM
3	Has adapted to changing priorities of KCC administration, ORS and methods of delivery to support mission.	12/22/2022 3:59 PM
4	The bookstore provides materials and services to multiple campus and community "audiences," both online and in person, through varying high-and-low "seasons" in complete support of KCC's mission – all while providing retail training to federal worker students.	12/12/2022 2:04 PM
5	A clear and evident linkage between the college mission and the critical tools/resources need	12/9/2022 4:21 PM

to be successful in their academic/work force training journey. Great context for the breakdown of core sales categories

Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS Highly Developed: Exhibits ongoing and systematic evidence of 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	69.23%	23.08%	0.00%	13	2.85
	1	9	3	0		

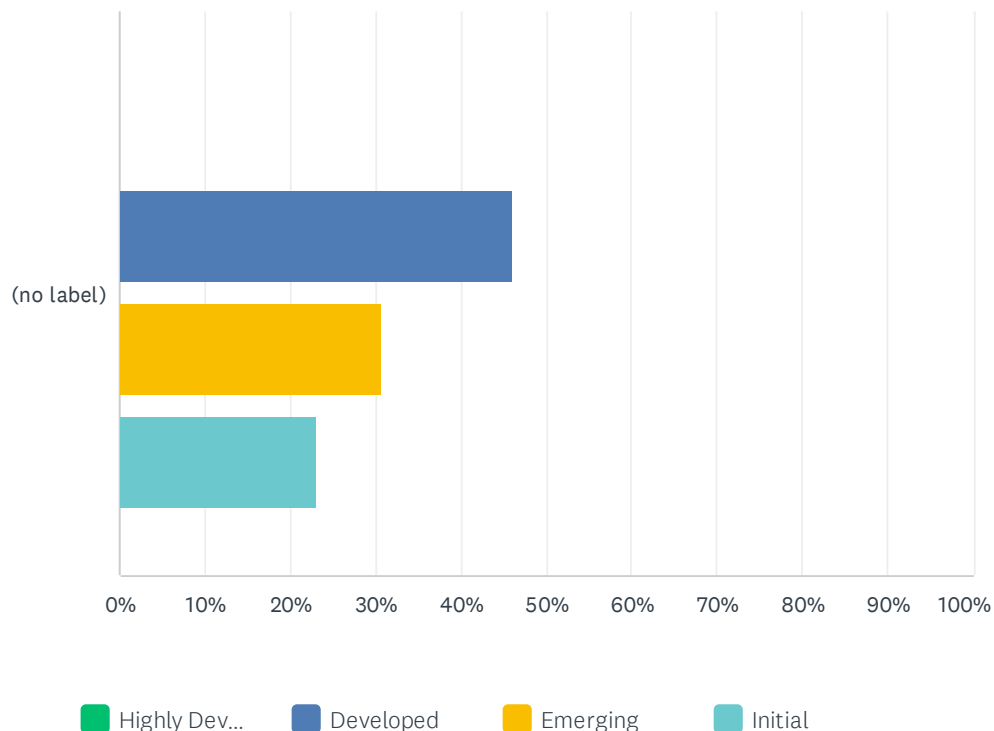
#	FEEDBACK:	DATE
1	Good evidence provided for goals that were set and then in getting into the nuts and bolts found to be unattainable.	1/17/2023 8:26 AM
2	This is a work in progress and seems to be on track.	1/14/2023 8:47 AM
3	Increased products being offered (i.e. laptops, electronics, eBooks, etc.)	1/5/2023 11:07 AM
4	Kudos for researching the previous goals and adapting to the current needs of students and faculty.	12/27/2022 12:08 PM
5	Goal fulfillment and short term adjustments on going.	12/22/2022 3:59 PM

Bookstore Program Review Feedback

6	The KCC Bookstore manager carefully evaluates what and how goals will benefit KCC and its students/customers while balancing that against market trends and potential for profits/losses.	12/12/2022 2:04 PM
7	I would have liked to have seen targeted metrics in these areas (i.e. beyond the creation of the rental program, an estimated number of users over time), but I did appreciate the narrative context provided in this section.	12/9/2022 4:21 PM
8	Bookstore inherited previous strategic plan, which was very task specific. New strategic Plan should embrace umbrella objectives, with multiple possible actions to make progress	12/8/2022 8:18 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: 13 Skipped: 0



Bookstore Program Review Feedback

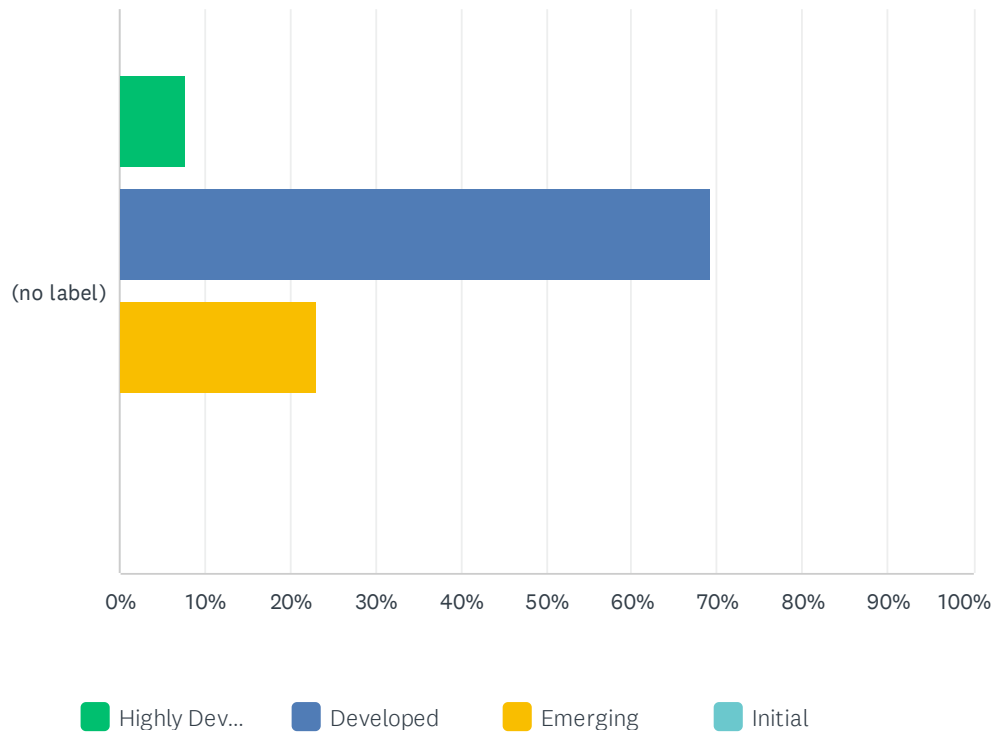
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	46.15%	30.77%	23.08%		
	0	6	4	3	13	2.23

#	OTHER (PLEASE SPECIFY)	DATE
1	With the high demand times for extra staff and then lower demand times there is a large swing in staffing demand.	1/17/2023 8:26 AM
2	Based on the provided review, current staffing is not optimal, and planning continues to focus on need for additional staff support.	1/14/2023 8:47 AM
3	Staffing is a concern. Only one full time person, the manager. If the manager is absent the bookstore has to close. This is not very supportive of student needs. Also, there is not someone else trained to help perform the duties of running the bookstore.	1/5/2023 11:07 AM
4	There is no back up for our one full time manager. I like the idea of sharing student staff and cross training another full-time position. Back up is needed for the many 'behind the scenes' parts of the job.	12/27/2022 12:08 PM
5	The bookstore manager seems to be inconvenienced by the fact that she has to schedule vacation and other time off around the term schedule, but this is true for almost everyone who works here.	12/27/2022 11:36 AM
6	A department of 1, There are a lot of irons in the fire. Difficulty in juggling budget resources and available student work force as support identified.	12/22/2022 3:59 PM
7	A solution for staffing, beyond federal worker students, needs to be found. For the bookstore to be successful, it needs to have consistent hours of operation, with daily access for students and the community. Closed doors eliminates the opportunity to serve students, staff and the community.	12/12/2022 2:04 PM
8	recognizing the nature and logistics of working with PT staff (and especially those in FWS or SW capacity) is less expensive for the institution overall, but it also feels like it limits capacity, places the majority of operational burden on one individual, and holds a certain level of potential liability, as well as centering the whole of institutional process knowledge with only one individual.	12/9/2022 4:21 PM
9	Staffing is not a problem of the Bookstore's making. To expect the manager to continue as the sole responsible employee is unsustainable, unrealistic, and short-sighted on the part of Admin when the requirements to be a profit center are rooted somewhere in the 1980s.. Without succession planning, without a 21st century vision for the role of the bookstore in the college community, and without active staffing support from Administrative decision-makers, the college will simply repeat the past.	12/8/2022 8:18 PM
10	The current personnel model doesn't seem sustainable especially if there is a situation where the manager is unexpectedly unable to work for a week or more.	12/8/2022 12:34 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: 13 Skipped: 0

Bookstore Program Review Feedback

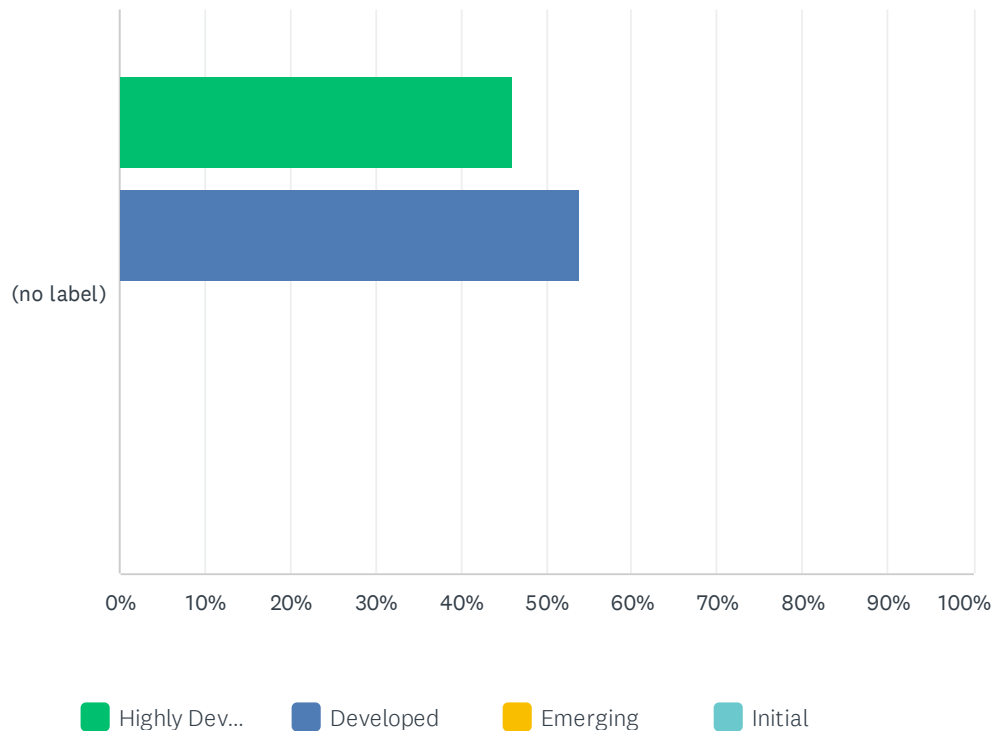


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	69.23%	23.08%	0.00%	13	2.85
	1	9	3	0		

#	FEEDBACK:	DATE
1	Staff development is taking place to the level it can since the size of the staff (1 FTE) limits the ability to commit large amounts of time to professional development. This is a problem that needs to be addressed.	1/14/2023 8:47 AM
2	The manages is well trained but there is not a backup person who can cover if the manager is absent.	1/5/2023 11:07 AM
3	Bookstore manager has invested in professional development and needs more support (staffing) in order to continue to do so.	12/27/2022 12:08 PM
4	Committee service, creating events, and volunteering off campus do not really constitute professional development, but the conference work and conversations with the Northwest College Bookstore Association are good examples.	12/27/2022 11:36 AM
5	On line groups and vendor educational support utilized.	12/22/2022 3:59 PM
6	Having more than one development opportunity for the manager would further boost the success of the bookstore, as well as enhance the training and work experience for federal worker students. In order for this to happen, the manager would need to close the store, or have reliable staff to run the store in her absence.	12/12/2022 2:04 PM
7	The challenges of bandwidth as indicated elsewhere feel like they might be limiting to this area. Good to see active campus and broader community engagement and ability to attend conferences, but this is another area where setting outcome related goals might be beneficial.	12/9/2022 4:21 PM
8	Staff development is "high" under the circumstances. However this is not actually high quality, and is not a problem of the Bookstore's making. Online conferences seem to be the only option at the moment	12/8/2022 8:18 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: 13 Skipped: 0



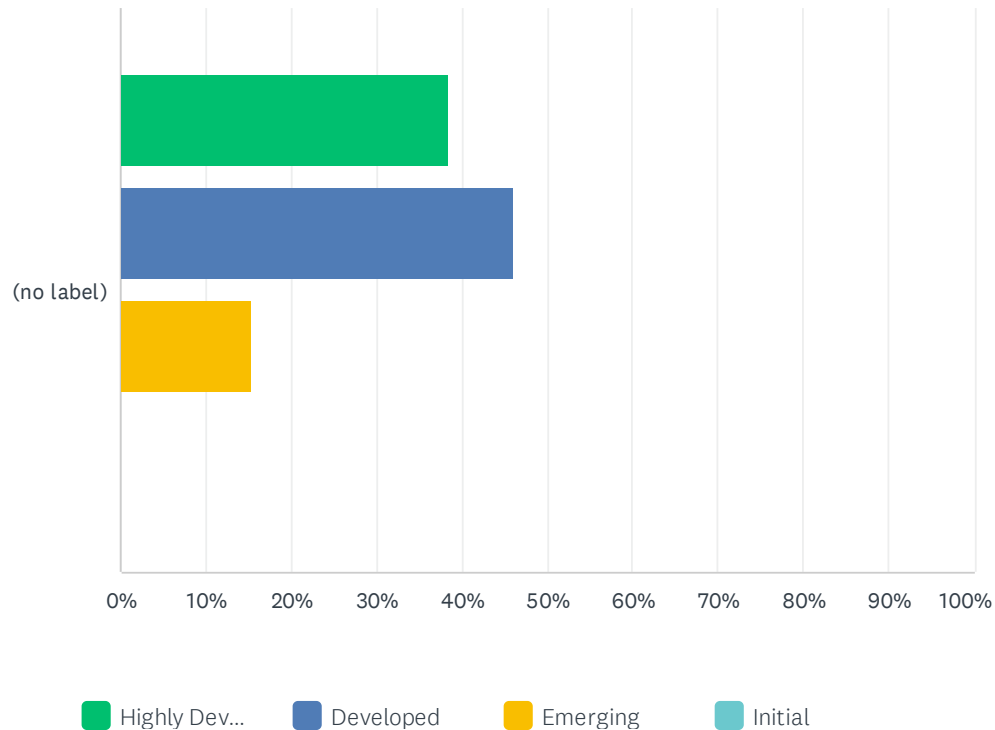
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	53.85%	0.00%	0.00%	13	3.46
	6	7	0	0		

#	FEEDBACK:	DATE
1	The bookstore position in Founders Hall was very intentional and appears to have fit well.	1/17/2023 8:26 AM
2	The facilities are in good shape though the space appears to be underutilized. Advertising snacks and coffee could drum up more walk-in traffic during open hours. I love the affordable book display at the bookstore entry, especially the cultural themes in coordination with our Library. Consistent with our desire to provide an inviting and inclusive space and service center.	12/27/2022 12:08 PM
3	No current needs identified.	12/22/2022 3:59 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: 13 Skipped: 0



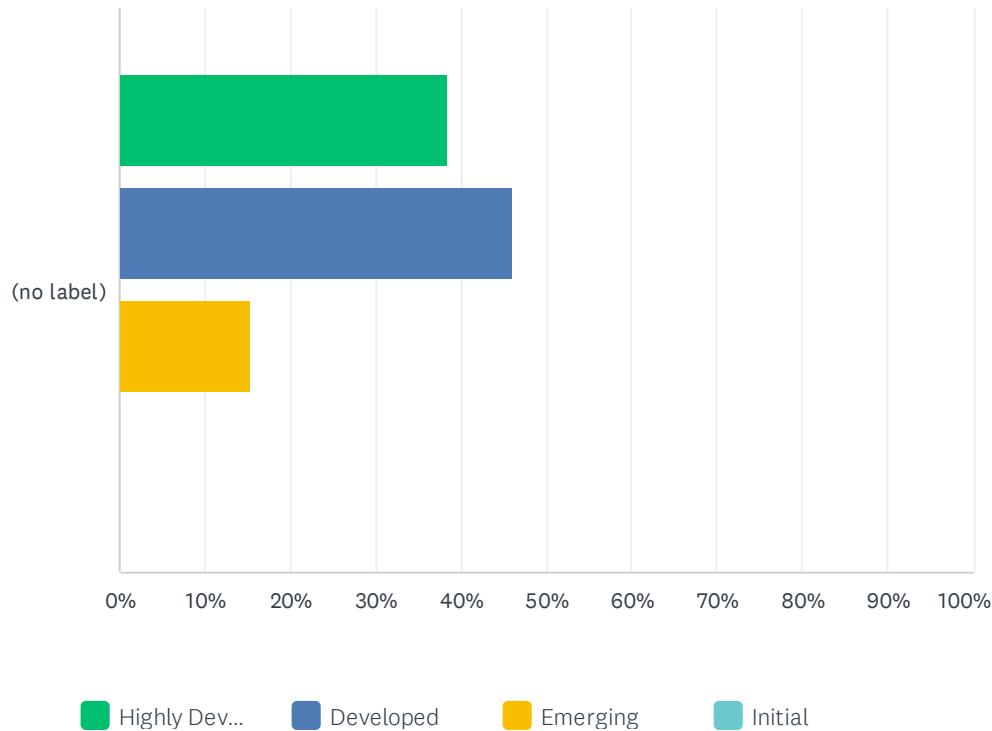
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	46.15%	15.38%	0.00%		
	5	6	2	0	13	3.23

#	FEEDBACK:	DATE
1	COVID years impacted how the bottom line balanced for many departments including the Bookstore. It appears to be working out as we redefine the campus culture.	1/17/2023 8:26 AM
2	Good work taking place in the management of the budget!	1/14/2023 8:47 AM
3	Good evidence of intentional financial planning and budgeting in the report and the presentation.	12/27/2022 12:08 PM
4	Works the numbers and is on top of costs and targeting a sustainable operation.	12/22/2022 3:59 PM
5	The bookstore manager is mindful of current market and customer challenges and continuously works toward budgetary solutions for an operation with an extremely tight profit margin.	12/12/2022 2:04 PM
6	Detailed systems in place to track inventory, profit/loss, projected savings, et al. Program Manager seems to have a confident grasp on these elements and how they impact the institution	12/9/2022 4:21 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: 13 Skipped: 0

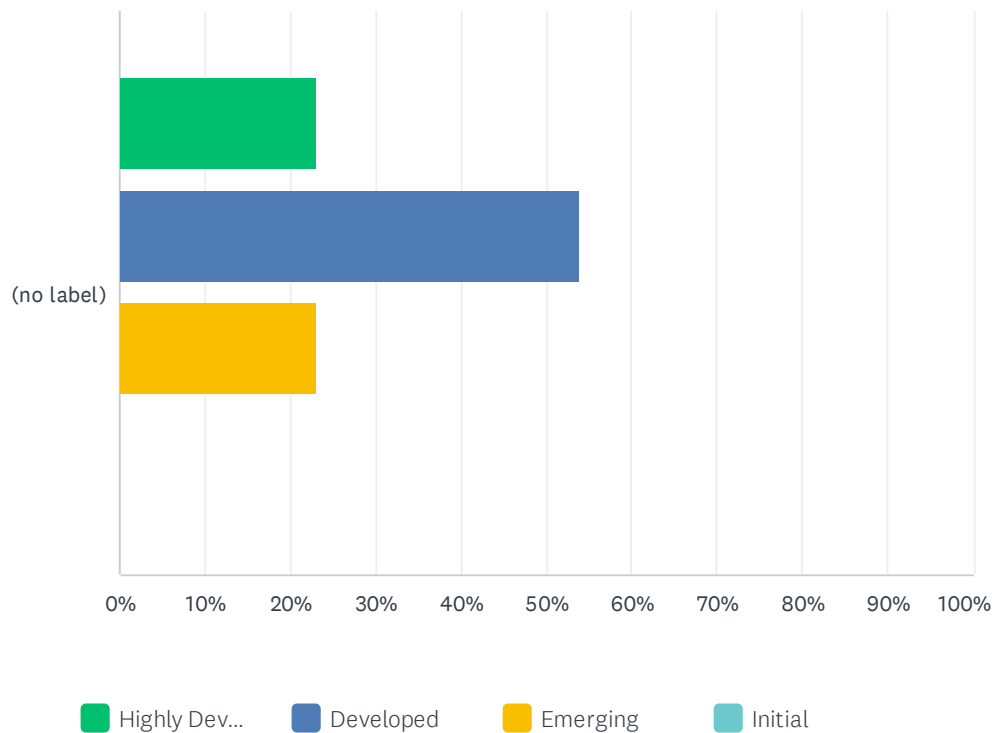


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	46.15%	15.38%	0.00%	13	3.23
	5	6	2	0		

#	FEEDBACK:	DATE
1	The Manager has provided a good analysis of the strengths and weaknesses in the review. Also, the kinds of support needed to fix/improve the weaknesses and challenges.	1/14/2023 8:47 AM
2	Evidence of strengths and weaknesses is clear and thorough. Examples are consistent through the report and presentation.	12/27/2022 12:08 PM
3	Rather than thoughtfully addressing weaknesses of the bookstore, the manager looked externally to blame faculty, and the problem is not an especially large one (but got the first three bullets). Other weaknesses also place blame on others or other areas of the college.	12/27/2022 11:36 AM
4	Fully developed list of strengths and weaknesses.	12/22/2022 3:59 PM
5	Strengths and weaknesses are thoroughly observed and documented.	12/12/2022 2:04 PM
6	Very self aware	12/9/2022 4:21 PM
7	The strengths listed are great. Consider expanding the focus of weaknesses to include more internal factors.	12/9/2022 3:01 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: 13 Skipped: 0

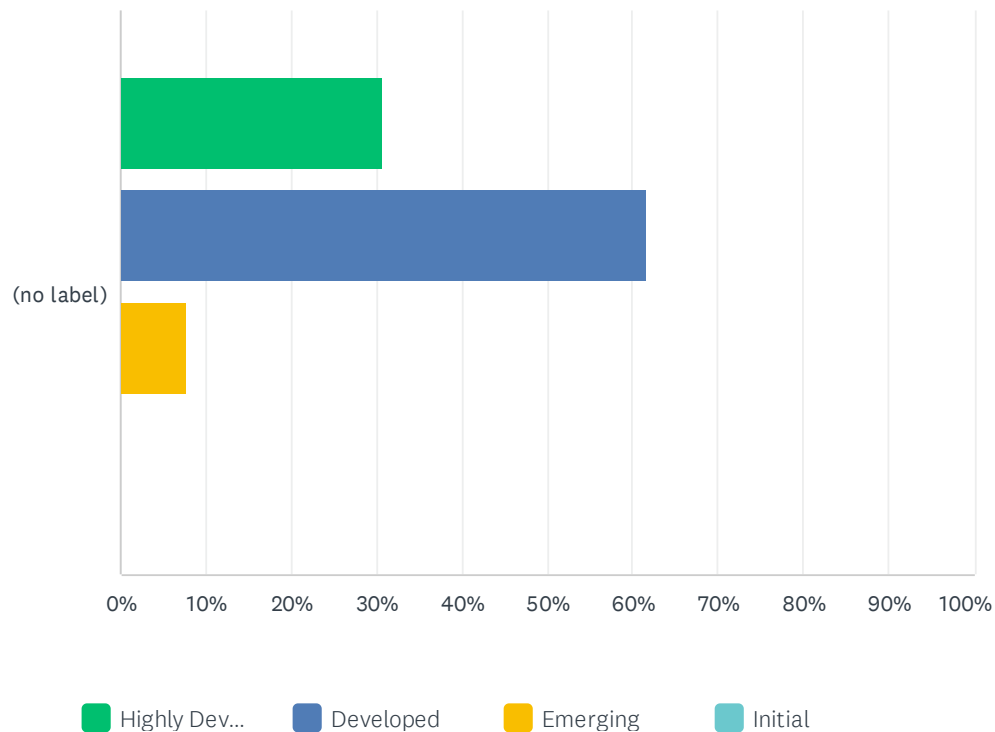


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	53.85%	23.08%	0.00%	13	3.00
	3	7	3	0		

#	FEEDBACK:	DATE
1	Smart to focus on sustainability and dispelling the myths about college bookstores. Seeking out grant opportunities is another smart move.	12/27/2022 12:08 PM
2	Goals seem to mostly reflect what is already happening rather than looking forward.	12/27/2022 11:36 AM
3	Thoughtful solutions.	12/22/2022 3:59 PM
4	Goals need benchmarks to measure success (i.e., Increase sales online and in the store by XX%). Some goals are continuations of current work, without an action plan for change integrated (i.e., keep sending out the textbook adoption timeline to faculty ...).	12/12/2022 2:04 PM
5	Goals and associated activities to achieve them see clear, but again, might benefit from numerical measurables.	12/9/2022 4:21 PM
6	Bookstore manager is keenly aware of the value of planning, but there are significant hurdles to making a change. A re-visioning of the strategic plan and goals may help especially with a call to action during the budget process..	12/8/2022 8:18 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: 13 Skipped: 0



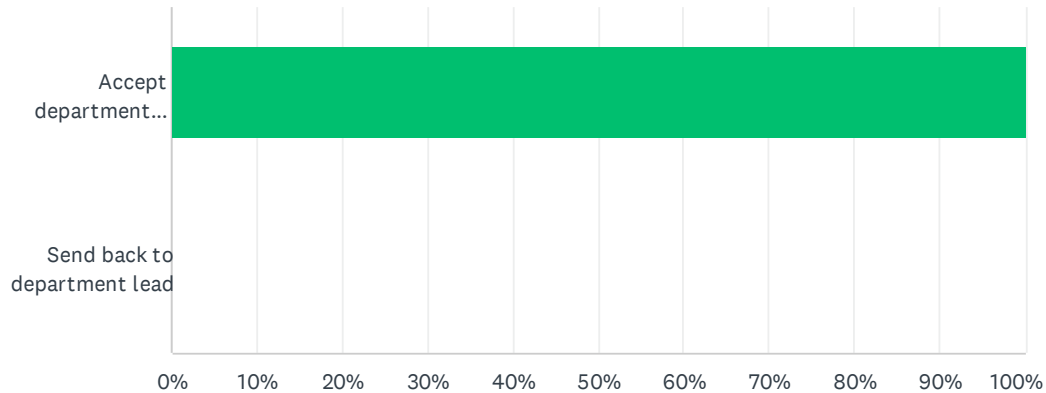
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	30.77%	61.54%	7.69%	0.00%	13	3.23
	4	8	1	0		

#	FEEDBACK:	DATE
1	Clear evidence that planning guides the bookstore budget and services.	12/27/2022 12:08 PM
2	In depth analysis, with solutions and new goals.	12/22/2022 3:59 PM
3	The bookstore manager is pursuing effective measures to make the store self-supporting in a highly competitive and ever-changing market.	12/12/2022 2:04 PM

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

Bookstore Program Review Feedback

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Accept department review document	100.00%	13
Send back to department lead	0.00%	0
TOTAL		13

Q11 Please highlight the strengths of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Has well established goals and works to meet them.	1/17/2023 8:26 AM
2	The direct service to students and filling a critical need for the students who are receiving public and financial aid support. The Manager has a thoughtful plan for moving forward and is dedicated to the Bookstore's success.	1/14/2023 8:47 AM
3	Everything seems well organized and processes seem well developed.	1/9/2023 10:23 AM
4	The bookstore manager is very knowledgeable and supportive of campus and course needs.	1/5/2023 11:07 AM
5	A dedicated manager who is looking for ways to improve the bookstore and to align with	1/4/2023 7:51 AM
6	KCC is fortunate to have Carly's leadership. She is focused on partnerships and communication as means to improve sustainability. Love the sip & shop. Thank you for being a vocal advocate for students.	12/27/2022 12:08 PM
7	Provides a way for students to charge books while waiting for their financial aid and to buy supplies easily and conveniently.	12/27/2022 11:36 AM
8	Engaged bookstore manger that is proactive.	12/22/2022 3:59 PM
9	Primary motivation is student success.	12/12/2022 2:04 PM
10	Competent Management, clear understanding of related systems, core focus on students, needs, and innovative solutions to address those challenges. Leadership is willing to engage in collaborative fashion with peers beyond just the ordering/sales of student course books, and thinks strategically about these dynamics	12/9/2022 4:21 PM
11	The manager is knowledgeable and appears to care a lot about students and the Bookstore's mission.	12/9/2022 3:01 PM

Bookstore Program Review Feedback

12	The Bookstore has three outstanding strengths: 1. It provides retail experience training to student workers 2. It provides equitable access to needful materials for students who do not have funding options 3. It	12/8/2022 8:18 PM
13	The manager is very proactive as well as flexible when unexpected issues arise. The manager is also dedicated to providing the best student support possible.	12/8/2022 12:34 PM

Q12 Please outline weaknesses of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Are the customers happy? Is there any measurement of customer satisfaction? I am not sure if the students see the Bookstore as anything but an extension of the college, but is there customer satisfaction with the Bookstore?	1/17/2023 8:26 AM
2	Adequate staffing is a continuing weakness that does not have an easy solution due to operational related financial margins.	1/14/2023 8:47 AM
3	Some of the online forms for the bookstore need to be updated or improved for easy of use.	1/9/2023 10:23 AM
4	Staffing--only one full time person!	1/5/2023 11:07 AM
5	Student Worker Personnel - No qualified and the lack of availability	1/4/2023 7:51 AM
6	We need a better plan for back up (staffing) and I hope this is an opportunity for cross over between depts. We also need improved web service, ordering online should be simple and easy. If we cannot increase foot traffic, we should consider alternate uses for the space. Combined bookstore and student lounge? Host student activities in the space (sip & shop style?).	12/27/2022 12:08 PM
7	Creating revenue is increasingly difficult as online options increase.	12/27/2022 11:36 AM
8	Changing nature of educational resources.	12/22/2022 3:59 PM
9	1) Inefficiencies in the textbook ordering process is a cost risk. 2) Staffing sustainability.	12/12/2022 2:04 PM
10	limits/logistics of staffing structure offers little back-up, little development opportunity for those participants (i.e. any way to engage the Student Workers in more of the "back room"?), and if/when manager ever moves up/on has potential to create a vacuum in institutional knowledge regarding regular operations.	12/9/2022 4:21 PM
11	Staffing appears to be a major issue. There also appears to be some tension with working with faculty.	12/9/2022 3:01 PM
12	1. reliance on the manager to be in the store at all times is not sustainable 2. Operating with a severely outdated vision of the purpose and role of the bookstore is crippling - this requires bringing Admin attention to a call for actionable change during budget process	12/8/2022 8:18 PM
13	External Influences beyond the control of the bookstore seem to affect the equity of materials access and costs.	12/8/2022 12:34 PM

Q13 Please make recommendations for department improvement.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Is it possible to cross train, most likely to a different department to provide support for days off, vacation, professional development, and busy times.	1/17/2023 8:26 AM

Bookstore Program Review Feedback

2	A balance in the funding that recognizes the specific needs of the students served i.e., low income and publicly supported students do not always have the financial means to access needed books and materials.	1/14/2023 8:47 AM
3	Cutting back on the store part of the bookstore (ie clothing, snacks) may be beneficial.	1/9/2023 10:23 AM
4	Hire a part time person who would could learn the duties of running the bookstore.	1/5/2023 11:07 AM
5	Keep up the good work.	1/4/2023 7:51 AM
6	Continue to communicate the value of having an on-site bookstore to garner support from colleagues. Offer coupons to prospective students & families on campus tours. Carry more affordable clothing items. Yes to improving web site.	12/27/2022 12:08 PM
7	The bookstore manager should be proactive about reaching out to others on campus to demonstrate how purchasing through the bookstore is beneficial to them.	12/27/2022 11:36 AM
8	The insightful observations of campus culture that negatively impacts the long term sustainability of the bookstore are on point. Solutions are noted.	12/22/2022 3:59 PM
9	1) Is there a solution through changes in procedure or oversight by a VP or dean for the costly errors in the textbook ordering process? 2) A multi-person staffing solution is needed to assure students have access to books and materials in case there is an unforeseen prolonged store manager absence. 3) Can the bookstore utilize outdoor signage/flags/dry erase board to engage customers about store deadlines and events, to let customers know the store is open. With the tinted windows it is difficult to see if the store is open without entering the building and walking up to the store entryway.	12/12/2022 2:04 PM
10	Assign numerical targets to goals in order to establish measurable benchmarks for review. Examine avenues for additional staffing infrastructure	12/9/2022 4:21 PM
11	Consider exploring ways to make connections with faculty and communicate the needs of the Bookstore. Keep up the good work!	12/9/2022 3:01 PM
12	Perhaps there should be a campus-wide agreement to pipeline promotional materials through the bookstore, with two caveats: This will require developing a standard system. and, it may also exceed the ability of bookstore staffing while not providing sufficient revenue streams. 2. The Bookstore be recognized by Administration as a student experience training center as opposed to a profit center. This would be a complete shift in Mission, and require buy-in from the President and Cabinet as well as a wrap-in with the Career Center and others such as the Business program. 3. A prior bookstore manager proposed that the bookstore be located in building 7 and act as the central shipping and receiving hub for the college. This is an example of the dire need to revision what a bookstore's role on campus should be, aside from a purveyor of books. Please note: Amazon began as a purveyor of books. While they still do that, they have re-visioned to become multiple hubs of activity not related to books. This is the task in front of the Bookstore.	12/8/2022 8:18 PM
13	Hire an assistant manager that can replace some student workers and fill-in for the manager during manager absences.	12/8/2022 12:34 PM

Q14 Please enter your name.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Bill Jennings	1/17/2023 8:26 AM
2	Charles Massie	1/14/2023 8:47 AM
3	Joni Hansen	1/9/2023 10:23 AM
4	Kelley Fritz	1/5/2023 11:07 AM
5	ew	1/4/2023 7:51 AM

Bookstore Program Review Feedback

6	Gail Grant Schull	12/27/2022 12:08 PM
7	Jeanne LaHaie	12/27/2022 11:36 AM
8	Mike Homfeldt	12/22/2022 3:59 PM
9	Holly Owens	12/12/2022 2:04 PM
10	Peter Lawson	12/9/2022 4:21 PM
11	Rochelle Daniel	12/9/2022 3:01 PM
12	Tom Nejely	12/8/2022 8:18 PM
13	Rick Ball	12/8/2022 12:34 PM