

Citrus College Academic/Institutional Support Comprehensive Program Review

Enterprise Services

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General Information (Citrus College Academic/Institutional Support Comprehensive Program Review)

Standing Requirements

CITRUS COLLEGE MISSION STATEMENT

Citrus College provides students with quality educational experiences and support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency. The college fosters academic and career success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning environment. In meeting the needs of our demographically diverse student population, we embrace equity and accountability through measurable learning outcomes, ethical data-driven decisions and student achievement.

PROGRAM MISSION/DESCRIPTION (MISSION STATEMENT)

MISSION:Enterprise Services supports the Citrus College mission by providing access to affordable materials, supplies, services, and sustenance necessary for learning and teaching excellence, training and monitoring student workers giving them the skills needed for the current workforce, and assisting campus departments. The Range offers a classroom setting for golf classes and a practice setting for the College's athletic program. Additional ways in which Enterprise Services supports the College's mission is by providing exemplary customer service, department services, and a safe environment for the campus and surrounding community to enjoy. **Enterprise Services** participates in the College's planning process. **DESCRIPTION:**Enterprise Services consists of three categories separated into contract, district, and retail. Contract includes all contracted services with beverage, catering, concessions, dining, and vending. District includes all district services for Automotive, Cosmetology, and Esthetician sales, and the instructional and athletic components of the Golf Range, the Mail Room, and Reprographics. Retail includes all retail services at the Art & Coffee Bar, Owl Bookshop, Cosmetology/Esthetician Spa, and Range Pro Shop. Enterprise Services' goal is to provide a safe, friendly, accessible environment where students, alumni, faculty, staff and visitors may optimize their academic, career, and cultural development. Enterprise Services provides access to materials and services necessary for learning and teaching excellence, increasing student success and completion, training student workers to be successful entrepreneurs and/or employees, creating an inviting place to experience, shop, eat, and safely spend time between classes, and providing premier customer service and focused individual assistance to customers with specialized needs. Services are available to the entire campus and local community.

PROGRAM REVIEW TEAM (ALPHABETIZED BY LAST NAME, LEFT TO RIGHT, THREE COLUMNS)

Rosalinda Buchwald

Eric Magallon

Kern Fellows

Michael Bilbrey

James Griffin

DEPARTMENT FUNCTIONS (DEPT. FUNCTION BY SECTION AND SPECIAL ACCOMPLISHMENTS)

- To support the mission and vision of Citrus College by contributing to student academic success and completion and to the overall quality of life on campus.
- To render outstanding service to the college and local community, not only through the wide range of goods and services provided by Enterprise Services activities, but also by providing support to a broad range of campus program, facility, department, curriculum, and individual needs.
- To meet the various opportunities for change by identifying and implementing productive innovations including, but not limited to, those of a technological nature. This analytical approach to the constantly changing environment will enable Enterprise Services activities to maintain both competitive pricing and premium customer service.
- To promote course material affordability through effective communication with students, staff and faculty via the Student Services Committee, and the Bookstore Committee for Textbook Adoptions. Also used is the legislative directive to guide course material policy change. Each course CRN in the live schedule has a link for all adopted and approved course materials. With the implementation of a digital course adoption process, faculty are able to log online and choose/review materials, and see where their adoption is during the entire process.
- To be a dynamic and rewarding place to work that encourages staff to be personally invested in creating Enterprise Service's future, not merely allowing it to occur.
- To be a campus resource for printing services, copyright education, and compliance support.

SERVICE RECIPIENTS (STUDENTS, FACULTY AND STAFF, AND COMMUNITY)

Service Recipients for Enterprise Services activities include all students, faculty, staff and the community. The current Point-of-

Sale systems with terminals at all locations do not separate customer sales by category. The Owl Bookshop, Art & Coffee Bar, food and drink Vending locations, and the Owl Cafe & GRILL serve all students, faculty, and staff. The Range at Citrus, football concessions, and Cosmetology/Esthetician Spa serve the local community as well as students, faculty, and staff. Reprographics/Mailroom serve faculty and staff.

Participation of faculty, administrators, staff, and students are critical in improving the effectiveness of Enterprise Activities. The office of Institutional Research, Planning, and Effectiveness distributes surveys to students, faculty, staff, and administrators during the Student Learning Outcome process. The textbook committee meets to discuss bookstore policy on textbooks and to update the textbook adoption policy. The Enterprise Services Manager continuously meets with Bookstore Services and Reprographics/Mailroom Supervisors, administrators, deans, faculty, and students to obtain feedback and new ideas to improve the Enterprise Services process.

Enterprise Services has developed strong working relationships with staff in all Student Services, Finance and Administrative services, and Academic Affairs divisions throughout campus. Examples include: Working with EOP&S staff in streamlining book service process and efficient delivery of textbook services to students; by offering open purchase order accounts to all programs/divisions campus wide, PELL collaboration with finance, financial aid, and admissions to expand services; partnering with faculty authors; collecting for district automotive, cosmetology/Esthetician Spa, and Golf Range services; producing Educational Service Packs; department course material adoption processes; department donations; providing coffee and snack service; offering monthly specials to ASCC sticker holders; and working with the Veterans Center to procure affordable electronics and supplies.

DATA RELATED TO SERVICE RECIPIENTS (DEMOGRAPHICS, ELIGIBILITY, ACCESSIBILITY, SUCCESS RATES, COMPLIANCE AS APPROPRIATE)

All Citrus College demographics are served with focused outreach to International Students, EOP&S, CARE, CalWORKs, Veterans Center, Department of REHAB, Los Angeles County Children Services and DSP&S students.

There is no current tracking mechanism in place to identify whether or not the student population is truly represented but based on transaction sales data, one can surmise that Enterprise Services Activities are serving the majority of the student population. While student identification cards (IDs) are added to the receipt during the rush sales process for course material sales, there is no direct connection to Banner for detailed reports. The actual number of students served is also difficult to determine as there is no differentiation between students, staff, faculty and visitors at the registers, and vending machines. Enterprise Services Activities locations are accessible to all students. Citrus College Reprographics/Mailroom serves the academic, administrative and affiliated departments of the campus. Mail service and print/copy service is provided to faculty and campus departments, and (ES) Educational Supplement packages are created for students. The Golf Range serves students by partnering with Kinesiology to offer class/laboratory space, and Pro Shop and ball sales to staff, students, and the community.

As a Hispanic Serving Institution (HSI), Citrus College Enterprise Services seeks to increase the number of underrepresented, educationally and economically disadvantaged students earning an associate degree, preparing to transfer to four year institutions and ultimately, achieving their personal, educational, and career goals. Enterprise Services has worked diligently towards making course materials more affordable and accessible through the implementation of the following programs: Introduction of PELL student accounts available to students the first week of classes, partnership with EOP&S, CARE, Promise, John Burton Grant and the Citrus College Foundation, improving the textbook procurement process, meeting with publishers and faculty to decrease the cost of course materials, partnering with the library to procure course materials to hold on reserve, and working with the Veterans Success Center to individually assist student veterans with their course material procurement process.

STAFF RESOURCES (SUMMARY, ORGANIZATIONAL CHART, ASSIGNMENTS AND SPECIALITIES, STAFF PREP. AND TRAINING, COMMITTEES)

ENTERPRISE SERVICES

**VICE PRESIDENT OF FINANCE &
ADMINISTRATIVE SERVICES**
Claudette Dain, C.P.A.

Fiscal Services
R. Buchwald

Enterprise Services
E. Magallon

-Art and Coffee Bar

- (49%) *Food Service Assistant II* *vacant*

-Contracted Services

- Beverage
- Dining/Catering/Concessions
- Vending

-Cosmetology/Esthetician Spa**-Golf Driving Range**

- 2 (49%) *Golf Range Technician I*
- 1 (49%) *Golf Range Shop Assistant*

-Owl Bookshop

- (100%) *Bookstore Services Supervisor* *vacant*
- (100%) *Bookstore Operations Coordinator*
- (100%) *Textbook Coordinator*
- (100%) *Bookstore Evening Coordinator*
- (100%) *Bookstore Online Coordinator* *vacant*
- (100%) *Shipping/Receiving Clerk*
- (49%) *Textbook Assistant* *vacant*

-Reprographics/Mailroom

- 1 (100%) *Reprographics/Mailroom Supervisor*
- 2 (49%) *Reprographic Technician I*
- 2 (100%) *Reprographic Technician II*
- 1 (100%) *Mailroom-Reprographics Technician*

DEANS

DIRS/MGRS

Enterprise Services coordinates with other Student Services programs through the adoption process, program textbook aid, and department purchase orders. Bookstore Services provides required and optional textbooks, course packs, study aids, and required supplies needed to complete each course. These tools enable students to achieve learning excellence and complete their educational goals. The Bookstore team works closely with Academic Affairs to provide the necessary textbooks for courses to meet articulation requirements. The Bookstore team works closely with instructional departments to ensure an exchange of information through the book adoption process by attending Academic Senate, Deans' meetings, and textbook committee meetings throughout the year. The Bookstore team coordinates with EOP&S, Cooperative Agencies Resources for Education (CARE), California Work Opportunity and Responsibility for Kids (CalWORKs), Veterans Success Center, Department of REHAB, Los Angeles County Children Services and Disabled Student Programs and Services (DSP&S) to provide textbooks for students. The Bookstore team maintains and coordinates ordering of supplies for 82 departments and programs through open purchase orders. In addition to student services, the Bookstore coordinates with the Citrus College Foundation, outside groups, Superintendent/President's Office and Board of Trustees to provide marketing materials, office supplies, event décor, and coffee service and pastries.

The Reprographics Team provides mail service, print and copy service for faculty and campus departments, and partners with the Bookstore team and faculty to create (ES) Educational Supplement packages. Citrus College Reprographics/Mailroom serves the academic, administrative and affiliated departments of the campus. The Golf Range Staff maintain the Range, work with Golf instructors to prepare the range for classes, and assist Bookstore staff with stocking the Pro Shop with snacks and merchandise.

Enterprise Services works with the Office of Institutional Research, Planning, and Effectiveness for assistance with survey development, Student Learning Outcome (SLO) assessment, and data analysis to be used for reports and compiling data for annual and comprehensive program reviews. The Enterprise Services team worked with the staff from Office of Institutional Research, Planning, and Effectiveness in developing the Enterprise Services Guest survey and analysis in 2019.

TeC Services is critical in maintaining computer systems by collaborating with Enterprise Services Point of Sale (POS) vendor, Transact (previously Sequoia). The Bookstore Services supervisor works closely with TeC Services for technical assistance and for implementing new innovative services. Collaboration meetings between Bookstore Services, TeC Services and EOP&S take place each semester in order to verify student and course material data for the Pell and EOP&S programs. The TeC Services team is instrumental in finding solutions to linking the Transact Retail Systems POS process to district resources. Communication continues to improve between the students and the Bookstore through email blasts sent out by TeC Services.

PHYSICAL RESOURCES (BUILDINGS AND FACILITIES, EQUIPMENT AND MATERIALS, APPLICATIONS AND SOFTWARE)

Art and Coffee Bar: Located on the first floor in the Student Services (SS) building on the west end of the campus mall, the Art and Coffee Bar offers Starbucks drinks, pastries, sandwiches, salads, snacks, art supplies, and student created art.

Cosmetology and Esthetician Spa: Located on the first floors of the Professional Center (PC) and Technology Center (TC) buildings at the east end of campus, the Cosmetology and Esthetician Spa offer skin and hair products and services. Students can make appointments in room TC118 for their hair and skin needs.

Gate House Concessions: Located at the stadium south entrance, the Gate House Concessions provides snacks and drinks at large stadium events. This service is managed by Pacific Dining.

Golf Range: The Range At Citrus is located at the southwest portion of the campus near the baseball field, with entrance from Citrus Avenue. Designated parking for golfers is available directly in front of The Range. Located adjacent to the softball fields, the Range offers an outdoor golf driving range and pro shop open to the local community and campus student and employees. Kinesiology uses the Range as a classroom/laboratory setting for the golf program. The Range At Citrus features two hitting surfaces - natural grass and mats - along with various targets and markers, 31 tees, a chipping area with a bunker and a 2,500 sq. ft. putting/chipping green. The Range offers varying size buckets of Srixon 2 Piece golf balls. The well-lighted golf driving range is open six days a week along with a well-stocked pro shop and snack bar to provide added convenience. In addition to selling buckets of golf balls, the Range Pro Shop also carries supplies, sundries, gifts, apparel, snacks, drinks and imprinted merchandise.

Mailroom: Located in the CI building adjacent to the Math/Sciences (MS) building, the District Mailroom is responsible for effectively processing all campus mail. This includes both outgoing mail and on-campus mail with drop off boxes at SS, AD, and MA. All mail is processed each week day.

Owl Bookshop: Located in the BK building at the center of campus adjacent to the Campus Center, the Owl Bookshop offers a one stop shop for students' daily needs. In addition to course materials, the Owl Bookshop also carries supplies, sundries, gifts, electronics, apparel, snacks, drinks and imprinted merchandise.

Owl Cafe & Grill/Catering: Located at the center of campus in the Handy Campus Center (CC) building lower level, guests can enjoy a healthy, hot meal in a comfortable environment. The Owl Café & Grill also offers catering services for campus departments and on-campus events. This service is managed by Pacific Dining.

Owl's Nest Gourmet Food Truck: Located at the east end of campus adjacent to the Professional Center (PC), the Owl's Nest Gourmet Food Truck offers hot food options. This service is managed by Pacific Dining.

Reprographics: Located at the east end of campus, adjacent to the Mathematics/Sciences (MS) building, Reprographics offers a one stop shop for faculty and department printing needs. Citrus College Reprographics serves the academic, administrative and affiliated departments of the campus and is committed to the enhancement and promotion of the college through the highest quality printed materials.

Vending: Vending machines are located throughout campus. Food vending machines (managed by First Choice Vending & Amusements) are available inside the Owl Café & Grill dining hall located below the Handy Campus Center (CC), near the Haugh Performing Arts Center (PA), and near the Cosmetology Department between Professional Center (PC) and Technology Center (TC). Drink machines (managed by PEPSI) are located inside the Owl Cafe and Grill dining area (CC lower level), outside the Handy Campus Center (CC), Owl Café and Grill patio (CC lower level), Visual Arts building (VA), Veterans Success Center (IC), Math/Sciences building (MS), gym (PE), and stadium (ST).

Web Portal Store: Enterprise Services has a web portal store. Guests can visit www.owlbookshop.com when they need to order new, used or rental course materials. Supplies and gifts are also available. Course materials can be shipped to an address or picked-up at the Owl

Bookshop on-line window facing the campus mall.

FISCAL RESOURCES (SUMMARY, BUDGET AND RESOURCES)

The Enterprise Services manager works closely with the accounting technician and director of fiscal services to monitor budget, daily sales, invoicing, billing, outstanding invoice credits, open purchase orders for departments, and the annual audit process as well as labor reports. There is also a working partnership with the Fiscal Services and the Citrus College Foundation for scholarships and events.

Transact (formally Sequoia) Retail Systems is utilized to order, receive, and return required and supplemental textbooks and educational materials. The cash register system allows inventory information to be kept up to date by recording the sales information. Enterprise Services works closely with Fiscal Services on a daily basis to ensure fiscal responsibility. The Enterprise Services manager receives monthly financial reports from Fiscal Services and works with the Director of Fiscal Services in the annual budget process.

Bookstore Services and Golf Range are self-supporting operations. This means that their revenues will support their expenditures, without any appropriations from the general fund. Bookstore Services and Golf Range are service centers that focus on the quality of services provided to the campus community and meeting the financial needs of operation. Bookstore Services and the Golf Range are managed by projecting income, cost of goods sold, and expenses, based on prior year activity and enrollment; in conjunction with monitoring current trends. Reprographics and the mailroom are general fund supported operations.

Sales for Enterprise Services Activities are documented through registers at each location connected to a central POS server in TeC Services. The chart below represents funds collected at all locations.

Enterprise Services					
DEPARTMENT SALES	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
New Textbooks	\$ 2,830,425	\$ 2,555,666	\$ 2,621,584	\$ 2,297,105	\$ 2,203,494
Used Textbooks	\$ 322,873	\$ 277,065	\$ 223,447	\$ 191,000	\$ 115,442
Trade	\$ 7,036	\$ 8,818	\$ 3,133	\$ 1,693	\$ 2,699
Supplies	\$ 327,048	\$ 387,605	\$ 346,412	\$ 336,339	\$ 320,297
Candy	\$ 424,227	\$ 483,891	\$ 482,792	\$ 506,984	\$ 452,338
Software	\$ 32,778	\$ 21,427	\$ 23,378	\$ 15,812	\$ 5,104
Pharmacy	\$ 6,830	\$ 8,960	\$ 9,786	\$ 8,835	\$ 9,104
Cosmetology	\$ 15,111	\$ 16,756	\$ 24,139	\$ 21,987	\$ 29,503
eBooks	\$ -	\$ -	\$ 320	\$ 3,048	\$ -
Misc. non-tax	\$ 9,318	\$ 47,092	\$ 36,709	\$ 31,775	\$ 38,265
Art Supplies	\$ 37,500	\$ 37,780	\$ 38,643	\$ 42,953	\$ 52,208
Food Non-Tax	\$ 192,354	\$ 201,812	\$ 227,322	\$ 205,761	\$ 170,603
Food Tax	\$ 2,471	\$ 42	\$ 91	\$ 15	\$ 536
RANGE Services	\$ -	\$ -	\$ -	\$ 785	\$ 74,467
ASCC	\$ 885	\$ 2,860	\$ 12,169	\$ 12,027	\$ 16,931
SPA Services	\$ 47,680	\$ 56,526	\$ 53,559	\$ 55,029	\$ 76,190
AUTOMOTIVE Services	\$ 2,670	\$ 9,669	\$ 10,812	\$ 5,677	\$ 8,488
Commission Non Taxable	\$ -	\$ 16,226.55	\$ 12,590.47	\$ 98,360.03	\$ 125,853.03
TOTAL SALES*	\$ 4,259,206	\$ 4,132,196	\$ 4,126,886	\$ 3,835,185	\$ 3,701,522
*Including District Services					
Total Units Sold	465,942	483,449	459,120	442,428	403,093
SALES (Coffee Bar Sales)	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Included in total sales	\$ 355,109	\$ 386,478	\$ 439,496	\$ 465,231	\$ 429,649
COURSE MATERIAL UNIT SALES	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
New Textbooks	30,603	26,923	27,958	25,021	24,625
Used Textbooks	6,126	4,434	3,043	2,439	1,528
Misc non-tax access code cards	741	1088	1,675	2,048	2,161
eBook	0	0	320	3,048	0
EXPENSES	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Cost of Goods	\$ 2,998,982	\$ 2,828,349	\$ 2,795,349	\$ 2,554,685	\$ 2,321,284
Salaries and Benefits	\$ 804,336	\$ 968,954	\$ 893,796	\$ 869,689	\$ 811,164
Operating Expenses	\$ 327,289	\$ 352,350	\$ 356,565	\$ 312,182	\$ 275,896
Outgoing Funds to ASCC and Cafeteria	\$ 284,872	\$ 59,971	\$ 211,431	\$ 47,586	\$ 123,958

PROGRAM STUDENT LEARNING OUTCOMES

Enterprise Services Outcome Set

Outcome 5.3 increase and promote efficient and effective student support services.

Students, faculty, and staff should be able to distinguish activities within Enterprise Services as effective on-campus services for their educational and personal needs including; course material, printing, nutritional, personal services, curriculum, and supply needs to further educational planning and goals leading towards student academic success and completion.

Mapping

Strategic Plan Focus Areas: 10.1 Enhance the college's image, 3.1 Innovative curriculum and instructional pathways, 3.3 Professional development opportunities and resources, 5.1 Enhance services through technology, 5.2 Service environment, 5.3 Effective student support services, 5.4 Mitigation of challenges to student success, 5.5 Increase participation in support programs, 5.6 Diversify methods to connect with students, 6.3 Mitigate hazards, 8.1 Technology to support innovative teaching, 8.2 Robust, secure, accessible infrastructure, 8.3 Leveraging technologies that support success, 9.2 Recruitment and professional development

CCSP Outcome 5.3 Effective Student Support Services

Marked obsolete by Eric Magallon on 12/14/2018 10:40:51 am PST

Bookstore SLO1 Students should be able to distinguish Bookstore Services as an effective on-campus service for practical educational resources including course material, nutritional, and supply needs to further their educational planning and goals.

Mapping

Strategic Plan Focus Areas: 5.3 Effective student support services

Past 5 Years Assessment Cycle/Upcoming 5 Years Planning Cycle

EXECUTIVE SUMMARY WITH DATA (BRIEF SUMMARY, COMMENDATIONS, CHALLENGES, AND RECOMMENDATIONS)

This is the first comprehensive review for Enterprise Services. Future comprehensive reviews will have all enterprise activities equally represented. This comprehensive review primarily focuses on Bookstore Services and the future planning of Enterprise Services.

Accomplishments:

2015-2017 was an active period for Bookstore Services. The Bookstore Services team accomplished many of their planned goals. Completed goals consisted of: signing contracts with Sidewalk for their textbook rental program and HERO adoption tool; producing a successful solution for the continued operation of Food Services without draining bookstore reserves through an RFP and signed contract with Pacific Dining; updating procedures for club fundraising on campus; gaining an Enterprise Services Manager to oversee all enterprise services; staffing positions that transitioned from the Owl Café; replacing three aging cash registers and an aging copier; updating operating hours and sending team members to professional development seminars. In addition, based on recommendations from SLOA surveys, Enterprise Services made significant improvements to the Bookstore refund policy, and improved promotional messaging for all enterprise retail activities by increasing messaging on various campus information monitors, by advertising in the Clarion, and through email blasts.

2018-2019 was a transformative year in that it included the creation of Enterprise Services which absorbed Bookstore Services, Food Services, contracted services, Mailroom, the Golf Range, and Reprographics. Accordingly, the Program review process for Bookstore Services and Food Services was discontinued and this new Enterprise Services program review was created.

Goals completed in 2018 included: enhanced marketing of enterprise activities, merging the Golf Range and Bookstore services POS servers, remodeling the Golf Pro Shop, updating Range maintenance equipment, replacing one aged cash register, updating operating hours, training team members via attendance at professional development seminars, working with the Haugh Performing Arts Center to cross-promote customers between the Bookstore and the Haugh, upgrading Reprographics' web presence, and moving the Mailroom in close proximity to Reprographics to increase efficiency. The 2019 SLOAs have been revised to better reflect operational and programmatic changes to align with the creation of Enterprise Services Activities. In addition, the 2018 satisfaction survey was rewritten to better reflect the newly merged activities.

Goals completed in 2019 included holding meetings with Nebraska, Sequoia/Transact, MBS, and RedShelf to review ways to procure low cost course materials and reviewing the digital delivery processes including inclusive access to improve the adoption process. Several areas benefitted from Program Review funds – the Mailroom received new furniture, the Bookstore received a new register and the Golf Range received distance markers and a newly-installed emergency exit. These improvements increased efficiency and the overall customer experience. The staff attended Educational and Facilities Master Plan (EFMP) planning sessions. Many of Enterprise Services' needs were considered in the EFMP planning including a new Student Union building proposed to house a new bookstore and food court, an east food service satellite on campus, improved space efficiencies of the Golf Range and increased outdoor student areas throughout the campus. Reprographics added copyright compliance information to their web ordering portal, intranet site, and email blasts as well as one-on-one discussions with faculty. The Library staff held meetings to clarify Copyright Laws. Scanners and copiers were removed from the Library. A Comprehensive Survey was created with the assistance of the Office of Institutional, Research, Planning, and Effectiveness (IRPE) and distributed during the Fall 2019 term.

Challenges:

The biggest challenges facing Enterprise Activities result from declining enrollment and continued declines in course material sales due to a volatile and changing market. With the assistance of a bookstore operations consultant and applying survey/SLOA results, some of these challenges can be mitigated.

Recommendations:

The following new goals are established for Enterprise Services:

- Developing a financially sound business plan with the assistance of a bookstore and retail operations consultant. This will encompass implementation of a new course material process which includes textbook adoptions, an analysis of various ways to distribute course material formats to students in a cost effective manner.
- Utilize the program review survey process, along with recommendations from the business plan analysis to develop more effective retail services to better serve the student, staff, and faculty populations on campus, enhance profitability to ensure a self-sustaining operation.
- Upgrade the Reprographics' web portal to include an improved user interface, a single sign-on capability, a pricing module, an Educational Supplement to connect faculty created material between Reprographics and the Bookstore, to develop and store training materials regarding copyright compliance.
- Implement covered hitting stations at the Golf Range to provide shade and shelter from rain.
- Add outdoor patio heaters at the Golf Range to provide comfort during the winter months.
- Improve outdoor lighting at the Golf Range to enhance the customer experience and conserve energy utilization.
- Review equipment needs and repair or replace equipment as necessary.

In the coming years, Enterprise Services will continue to focus on operations and excellent customer service by increasing efficiencies through streamlined operations, investing in employees through professional development and new technology applications, and working to create a more welcoming and safe environment. Enterprise Services continuously endeavors to meet the needs of Citrus College and to produce the highest quality of services.

SUMMARY OF PAST LEARNING OUTCOMES ASSESSMENTS

File Attachments:

1. **2019 Enterprise Services Guest Survey Report 8b.docx** (See appendix)
2. **Additional previous SLO information.docx** (See appendix)
3. **cateringmenu.pdf** (See appendix)
4. **New Owl_Cafe_Grill-legal week #7.pdf** (See appendix)
5. **new vending.jpg** (See appendix)
6. **REDUCED_bookstore-clarion-ad-081319.pdf** (See appendix)

Previous SLOA and findings are below and additional information is attached including the full report on the 2019 Comprehensive survey findings which will be used for long term goal 6, future SLOA's, and testing comparison mechanisms.

A Refund Survey was distributed during Fall 2017 to survey why customers returned their course materials and to get a better idea of customer knowledge of current services offered on campus. Findings as to why respondents returned their books revealed 19% due to dropping their class, 14% were given the wrong book, 14% due to instructor not using the book, and 12% due to sharing a book. A comprehensive survey was also conducted, which noted that a majority of respondents were not aware of the Art & Coffee Bar while a majority of the respondents were aware of the following services: Owl Cafe and Grill, cosmetology spa, Haugh Performing Arts Center, and the Golf Range. Based on the survey results, the following programmatic improvements were made:

- Marketing of all enterprise service activities was enhanced (see attached clarion ad)
- The Enterprise Activities concept was developed to increase productivity and to better integrate the various enterprise services provided throughout the college
- Partnered with the Haught Performing Arts Center to encourage the campus community to attend Haugh performances through adding information monitors in the Owl Bookshop and Art & Coffee Bar.
- Retrained Bookstore staff to ensure students receive the correct textbooks for their course and worked with faculty to deliver accurate and timely textbook adoption information to the Bookstore.
- Better catering and healthy alternatives were created in conjunction with the new Food Service provider, Pacific Dining. (See attached catering menu and weekly specials menu.)
- The vending area in the dining hall was updated with new decor and machines to create an enhanced dining experience and to provide a selection of healthy food alternatives. (See attached photo.)

SUMMARY OF PAST RECOMMENDATIONS/GOALS

	Recommendations/Goals 2014-2015	Persons Responsible	Estimated Completion	Budget Priority	Status Progress	Completed
1st	To improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized Wingspan page, Bookstore Services will reorganize the cashier/customer service, course material and general merchandise sales areas at the Owl Bookshop for improved traffic flow, space limitations, slow moving merchandise sales, security, and positive customer experience. CCSP 4.1.2	Supervisor	August 2014	2	The textbook and general merchandise areas were reconfigured and a cashier island customer area was re-built. The result was a single line at rush with less wait time and better sightlines for staff to observe and assist customers.	Completed
2nd	To improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized Wingspan page, Bookstore Services will implement the Rafter Digital Course Material Module. The process will mirror current paper adoption process during the first phase of implementation. Future phases will develop a connection to CurricUNET and increased faculty involvement in the adoption process. CCSP 4.1.2	Supervisor and Textbook Coordinator	December 2014	2	Bookstore Services successfully implemented the Rafter Digital Course Material Module in 2016. Unfortunately, after two years Rafter declared Bankruptcy and ceased to exist. An agreement was then made with Sidewalk who then went out of business six months later. Talks with Verba/VitalSource are currently in the works.	Completed
3rd	To increase on campus retail services to better serve the students' needs, Bookstore Services will research and add an athletics section and study abroad course term on the Owl Bookshop website. Study abroad students will be able to purchase their course materials online saving the bookstore expenses of being open on a Saturday. CCSP 3.2.4	Supervisor, Online Coordinator and Textbook Coordinator	February 2015	2	Study abroad and athletics sections were added to the website. Through use and customer input, Study Abroad course sections were added to the current semester giving students easier access to course information and purchasing. Other sections added as well were Haugh Performing Arts and the Golf Range.	Completed
4th	To improve student access to information by various means such as textbook loan programs, e-readers/texts, extended library hours and a personalized Wingspan page, Bookstore Services will explore expanding Pell Grant process in banner to allow financial aid, scholarships, and veteran students to open accounts at the bookstore that will be paid through Banner. This process will give students access to course materials when courses begin. CCSP 4.1.2	Supervisor	June 2015	2	Bookstore Services now has the ability for students to have access to various financial aid sources including EOPS, CARE, PELL, Promise, Veterans, and Scholarships. Once a student ID is entered into the register, the available sources of funding is available complete their purchase. At the end of the open period, information is transmitted to Banner.	Completed

LONG TERM RECOMMENDATIONS/GOALS

Enterprise Services Program Recommendations

Enterprise Services Program Recommendation 7

Complete upgrade of the Reprographics web printing order portal. Besides improvement to user friendliness, fully implement single sign-on, pricing module, and Educational Supplement creation and copyright PDF training sessions.

Mapping

Strategic Plan Focus Areas: 3.3 Professional development opportunities and resources, 5.1 Enhance services through technology, 5.3 Effective student support services, 6.3 Mitigate hazards, 8.1 Technology to support innovative teaching

Enterprise Services Program Recommendation 5

In an effort to improve the on-campus enterprise activities services for students, the Enterprise Services team will attend seminars and review operations on ways of general merchandise sourcing/format options, new software to enhance services, improve customer service, enhance the front entrances, re-merchandise sales floor space, add pay gaming consuls at the dining hall and golf range, partner with department faculty to increase student supply kits, and research ways to expand sales floor space.

Mapping

2021-2026 Strategic Plan Focus Areas: Address technological needs that foster an efficient and effective college environment for all, Address the needs of a diverse college community and continually foster a culture of equity, inclusion and collegiality, Prepare students for success in a collegiate environment, Promote a safe and secure educational and workplace environment, Promote the benefits of environmental sustainability and implement sustainable practices, Provide student support services contributing to a successful collegiate experience, Respond to regional economic and workforce demands

Enterprise Services Program Recommendation 8

Interim Bookstore Services Supervisor will review and improve training of Owl Bookshop and Art & Coffee Bar staff on customer service protocol. To increase awareness and visits to the Spa/Salon and Golf Range Pro Shop, new marketing concepts will be created and implemented by the Enterprise Services Manager.

Mapping

Enterprise Services Outcome Set: Outcome 5.3 increase and promote efficient and effective student support services.

Enterprise Services Program Recommendation 6

Implement the 2019 Comprehensive Program Review survey and consultant findings and recommendations for more effective retail services to better serve the student, staff, and faculty populations on campus and enhance profitability for a self-sustaining operation.

Mapping

Strategic Plan Focus Areas: 5.1 Enhance services through technology, 5.2 Service environment, 5.3 Effective student support services, 5.4 Mitigation of challenges to student success, 5.6 Diversify methods to connect with students, 7.1 Sustainable practices, 8.3 Leveraging technologies that support success,

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.10

Enterprise Services Program Recommendation 1

Develop a financially sound business plan through the assistance of a consultant retained to review bookstore and retail operations.

Mapping

USA- WASC- ACCJC- Accreditation Standards (2017): III.D.10

Enterprise Services Program Recommendation 4

As funds become available, replace aging registers, replace unsafe and outdated printing/mailling equipment, replace aging printing equipment, purchase a golf cart, install security sensors, improve CCTV, and improve seating at the Art and Coffee Bar.

Mapping

Strategic Plan Focus Areas: 5.1 Enhance services through technology, 5.2 Service environment, 5.3 Effective student support services, 5.5 Increase participation in support programs, 6.3 Mitigate hazards, 8.2 Robust, secure, accessible infrastructure

Enterprise Services Program Recommendation 3

Review findings from the fall 2019 comprehensive survey to students, faculty, and staff. Collect information on current and needed activities within Enterprise Services and prepare a planned comprehensive list and timeline to implement improved effective services for educational and personal needs including: course material, printing, nutritional, personal services, curriculum, and supplies needed to fill all educational planning goals leading towards completion.

Mapping

Strategic Plan Focus Areas: 5.1 Enhance services through technology, 5.2 Service environment, 5.3 Effective student support services, 5.4 Mitigation of challenges to student success

Enterprise Services Program Recommendation 2

Implement new course material processes including adoption, learning formats, and effective ways to distribute course material formats to students in a cost effective manner.

Mapping

Strategic Plan Focus Areas: 5.1 Enhance services through technology, 5.2 Service environment, 5.3 Effective student support services

BUDGET PLANNING (NARRATIVE DISCUSSING MAJOR BUDGET PLANS FOR THE NEXT 5 YEARS)

Resource Requests	Action	Budget Request	Impact	Priority
Personnel Resources	Develop a financially sound business plan through the assistance of a consultant retained to review bookstore and retail operations.	\$30,000.00	ACCJC-(2017): III.D.10	HIGH
Staff Development Resources	Attend ACUP (Association of College & University Printers) Annual Conference annually	\$12,500.00	CCSP:3.3	Medium
Staff Development Resources	Attend the California Association of College Stores Professional Development Conference and EXPO annually	\$19,500.00	CCSP:3.3	Medium
Staff Development Resources	Attend NACS webinars	\$9,500.00	CCSP:3.3	Medium
Facilities Resources	Enhance front entrance of Owl Bookshop, remodel interior, and research ways to expand space within store sales area.	\$166,000.00	CCSP:5.2	Medium
Facilities Resources	Remodel front walk-up counter in Reprographics to accommodate two computer workstations and one printer eliminating the second desk area. Add an ADA automatic door opener to the front door to the Lobby.	\$19,000.00	CCSP:5.2	Medium
	Consolidate the Mailroom and Reprographics Departments and provide a retail copy center for			

Facilities Resources	students. This building/area should have easy access and be four times larger than current Reprographics building, with printing and mailing operations located on the ground floor in the new location. Items needed in a new space are: • ADA accessible automatic doors • Shipping and receiving dock • Larger building to meet the demands needed Students and Faculty for printing, large format and mailing services all under the same roof • Printing Pickup Area – Need a secured area (room) that is accessible only to faculty and staff by lock and key to pick up printing anytime. This area could be monitored by camera. This would provide convenience for picking up orders to Adjunct and Full-time Faculty. No more delivering of classroom materials that become lost or misplaced. • Have a room to hold staff meetings and consult with faculty and staff on printing projects • Front counter needs to meet the needs for ADA and accommodate two workstations plus a printer	\$0.00	CCSP:5.2	Medium
Computer/Software Resources	Purchase DesignMerge Pro for Adobe InDesign variable data printing software	\$14,000.00	CCSP:8.2	Medium
Computer/Software Resources	Replace a 2012 Mac Pro Graphic Computer with a Dell PC Graphic Computer	\$7,900.00	CCSP:8.2	Medium
Computer/Software Resources	Upgrade RSA-Hosted, WebCRD Online ordering system by adding a 'Wide Format' portal.	\$4,000.00	CCSP:8.2	Medium
Equipment Resources	Purchase additional Furniture for the Art & Coffee Bar Lobby.	\$19,500.00	CCSP:5.2	Low
Equipment Resources	Enhance and repair CCTV system in all Enterprise Activities locations.	\$62,500.00	CCSP:8.2	Medium
Equipment Resources	Purchase a James Burn CB30QS Automatic Coil Inserter.	\$40,000.00	CCSP:8.2	Medium
Equipment Resources	Purchase a new Challenge Champion 305 paper cutter.	\$40,000.00	CCSP:6.3	HIGH
Equipment Resources	Purchase 2 Golf Carts.	\$25,000.00	CCSP:8.2	Medium
Equipment Resources	Purchase GFP 255C Laminator.	\$16,100.00	CCSP:8.2	Medium
Equipment Resources	Replace 5 remaining aging registers in the Owl Bookshop and Golf Range.	\$37,500.00	CCSP:8.2	HIGH
Equipment Resources	Replace one Xerox D136 B/W copier that is at end of life with two Cannon VarioPrint B/W copiers.	\$235,000.00	CCSP:8.2	Medium
Equipment Resources	Replace the 10-year-old mailing system with Pitney Bowes SendPro 3000.	\$24,500.00	CCSP:8.2	Medium
Equipment Resources	Replace end of life Xerox equipment. -Color Press Versant 3100	\$570,000.00	CCSP:8.2	Medium
Equipment Resources	Replace end of life Xerox equipment. -Color Press 1000i	\$582,167.00	CCSP:8.2	Medium
Equipment Resources	Sewing Machine to hem banners	\$8,600.00	CCSP:8.2	Medium

REVIEW SUMMARY

Appendix

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- A. **2019 Enterprise Services Guest Survey Report 8b.docx** (Word Document (Open XML))
 - B. **Additional previous SLO information.docx** (Word Document (Open XML))
 - C. **cateringmenu.pdf** (Adobe Acrobat Document)
 - D. **New Owl_Cafe_Grill-legal week #7.pdf** (Adobe Acrobat Document)
 - E. **new vending.jpg** (JPEG (Image))
 - F. **REDUCED_bookstore-clarion-ad-081319.pdf** (Adobe Acrobat Document)
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