



State Center Community College District

Food Service/Bookstore Operations

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College Brain Trust

Food Service/Bookstore Operations

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I. Executive Summary

Bookstores

The publishing industry and the role of college bookstores are undergoing rapid change as technology is allowing access to information in many new ways. This is causing extraordinary pressure on college stores to change from the “bricks and mortar” store which had a virtual monopoly on selling college textbooks. College stores are struggling to compete as textbook providers with internet sales, eBooks, book rental programs and open source textbooks. We see a fundamental shift in the role of the bookstore to become a resource for directing students to the least expensive textbooks. Since students pay more for textbooks than they do for tuition in community colleges, the cost of textbooks is likely to be a more critical barrier to college affordability than tuition.

In order to provide textbook resources, the stores need to be configured to follow student purchasing patterns, assess best practices at other national college stores, assess changes in the publishing industry and continually re-create themselves to provide services to students. They have to be nimble and focused on student success. They have to be operating as an enterprise activity and not rely on General Fund subsidies to support their services.

In this report we analyze important publishing industry trends, examine the feasibility of contracting out the entire store operations or some portions of managerial control, and make specific recommendations to position the stores to best serve students in the coming 5-7 years.



Reedley College bookstore

Food Service



Willow International Center food service

Food services are provided to SCCCD students and staff through a combination of contractors and college operated programs. FCC services are provided by the contractors Pacific Café and Taher, Inc; Madera service is provided by Taher, Inc. (included in the FCC contract); Willow services are provided by Sara Abwini, owner/operator; Reedley is college operated; Career and Technical Center has snack and beverage vending only and Oakhurst has beverage only service.

While there was general understanding of the role of the food service program on all the sites, we did not find a focused program review document that clearly stated the mission of food services or how the program would be evaluated (fiscally and qualitatively)

Based on the results of the online survey, and interviews with many staff and some students, here is general agreement that the outside contractors at FCC are providing adequate services to the students. The most significant challenge in the district food services program is the college operated cafeteria at Reedley. While the RCC cafeteria has undergone recent capital improvements, the current operational structure does not allow the cafeteria to break even, causing enormous stress on the general fund to subsidize the operation. Reedley has the additional challenge and opportunity to serve on campus students residing in the dorms. Food services at Madera are extremely limited in product choice but more importantly very limited in hours of operation. The Oakhurst Center students have no options for food services beyond a vending machine for beverages.

II. Project Overview

Description of district

The State Center Community College District serves more than 30,558 students on its seven campuses. The District provides a wide range of education and job training services to Fresno County, Madera County, and a portion of Kings and Tulare Counties. The District includes two accredited colleges – Fresno City College and Reedley College.

In addition to the two community colleges, the district governs four educational centers and outreach centers located in Fresno, Madera, Clovis, and Oakhurst, as well as a number of community outreach programs in non-District owned facilities. Each campus has a distinct and unique identity, socio-economic and ethnicity mix as well as unique program offerings.

The district offers higher education opportunities to thousands of students who might otherwise be unable to attend classes beyond high school. Associate of Arts and



Madera Center bookstore

Science Degrees are offered in a wide variety of subjects along with many vocational programs.

Charge of Food Service/Bookstore Operations review

The State Center CCD is a dynamic, growing and changing community college district that faces a number of challenges in the years ahead. The district hired the College Brain Trust (CBT) for the following tasks:

The College Brain Trust team will provide the Chancellor and/or her representatives, a report outlining:

- The process, timelines, survey and interview list, and protocols for the review of bookstore and foodservice operations.

The College Brain Trust team will:

- Review all relevant documents, including budgets, staffing levels, CB agreements, contracts with outside vendors, any prior evaluations or assessments of the bookstore and foodservice operations;
- Prepare a draft of interview questions for identified district, campus and center leaders, faculty and staff;
- Bookstore: Survey the division deans and department chairs, center directors/deans and the ASB leadership and employees of bookstore;
- Foodservice: Survey classified and academic senate, center directors/deans and ASB leaderships and employees of foodservice operations;
- Conduct on-site one-on-one interviews with identified district, campus and center leaders, faculty and staff;
- Summarize interview results and findings.

In addition to the review of data and documents and findings of the survey and interviews, the team will review and analyze such issues as:

- Clarify the role, goals and priorities of the bookstore and the foodservice operations: To make money and/or to get product and services to the customers?
- Are the district's financial and customer satisfaction goals clearly identified for both the bookstore and foodservice operations?
- How does the district evaluate its bookstore and foodservice operations, including staff?

- District and campus budgets for the past three years – how were bookstore and foodservice operations impacted?
- Where do the profits go? Who covers/assumes responsibility for deficits? General fund? Campus fund? ASB?
- Were any new sites or services created in the past three to five years?
- Staffing levels at each department and at each site? Any significant staffing or service changes or organizational changes in the past three to five years?
- Assess if the operations have the proper assessment tools (administrative unit outcomes)
- Financial audit reports on process, procedures or policies related to departments under review

Team will analyze the information from these scans to identify the key factors and conclusions to be considered.

In addition, the CBT team will:

- Prepare a report that summarizes and communicates the information reviewed and identifies key issues and opportunities;
- Prepare a draft report with executive summary and recommendations from the review;
- Share both with Chancellor and/or her representative(s);
- After receiving comments from the Chancellor and/or her representative(s), prepare final report; and
- Present to the Chancellor, the Board of Trustees and/or appropriate committees as directed by the Chancellor.

III. Methodology

Initial District Office and Campus Visits

On October 26 and 27, College Brain Trust project leader Dr. Robert Jensen and team member Ray Giles visited the district to make preliminary arrangements for the study, to meet with district officials and to visit the campuses and centers.

Dr. Jensen and Mr. Giles met with Chancellor Deborah Blue, Acting Vice Chancellor Robert Fox, Fresno City College President Dr. Cynthia Azari, Reedley College President Barbara Hioco, Vice Chancellor of the North Centers Dr. Terry Kershaw and others.

The College Brain Trust team visited the District Office, Fresno City College, Reedley



Fresno City College bookstore

College, Willow International Center, and the Madera Center. During the campus visits, the team visited both the bookstores and the cafeterias.

On-site visits and follow-up phone calls

The College Brain Trust team visited the district Nov. 15 – 17. The team met with and interviewed hundreds of State Center CCD employees and student leaders. (See complete list in Appendix.) The meetings and interviews were held at the Clovis Center, Willow International Center, Madera Center, Reedley College, Fresno City College and the District Office. Open Forums, in which students and employees were invited to share their ideas and information with the consultants, were also held at all sites.

The consultants also held follow-up phone calls with staff for further discussions and to clarify various issues.

Documents reviewed

- District Bookstore Operations, (including Bookstore Program Review Spring 2009)
Michael Guerra, August 17, 2010
- Statements of Revenue and Expenses 2006-2010
- District Audit reports
- Bookstore Projections, *Michael Guerra, August 23, 2010*

District-wide survey

In conjunction with key district employees, the College Brain Trust team developed a survey to obtain feedback, ideas, suggestions and opinions from district employees and student leaders on a variety of issues related to the bookstore and food services review. (A complete list of the questions can be found in the Appendix.)

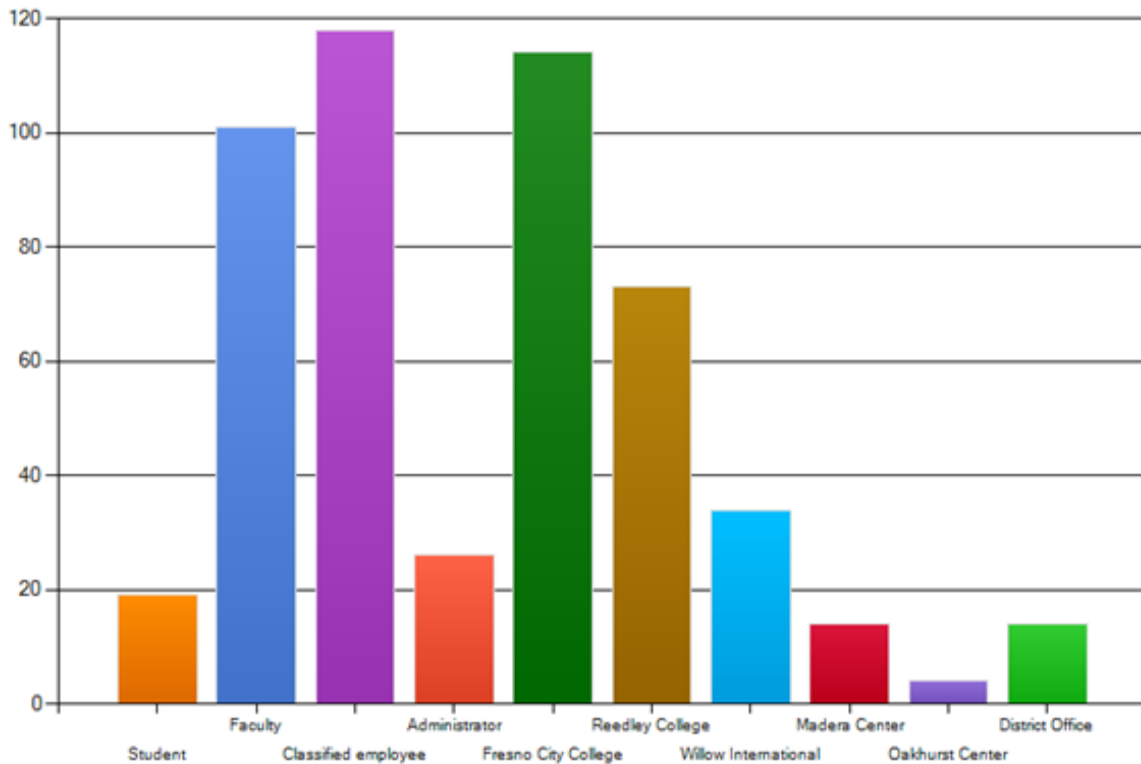
Using the services of SurveyMonkey.com, the survey for the Bookstore and Food Service Review was made available to all State Center CCD employees and many student leaders. Employees and students were given two weeks – Nov. 11 through Nov. 23 – to participate.

The College Brain Trust team has carefully reviewed the responses to the questions. The consultants found the responses thoughtful and helpful.

Two hundred and sixty three State Center CCD faculty, administrators, classified and students responded. The bar chart below shows the diversity of the response pool by category of responder and work location of responder. The number of responses was considered to be sufficient representation of all constituency groups with the exception of the student category, which did not attract enough responses to be statistically significant.

Responses: 263

Describe for us who you are and where you work on campus or go to school. Please check appropriate boxes.



Survey Monkey: Food Service Results

Reedley College: 70 students, classified, faculty and administrators responded to the survey. While only 9 students responded, their response indicated general satisfaction with the location and customer service, but dissatisfaction with the product mix. The quality and prices of food received mixed satisfaction. This trend was generally followed by the classified responses (n=27) although there was deep dissatisfaction with the supervision of the program. Administrators (n=8) had a lower rating on hours of operation and customer services. Faculty (n=26) had favorable ratings in all 7 categories queried.

Fresno City College: 119 students, classified, faculty and administrators responded to the survey. At FCC only 6 students responded, but their responses indicated general satisfaction except for the product mix. Faculty responses (n=47) and classified responses (n=53) were

favorable in most categories with the strongest dissatisfaction with product mix. Administrator responses (n=13) indicated stronger dissatisfaction with product mix, hours of operation and prices. Overall the results of the survey at FCC indicated that more than 50% of the responders were “very satisfied, or satisfied” with the quality, customer service, supervision, location and hours of operation. The dissatisfaction was with the product mix and prices. Based on the survey results and the success of the contractor at FCC, we do not recommend any fundamental changes for that program except to institute more systematic evaluation of customer satisfaction.

Survey Monkey: Bookstore results

Reedley Bookstore: The survey results for Reedley Bookstore showed high ratings (A or B) for bookstore “hours of operation, location, convenience, product mix and supervision” among faculty, students, administrators and classified responders. The only area of dissatisfaction was bookstore prices.

Willow International Center bookstore (consolidated with RCC on financial statements): The survey results for Willow bookstore reflected general satisfaction among all responders on “location, product mix and customer service”, but lower ratings by students on “hours of operation and prices”; by faculty on “prices”, and by administrators on “supervision”.

Fresno City College Bookstore: There was agreement with all responding groups who gave high marks for “hours of operation, location/convenience, product mix, customer service and supervision”. Once again the dissatisfaction on bookstore prices was strong for faculty, classified and administrators.

Madera Center responses: While the survey did not receive specific survey responses from the Madera Center, the consultants clearly heard from the site supervisor and the students at Madera Center that there is dissatisfaction with obtaining and delivering textbooks to students at Madera Center.

(Note: Cross tabulation charts and graphs are included in the appendix for each of these responding groups.)

The consultants cannot tell from the survey results whether all those responders who felt that bookstore prices were too high were commenting more on the cost of textbooks in general, or on the specific pricing of the bookstores compared to other textbook sources. This may be an

area where the bookstores could do a better job communicating to the college community their relative competitiveness on many textbooks and other items.

IV. Observations from site visits and interviews

Food Service

It is clear that the food services programs at each of the colleges and centers need a systematic method to gauge customer satisfaction, especially since opinions about product mix reflected dissatisfaction. This is an area of concern that could be addressed with more focused study, including a method to report back to the customers on changes the food service program can make in response to their input. The evaluation of customer satisfaction needs to be an integral part of the program review for food services at each college and center.

One of the concerns the consultants heard about the RCC Food Service program was the feeling that it was not taking advantage of the market that the students in the dormitories presented. The college needs to be able to assess student needs in the dormitory, and make changes to meal plans to serve this unique population.

Bookstores

The college bookstores have played a major role in supporting students by providing necessary textbooks and supplies to the students. They have combined sales exceeding \$10 million per year, representing a large retail operation. They have contributed over \$1.8 million dollars back to the colleges and centers for construction projects and student support programs in the last 18 years.

The bookstores developed a comprehensive Program Review document in Spring 2009, outlining their mission, contributions, challenges and recommendations.

While the bookstores have been a successful enterprise operation in the history of SCCC, there are financial challenges on the horizon stemming from vast industry publishing changes and the challenges of serving a geographically diverse student population in the colleges and centers. The bookstores are now projecting losses reaching \$900,000 by the end of 2012-13.

The current organizational structure with the Vice President at Fresno City College responsible for the district wide bookstore management program is confusing and results in blurred accountability with the FCC Vice President reporting to four different bosses. Additionally, this structure does not allow for a full time dedicated bookstore manager to run this \$10 million dollar operation.

On site store supervision is not as strong as it should be, especially with the current structure of no dedicated bookstore manager, with no on site manager or supervisor to guide staff in day-to-day operations.

Bookstore staff understands that change is necessary because of the rapidly changing industry, but they are concerned for their jobs.

Review of national trends in bookstore operations

The National Association of College Stores (NACS) is the professional organization for college bookstores on a national basis. The association represents stores from community colleges and four-year universities, private and public. The following information reflects research they have conducted for college stores reflecting trends of December 2010 that is very relevant to the bookstore operations at the State Center CCD.

Costs of textbooks:

Student Watch 2010: Student Attitudes & Perceptions provides a larger look at student spending on course materials at all locations. According to the most recent Student Watch data, students report spending an average of \$667 on required course materials in the past 12 months.

New vs. Used textbooks

From the *2010 College Store Industry Financial Report*, unit sales were 65% new books and 35% used books. In general, the ratio of new to used books was 2:1; for every two new books sold, one used book was sold.

There are multiple factors that limit the total market for used textbooks. Faculty must agree to use the same title from year to year, adoptions must be received in time for stores to obtain used texts; and there had to be sufficient new text sales of the desired titles to come back into the market as used books. While there are basic courses that fit this model, if all college course offerings are considered, it is easier to see where used books could not be a significant option.

Online sales of textbooks

Online sales are not yet a significant percentage of purchases at every college store. For U.S. stores reporting e-commerce, online sales were an average of 8.3% of total store sales.

Book rental programs

About 38% of independent college stores are currently offering a book rental program--16% are providing a rental offering for most instructional material for a majority of the courses offered while the remaining stores (84%) are offering some rental textbooks for certain courses or departments. The median number of titles offered among the respondent stores was 31 titles.

The median figures reflect that a significant proportion of stores did not have the breadth of rental titles available compared to titles available for sale. However, two-thirds plan to increase the number of titles offered for rent in the next 12 months.

While the majority of stores (69%) have only offered their book rental program for less than a year, nearly all stores (96%) were likely to continue the program. Perhaps, due to the positive response from students, administration, and even faculty, eighty-six percent rated the response from students as positive to very positive--77% rated the administration's response and 59% the faculty response similarly.

Stores rented books in a variety of ways including: in the store (77%), through the store web site (44%), and/or through a partnership with a book wholesaler (44%) or book rental company (23%). Many employed a hybrid method of offering the rentals. For example, a number of stores reported offering rentals at the store while at same time using a book rental company to offer rentals online.

Nearly 50% of stores offering rentals used social media to get the word out to students.

Establishing rental fees as a percentage of the new book sell price was used most often by stores (47%); 32% reported that the fee was set by a rental partner. Of those that used the new book sell price to establish the fee, the average percentage was 45% for new rental books and 37% for used rental books. About 29% had a minimum price point for rental titles. The average minimum price for (renting) new books was \$36.40 and \$31.20 for used books.

Of those stores not offering rentals, lack of staff/time was cited most often (23%). However, 43% indicated that they have definite plans to begin offering a book rental program within the next 12 months.

Electronic book purchases

Electronic book purchases were made by 13% of college students within the past three months. Of these respondents, nearly six out of ten (56%) stated that the primary purpose of their e-

book purchase was a required course material for class. One-third of students purchased an e-book specifically for leisure reading, while the remaining 10% responded “other.”

Approximately 77% of the students who said they recently purchased an e-book indicated that they used a laptop computer or Netbook to read their e-book. Desktop computer was selected by 30% of the students as the device used to read their e-book, while a much lower percentage (19%) said they used a smartphone (e.g., iPhone, Blackberry). Another 19% reported using an e-Reader (e.g., Kindle or Nook). A tablet (e.g., iPad) was the least common reading device used by students, selected by only 4%.

When asked how their electronic book experience compared to reading a print book, around one-third of students who have read an e-book indicated the experience to be somewhat to much better than a print book. Around 29% of students said the e-book was NOT as good as a print book, while 25% had a neutral experience.

Source: NACS website, press releases and publications December 2010

Internet competition in the bookstore industry

College Bookstores face an overwhelming source of competition from the web. As an example, a simple search in Google for “college textbooks” brought up this page, reflecting in part over 2,090,000 other web pages for “college textbooks”. With ads like this on the web for deeply discounted textbooks as well as rental programs through the web, the “bricks and mortar” stores on campus will face continued competition from online sellers and renters of textbooks.

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Of course, the online sellers of textbooks will never be able to satisfy all the textbook needs of the faculty, as those textbooks that are lesser known will be unlikely to find a market on the web. In addition, for those faculty assembling their own material or compilations of other copyrighted material, the college store will probably always have a role to play. The reality of the web competition is that the high volume textbooks will be available to students at discounted prices; the on campus bookstores will have to compete on service and availability to capture this market.

The challenges facing college bookstores were highlighted in a recent (January 4, 2011) edition of Marketplace on National Public Radio. Reporter Kai Rystdall shared this story:

"Bookselling just ain't what it used to be. Not only are there eBooks, but online bookstores still selling actual books have completely changed things. Online retailers have been giving college

bookstores a run for their money for years now. Sites like Amazon and Half.com offer cheaper textbooks that ship in a day or two. Spending per student at college bookstores is down. So a lot of stores are fighting back by branching out. At UC San Diego, students can still get Pscyh 101 books, but they can also get their laptops fixed, buy surf wear, print out a research paper or shop for groceries.....some stores are even offering dry cleaning services....San Diego State just received a \$1 million dollar grant from the Department of Education to rent textbooks to students.”

V. Financial analysis

RCC Food Services program



Reedley College cafeteria

Since RCC is a college run program, the financial statements are part of the district's balance sheet and the financial gain or losses are the direct responsibility of the college and district.

In the five year period examined (2006-2010) the food services sales at RCC have dropped by 25%, while operating expenses increased by 12%. The 2010 FY ended with a loss of \$202,000. Contrast that with the food service operation at FCC which stipulates that the contractor (Pacific Café) would pay the college \$33,000 per year. While the programs cannot be compared equally because of student body size and demographics, it does illustrate the ability of an outside contractor to provide food services at nominal profitability

RCC presents the most daunting immediate challenge for the food services programs in the district, since the current program is losing money, and the position of Director of Food Services is vacant. While it may not be the appropriate time to contract out the entire food service operation at RCC, we believe that the program can be improved by hiring a manager from the private sector, who continues to work for a private sector company (either a local company or a national company like Marriott's) to run the program. Our team is familiar with this model working successfully in other districts. Acquiring the skills and experience of a private sector manager to design the program, order products and train staff to deliver a revised program may enable the RCC program to return to nominal profitability and to better serve student needs.

Bookstore operations



Madera Center bookstore

The SCCC bookstores have a history of contributing funds to the colleges as “co-curricular” funds. Reedley bookstore contributed \$60,000 per year in the last 5 years for this purpose. Prior to the co-curricular contribution, Reedley would have broken even (approximately) in the last 5 years, with the co-curricular contributions, the store showed a net loss each year.

FCC contributed \$156,000 per year for co curricular activities in the last 5 years and \$1.0 million for capital projects. Prior to the Co-Curricular contributions, the FCC store would have shown a profit in each of the last 5 years.

The FCC bookstore has “loaned” money to the RCC/North Centers stores for capital construction and operating expenses with a current outstanding balance of \$725,000. Given the state of the RCC bookstore and the financial projections of the district for combined bookstore profit and loss forecasts, it is extremely unlikely that the RCC Bookstore would have the ability to repay this loan. Writing off the loan will have a negative effect on the balance sheet. Financial projections prepared by SCCC reflect losses (for the consolidated stores) starting in 2010-11 (\$207,000), continuing in 2011-12 (\$431,000) and ending in 2012-13 with almost a \$1 million dollar loss (\$901,000). Clearly if the assumptions underlying these projections are close to accurate, losses of that magnitude would not be feasible, especially considering that the General Fund of the district will not have the ability to subsidize these losses due to declining

state resources. These financial projections raise the issue of bookstore management and viability to a crisis point.

VI. Overarching themes related to bookstore operations

The publishing industry is currently described as the “wild, wild west”. Significant changes in how we acquire information in books, newsprint, magazines, periodicals, etc. are occurring daily. Change is coming at a much faster rate than anyone imagined, even a few years ago. Not even the best industry experts can predict where the publishing industry will be in the next few years.

The cost of buying textbooks is much greater than the cost of tuition for California Community college students. “According to the most recent Student Watch data, students report spending an average of \$667 on required course materials in the past 12 months” (Source: National Trend Data NACS). Clearly the economic impact on students to purchase textbooks is a more critical aspect of college affordability in California Community Colleges than tuition.

The bookstores should be an entrepreneurial retail center designed to break even and not encroach on the general fund. The likelihood of the bookstores continuing to generate a profit to return to the college for their operations is not strong; especially if the bookstores main purpose is to reduce cost of textbooks for students, contributing more directly to their success, than returning any profits to the colleges in the form of co-curricular funds.

The bookstores need a strong manager devoted exclusively to bookstore management. The rapidly changing industry and increased competition will require a manager to have strong leadership and vision to devote to this task. While the FCC bookstore should be able to support a full time manager with sales of \$7 million, it may be more difficulty for Reedley to support a full time manager with sales of only \$4 million. Our team has seen models of bookstore managers covering more than one store, but lines of authority and communication must be clear at the outset.

The goal of the College Bookstore manager should be to find the lowest price for textbooks for students so they can achieve their student success goals.

Contracting out

Contracting out bookstore operations has been a course of action selected by many colleges and universities across the country. As an example, below is an excerpt from the Barnes and Noble website:

“We operate more than 600 campus bookstores nationwide for such top academic institutions as Harvard, Yale, the University of Pennsylvania, Indiana University, Georgia Tech, and the Kentucky Community and Technical College System. We serve almost 4,000,000 students and over 250,000 faculty members.”

Barnes and Nobel operate 13 of the California Community College bookstores as of December 2010, including:

College of Marin	College of the Canyons
College of the Sequoias	Cuyamaca College
Grossmont College	Lake Tahoe College
Mission College	Riverside CC – Moreno Valley Campus
Riverside CC – Norco Campus	Riverside City College
Sierra College – Rocklin Campus	Sierra College – Nevada County Campus
West Valley College	

The other prime provider of outside management for college bookstores is Follett. Below is an excerpt from their website:

“Follett Higher Education Group is a family-owned bookstore provider that has operated with integrity and respect for more than 137 years. We manage more than 850 bookstores nationwide and provide management systems, support services, and used textbooks to over 1,800 independently managed bookstores. Our vision is to help your bookstore succeed by sharing the knowledge that helped us succeed.”

Follett operates 25 California Community College Bookstores including:

Berkeley City College	Cerritos College
College of Alameda	College of the Desert
Copper Mountain College	Gavilan College
Hartnell Community College	Imperial Valley College
Irvine Valley College	Laney College
Las Positas College	Merritt College
MiraCosta College – Oceanside	MiraCosta College - San Elijo
Monterey Peninsula College	Orange Coast College
Palomar College	Rio Hondo College
Saddleback College	Shasta College
West Hills College Coalinga	West Hills College Lemoore
Woodland Community College	Yuba College

Yuba Community College - Clear Lake Campus

Securing private bookstore management services is not an all or nothing choice. There are many variations used including:

1. Hiring the outside management firm to only provide the bookstore manager, but the rest of the operation remains a college function, with college employees and college financial obligations and risks
2. Hiring the outside contractor to assume all responsibility for bookstore operations including financial control, capital improvements, textbook ordering etc.

Under this model the bookstore employees can either continue to be college employees or to work for the contractor if they choose, or to have all positions eventually become private positions as they turn over. The bookstore management companies are flexible in their style to insure compatibility with college desires.

The issue of contracting out bookstore operations is complex and highly charged in many institutions, primarily because employees are concerned with job security and colleges are concerned with bookstore control. One of the ways to ease tension with bookstore employees is to insure they are part of the discussion as to how the bookstore would operate and are involved in the preparation of the Request for Proposal (RFP), the evaluation of responses and recommendations on actions. There should be no reason that the RFP cannot have a requirement to retain all employees on current salary and benefits. The union representing these employees should also be consulted early on so the process is transparent. The bookstores should also be prepared to develop their own version of a response to the RFP that will state how they will meet student needs in the next 3-5 year period along with their own pro forma financial projections of revenue and expense for that time period, as the private contractors will be required to do through the RFP process.

3. The private companies can also be contracted with to provide only specific services to the college self operated stores, such as book rental programs, on line ordering support etc.

Most colleges, who have contracted out, do so because they believe retail store operation is not part of the core strength of an educational institution and that students can be better served with outside management of retail stores. There are many additional advantages to outside contractors but they seem to rotate around that central theme. As California

community colleges face times of decreasing revenue in the general fund, it becomes extremely problematic if a self operated store were losing money, as those dollars would have to be diverted from instructional programs to subsidize this service

Most colleges who continue to self operate the bookstores, believe that they can be much more service oriented to faculty and students, as their prime motivation is service not profits. As long as these stores can at least break even, they are a valuable contributor to the college community.

A college bookstore manager has to be fully vested in the store and have the interest and ability to be innovative and know what national and local trends will affect their store.

With the current state of flux for the SCCCD bookstores, we would recommend testing the market with an RFP to contract out, so a decision on whether to contract out can be made based on factual information rather than speculation or sales presentations from vendors.

If the decision is made to not contract out (or not even to send an RFP out), we would recommend that the district consider contract out for a Bookstore Manager that can run both (soon all three college) stores and provide service to the centers. Under this model, we would recommend that the Bookstore Manager report directly to the Vice Chancellor, Finance and Administrative Services, at the district level since they would be performing a district wide service (this would mean that the bookstore employees would report to the bookstore manager directly or through on site supervisors if the stores are large enough). This model would provide for maximum efficiency in ordering, delivery and inventory movement to best serve the students. The Vice Chancellor, Finance and Administrative Services, would evaluate the bookstore manager, with input from college/center staff and students.

VII. Recommendations

Food Service

1. Establish a program review process that clearly states the mission of food services at that college/center and establishes fiscal and customer satisfaction goals.
2. Maintain existing contract status for FCC, Madera and Willow International centers, but establish annual review process to assess effectiveness of programs as noted above.
3. Contract with a private contractor to provide a full time manager for Reedley College while retaining existing classified employees. Adopt a two year goal to break even, assess effectiveness through a program review process
4. Make every effort to provide additional food services to Madera (evening coverage) and Oakhurst (food services) through contracting with private vendors for specific delivery/service agreements. (Such as food carts, catering trucks etc)
5. Assign overall responsibility to manage food service contracts to the Vice Chancellor, Finance and Administrative Services, but with day to day management and selection of the contractors, program review development and implementation delegated to the VP, Business at each college.
6. Insure that the food service program manager at RCC has authority to design programs to meet the needs of students in the dormitory based on college and student input.

Bookstores

1. Set clear mission for college bookstore to function as an enterprise activity focused on providing students with the best option to obtain textbooks and classroom supplies (As noted in the Organizational Review report, an enterprise activity would not draw subsidies from the General Fund).
2. Prepare an RFP to contract out bookstores; involve bookstore staff in preparation of the RFP; set a minimum requirement that bookstore staff could retain existing jobs with vendor reimbursing salaries; bring union in on early discussion of RFP; have bookstores present their own response to the RFP for comparative purposes.

3. If the decision is made to not contract out the entire store to a private company, then contract out to a private firm to fill the position of the centralized bookstore manager who would report to the Vice Chancellor, Finance and Administrative Services, in the district office. If the decision is made to not contract with a private company for a Bookstore Manager and to hire as a SCCCD management employee, we strongly recommend a position that is exclusively dedicated to Bookstore management, and that person reporting to the Voice Chancellor, Finance and Administrative Services. Evaluation of performance from the Vice Chancellor would be based on input from all key constituents at the colleges/centers, but the manager would have only one boss, the vice Chancellor, Finance and Administrative Services.
4. Evaluate and decide if the financial performance of the bookstores will be consolidated for all colleges/centers, or if the specific college/center will carry financial responsibility for the stores. (Our leaning would be for each college/center to assume financial and operational responsibility for their store, with on site supervision reporting to the District Bookstore Manager, and district wide coordination from the District Bookstore Manager.)
5. In the short term, the district should develop a solution so Oakhurst Center students can order and pick up textbooks from their center in a timely manner.
6. Day-to-day management of the bookstores would be the responsibility of the colleges. This would include assessing student satisfaction, program reviews, setting hours of operations, reviewing prices, etc.

VII. Appendix

Acknowledgements

The College Brain Trust team would like to thank and gratefully acknowledge the State Center Community College District family of faculty, classified, board members and administrators who are dedicated and committed to serving students and their communities throughout the Central Valley.

The College Brain Trust team thanks all of those who took away time from their important work to meet with us and share their insights, history, and ideas about how to make State Center CCD and its campuses and centers work even better for all students. We also recognize and thank those who assisted with the various arrangements that were required for the College Brain Trust team to complete its work in a timely manner.

Groups Interviewed (Nov. 15 – 17)

Chancellor's Cabinet

District Communication Council

Fresno City College President's Cabinet

Fresno City College Governance Council

Reedley College President's Cabinet

North Centers Cabinet

14 student leaders from all district campuses and centers in a group interview in President's Conference room at Fresno City College

Open Forums attended by more than 175 students, classified, faculty and administrators at:

- Reedley College
- Willow International
- Madera
- District Office
- Fresno City College

Fourteen student leaders from all district campuses and centers in a group interview in President's Conference room at Fresno City College

Persons Interviewed (Nov. 15 – 17)

Dr. Cynthia Azari, President, Fresno City College

John Bengtson, Director, Information Systems

Dr. Deborah Blue, Chancellor
Doug Brinkley, Vice Chancellor, Finance
Tony Capetillo, Student Trustee, Fresno City College
Linda DeKruif, President, Faculty Senate, Fresno City College
Robert Fox, Acting Associate Vice Chancellor, Workforce Development & Education Services
Michael Guerra, Vice president, Finance, Fresno City College
Dr. Barbara Hioco, President, Reedley College
Donna Lee, Operations Manager at Reedley Bookstore (Phone interview)
Lisa McAndrews, Reedley College residence hall supervisor
Barbara Mendoza, Bookstore Sales Clerk III, Reedley Bookstore (Phone Interview)
Janell Mendoza, Business Manger, North Centers
Scott Thomason, Vice President Finance, Reedley (Phone interview)
Kayla Urbano, Student Trustee, Reedley College

Survey Monkey questions

Questions for bookstore and food services review

1. Please rate your satisfaction with the campus bookstore (with A the best and D the worst)

a) Bookstore prices	A	B	C	D
b) Bookstore hours of operation	A	B	C	D
c) Bookstore location convenience	A	B	C	D
d) Bookstore product mix	A	B	C	D
e) Customer service	A	B	C	D
f) Bookstore supervision				

2. How often do you use the bookstore?
 - a) Daily
 - b) Once a week or more
 - c) Monthly or more
 - d) Rarely or never

3. Do you believe the bookstore should be a centralized or decentralized service? *(Text question)*
4. If you wish, please elaborate. *(Text question)*
5. What is the one change the bookstore should make to increase sales and customer satisfaction? *(Text question)*
6. Any other comments you would like to make regarding the bookstore or bookstores? *(Text question)*
7. Please rate your satisfaction with food services on campus

a) Food service prices	A	B	C	D
b) Food service hours of operation	A	B	C	D
c) Food service location convenience	A	B	C	D
d) Food service product mix	A	B	C	D
e) Quality of food	A	B	C	D
f) Customer service	A	B	C	D
g) Food service supervision				

8. If you wish, please elaborate. *(Text question)*
9. How often do you use the campus foodservice facilities?
 - a) Daily
 - b) Once a week or more
 - c) Monthly or more
 - d) Rarely or never
10. What is the one change the foodservice/cafeteria should make to increase sales and customer satisfaction? *(Text question)*
11. Any other comments you would like to make regarding the foodservice? *(Text question)*

12. Describe for us who you are and where you work or go to school. Please check appropriate boxes:

- | | | |
|---------------|------|-----------------|
| Faculty | D.O. | WI Center |
| Administrator | FCC | Madera Center |
| Classified | RC | Oakhurst Center |
| Student | | |