



BOOKSTORE SERVICES STUDENT SERVICES COMPREHENSIVE PROGRAM REVIEW and PLAN 2009 to 2014

Committee Members:

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Executive Summary (brief summary, commendations, challenges, and recommendations):

Summary: Bookstore Services, including the Owl Bookshop, Online store, Art and Coffee Bar, Vending, and Cosmetology retail services is an institutionally owned group of retail establishments operated by the Associated Students of Citrus College (ASCC) as a service to students, alumni, staff and visitors to optimize their academic, career, and cultural development. Services provided include access to course materials necessary for learning excellence, nutritious snacks to provide substance while in the campus learning environment, properly training student workers to be successful entrepreneurs and/or employees, creating an inviting place to shop, eat, and safely spend time between classes, providing premier customer service, and focused individual assistance to customers with disabilities. Profits from operations are used to fund staffing, activities, grants, scholarships, equipment purchases, and campus improvements that promote student completion.

Commendations: Bookstore Services has received awards and collaboration accomplishments with: Cosmetology, Financial Aid, TeC Services, Extended Opportunity Programs and Services (EOP&S), Art and Coffee Bar concept, highest sales per full time equivalent students (FTES) among institutionally owned community college bookstores (see Appendix A), staff in statewide leadership roles, and Legislative visits, with the goal of promoting textbook affordability. Bookstore Services continues to embrace technological change to improve work performance, enhance service to customers, and provide solutions mandated by legislative directives.

Challenges: The Owl Bookstore has faced the following challenges: changing textbook environment, declining reserves from funding food service losses, textbook affordability, changing legislative requirements, on-line competition, outsourcing services, duplicating textbooks, sharing textbooks, faculty adoption delays, last minute text changes, faculty not using adopted materials or posting on Banner, need for additional coffee bar location, lack of space at bookstore, evolving technology, Banner Finance integration, and lack of permanent staffing at coffee bar including recent legislation on minimum wage increases for student workers.

Recommendations: The planning process should continue development of program review annual goals implementing a variety of strategies for textbook affordability including expanding; rentals, digital course materials, used book sources, faculty course packs, open package selections, new technologies to keep up with the changing course material formats and retail experience, and increased communication with deans, faculty and publishers to develop options to increase adoption fill rates across all disciplines and attempt to encourage faculty to condense the variety of course material options offered.

Textbook sales have changed from 83% of bookstore sales during 2008-2009 to 75% of bookstore sales today. While Bookstore Services have made progress over the past five years, the program must reinvest profits back into operational and store improvements, hire additional 49% permanent staff, and continue to plan for new products and services to replace lost textbook sales. Bookstore Services should continue to evolve to become a facilitator of learning resources between students and faculty while providing needed retail services to the campus community.

1. Program Mission/Description:

Program Mission and Relationship to College Mission:

Citrus College delivers high quality instruction to students both within and beyond traditional geographic boundaries. Bookstore Services supports this objective by providing access to course materials necessary for learning and academic excellence. Citrus College is dedicated to fostering a diverse educational community and learning environment by providing an open and welcoming culture that supports successful completion of transfer, career/technical education, and basic skills development. Bookstore Services supports this objective by creating an inviting place to shop, eat, and safely spend time between classes, providing premier customer service, and focused individual assistance to customers with disabilities. Citrus College demonstrates commitment to academic excellence and student success by continuously assessing student learning and institutional effectiveness. Bookstore Services supports this objective by participating in annual and comprehensive program reviews.

Program Description:

Bookstore Services, through Owl Bookshop, Art and Coffee Bar, Vending, and Cosmetology retail services, provides a safe, friendly, accessible environment where all students, alumni, staff and visitors may optimize their academic, career, and cultural development. Services provided by the Bookstore Services include access to course materials necessary for learning excellence, properly training student workers to be successful entrepreneurs and/or employees, creating an inviting place to shop, eat, and safely spend time between classes, providing premier customer service, and focused individual assistance to customers with disabilities. Services are provided to the entire campus and local community.

A. Awards and special recognitions

In 2009, the Owl Bookshop won the first "Citrus College Staff Environmental Award". The Owl Bookshop again was recognized for sustainability efforts by receiving the 2011 Environmental Innovation Award from the Irwindale Chamber of Commerce. The Bookstore Services team was recognized for their leadership ability during the past six years: Eric Magallon, Bookstore Services Supervisor, was elected as the California Association of College Stores (CACS) President, Supervisor Confidential President, and Citrus Alumni Association President. Michael Bilbrey, Bookstore Operations Coordinator, was elected as the California State Employees Association (CSEA) President, and CalPERS board member. Student workers Carmelita Alvarez and Jeanette Orantes have been honored by receiving honorable mention student worker of the semester award given by the Citrus College Supervisor/Confidential team. The Owl Bookshop Evening Coordinator, Rose Sayre, has received awards from the Veterans Success Center for her continued work with veteran students at Citrus College.

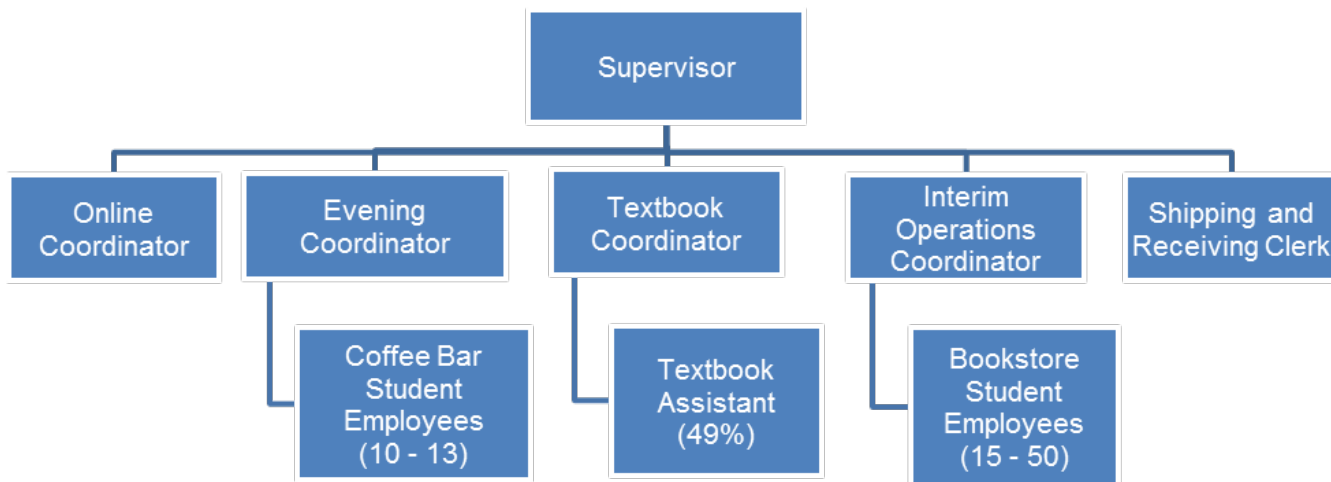
B. Students

- 1) Approximate numbers of students served annually (include student characteristics and trend data if available).
Bookstore Services are available to all students.
- 2) Describe eligibility requirements for participation in the program.
Bookstore Services are open to all students.

C. Staffing

- 1) Staff preparation and training.
Members of the Bookstore team attend annual professional development meetings such as the CACS Spring Showcase, CACS Textbook Summit and select staff attends the CACS annual Professional Development and EXPO. Bi-monthly team meetings are held with staff to review and discuss bookstore operations including accolades and suggestions for improvements. Select staff members also receive online and onsite training for Emergency Information Officer (EIO), Emergency Operation Center (EOC), Keenan SafeColleges, Food Handlers Permit, Human Resources seminars, and Vet Net Ally.
- 2) Faculty minimum qualifications, diversity, and credentials. N/A

3) Organizational chart with vacancies.

**D. Facilities/Location**

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

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

Owl Bookshop: Located at the center of campus adjacent to the Campus Center, offering 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.

Web Portal Store: Bookstore Services has a web portal store. Guests can visit www.owlbookshop.com when it's time to order new, used or rental course materials. Supplies and gifts are also available. Course materials can be shipped or pick up at the Owl Bookshop on-line window facing the campus mall.

Vending: Machines are located throughout campus and inside the Owl Café located below the Handy Campus Center.

2. Key Functions:

- To support the mission and vision of Citrus College by contributing to the academic success of students and to the overall quality of life on campus.
- To render outstanding service to the entire College and local community, not only through the wide range of goods and services provided by Bookstore Services, but also by providing support to a broad range of campus programs and organizations through its annual dividend to ASCC.
- 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 the Owl Bookshop to maintain both competitive pricing and premium customer service.
- To promote textbook affordability through effective communication with students, staff, and faculty as well as using Legislative directive to guide textbook policy change.
- To encourage staff members to participate in shared governance leadership roles on campus. This involvement will not only provide store employees with the opportunity to enhance their leadership skills and techniques, but also with the opportunity to model positive work ethic for other staff members of the campus community.
- To be a dynamic and rewarding place to work.
- To encourage staff to be personally invested in creating the store's future, not merely allowing it to occur.
- To improve the atmosphere of staff supportive of each other and of the store's values through ethical conduct and professionalism.

Program Metrics (below): Student participation annually.					
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Number of items sold at all Bookstore Services locations.	398,988	408,014	421,761	446,579	461,942
Total Sales (Appendix A)	\$4,423,543	\$4,446,528	\$4,254,659	\$4,578,659	\$4,380,887
Sales per FTES (Appendix A)	\$113.86	\$115.76	\$120.84	\$134.60	\$112.90

A. Explain how this program coordinates with Instructional and Student Services programs, Institutional Research, and TeC Services.

The Bookstore program coordinates with other Student Services programs through the adoption process, program textbook aid, and department purchase orders. Bookstore Services provide 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 supply, event décor, and coffee service and pastries.

The Bookstore works with the Office of Institutional Research for assistance with survey development, Student Learning Outcome (SLO) assessment, and data analysis to be used for reports and compiling data for annual program reviews. The Bookstore team worked with the staff from Office of Institutional Research in developing the Bookstore Services Guest survey and analysis in 2014.

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

B. Describe how this program works with the business office to monitor budgets and fiscal reporting?

The Bookstore Services supervisor works closely with the accounting technician and manager of Fiscal and Administrative 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 Student Business Office and the Citrus College Foundation for scholarships and events.

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. Bookstore Services works closely with Financial and Administrative Services on a daily basis to ensure fiscal responsibility. The Bookstore Services supervisor receives monthly financial reports from Fiscal Services and works with the Dean of Students in the annual budget process. The Bookstore manager is also a member of the Financial Resources Committee.

Bookstore Services is a self-funded operation on campus, meaning it is income based not fund based; no general funding is appropriated. Bookstore Services is not a profit center; rather a service center that focuses on the quality of services provided to the campus community and meeting the financial needs of operation. Bookstore Services is managed by projecting income, cost of goods sold, and expenses, based on prior year activity and enrollment in conjunction with monitoring current trends.

C. List how this program is integrated with the student equity plan and strategic plan.

The Bookstore program is integrated with the Citrus College Student Equity Plan through the support of diverse product options which is sensitive to our culturally diverse student population including EOP&S, CARE, CalWORKs, Veterans, Department of REHAB, Los Angeles County Children Services and DSP&S.

Bookstore Services is integrated with the Citrus College Strategic Plan by developing yearly goals that are in alignment with the strategic plan. Prior year goals have addressed the following strategic objectives: **CCSP 3.2.4 and 4.1.2**. Planning also includes attendance at the annual Student Services Planning retreat where annual goals are presented and discussed and holding regularly scheduled bookstore team meetings.

3. Program Self Evaluation:

A. Access – Describe how this program is accessible to students.

- 1) Compare demographic data from the college to the program, including ethnicity, gender, age, and students with disabilities (provide trend data and analysis if available).
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 the Bookstore is serving the majority of the student population. While student identification cards (IDs) are added to the receipt during the rush sales process, 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. Bookstore Services locations are accessible to all students.

- 2) Describe the effectiveness of the program in enabling success for underprepared and underrepresented students.
As a Hispanic Servicing Institution (HIS), Citrus College Bookstore Services seeks to increase the number of underrepresented, educationally and economically disadvantaged students earning an associate's degree, preparation to transfer to four year institutions and ultimately, achieving their personal, educational, and career goals. Bookstore Services program 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, improving the textbook procurement, meeting with publishers and faculty to decrease the cost of course materials, partnering with the library to procure course materials to hold on reserve, introduction of online and in-store rentals, and working with the Veterans Success Center to individually assist student veterans with their course material procurement process.

B. Student Success – Review how well the students are completing their educational goals compared to the total college population (provide trend data and analysis if available).

- 1) Number of degrees and certificates awarded. N/A
- 2) Number of transfer-prepared students. N/A
- 3) Number of transfers. N/A

C. Achievement of non-credit educational goals:

N/A

D. List exemplary practices and services offered that could be shared with other departments.

The primary strength of Bookstore Services is its flexibility to consistently enhance student and staff experiences. Bookstore Services works closely with academic affairs to ensure an exchange of information resulting in the complete selection of required and recommended materials throughout the year. Bookstore Services has developed an efficient open purchase order system for campus departments which, continues to grow due to the fast turnaround and personal delivery service. Customer service assists students with general campus information such as location of classes, financial aid, registration, and event questions. The Bookstore implemented many successful pilot projects over the years. These projects include: See's candy sales, shipping/printing/fax service, table top decorations for events, department PO's, personalized delivery, online textbook services, healthy grab-n'-go snacks, informational flyer packages, gift cards, and supply vending. Newly implemented projects include: a) the Art and Coffee Bar concept, expanding the availability of healthy food options on campus, offering coffee and pastry service to departments along with selling student art with the student and the art department receiving proceeds, b) the Citrus Spa concept, partnering with the cosmetology and esthetician departments to sell beauty products to clients while waiting for their spa services, c) Pell student accounts available in the bookstore the first week of the term, d) Higher Education Opportunity Act (HEOA) compliance through partnerships with TeC Services, e) creating a grad fair for completion, and f) install monitors in the bookstore and art and coffee bar for marketing and announcements.

E. Compliance

- 1) Provide an overview of how this program meets applicable minimum requirements of law. Bookstore Services remains compliant using new Payment Card Industry Data Security Standard (PCI DSS); Higher Education Opportunity Act (HEOA) policies; Los Angeles Department of Public Health Permits with an "A" rating at the Art and Coffee Bar and the Owl Bookshop; ServeSafe Certificates for key staff; by offering Pell students access to course materials during the first week of the term; and by providing reusable bags service to customers per local and state legislative guidelines.
- 2) Describe compliance initiatives undertaken since last program review. PCI DSS compliance through secure and direct connection of credit card processing to the processor, HEOA compliance through developing a direct link from the live schedule to access course information located on the Bookstore Services website, and by providing Pell accounts at Owl Bookshop to eligible students offering the opportunity to purchase course materials at the beginning of summer, fall, and spring terms pending receipt of funds.

F. Environmental Impact - How has the program contributed to a greener campus environment (i.e. increased awareness, impact on the campus footprint, strategies to reduce consumption and energy, waste reduction, recycling, sustainability)?

Bookstore Services recycles textbooks through the purchase and resale of used textbooks and through reusing cardboard boxes, packing materials, and wooden pallets received from ordered merchandise. Aluminum cans, plastic bottles, batteries, paper, and glass are also recycled. Scrap metal from displays, shelving and old equipment are recycled by the District. Throughout the store, old product displays are refurbished and/or reused for other products. Ink and laser cartridges are sent back to manufacturers after their use. Old cell phones are collected and recycled. The two inch thick catalogues sent to campus departments were discontinued and instead a website catalogue was offered. The paper adoption process was converted to a digital process. Reusable bags are given to customers, a recycle textbook program implemented through MBS Textbook Exchange, implementation of a textbook rental program, using social media instead of paper flyers on campus, and encouraging the adoption of loose-leaf books.

The Owl Bookshop promotes newly introduced recycled products from vendors. Recycled merchandise offered for sale consists of textbooks, testing materials, clothing, various office and educational supplies, Citrus imprinted items, giftware, and previously viewed DVDs. The bookshop also introduced reusable recycled bags that are given out with online and in-store textbook sales. In 2009, the Owl Bookshop team received the first Citrus College Staff Environmental Award. The Owl Bookshop again was recognized for sustainability efforts by receiving the 2011 Environmental Innovation Award from the Irwindale Chamber of Commerce.

G. Data Reporting

- 1) Describe data gathering and submission processes, including challenges in submission. N/A
- 2) Explain changes in data collection, access, and submission since last program review. N/A

H. Technology Needs

- 1) List technology needs that currently exist in the program (include justification).
The Bookstore values technology and continues to embrace technological change to improve work performance, enhance service to customers, and provide solutions mandated by legislative directives. The Bookstore is in contract with Sequoia Retail Systems to ensure that all current software needs of the Point of Sale, Textbook Partner, e-POS, registers, and pocket personal computers are met and that needed changes brought by the Owl Bookshop team are collaboratively planned for and mutually agreed upon.
- 2) Describe and list anticipated technology needs.
Banner finance integration with Sequoia Retail Systems, touch screens at registers, talking shelf tags, e-books, Apps to purchase and buyback textbooks and pre order and pay for coffee bar drinks, price comparison software, improved rental processes, updated credit card terminals to become compliant with new federal regulations, better integration with EOP&S, new platforms for digital and rental course materials.

I. Explain how faculty, administrators, staff, and students interact with this program.

Participation of faculty, administrators, staff, and students are critical in improving the effectiveness of the Bookstore. The Bookstore 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 Bookstore supervisor continuously meets with administrators, deans, faculty, senate and students to obtain feedback and new ideas to improve the bookstore process.

Bookstore Services has developed strong working relationships with staff in all Student Affairs programs, Academic Affairs divisions and Administration 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 and cosmetology services; partnering with Reprographics for producing Educational Service Packs; department course material adoption process; 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.

Program Self-Evaluation Recommendations

Using data, describe changes that need to be made to improve program services to students. Include timelines, resources needed, and personnel responsible for implementing the plans. All recommendations must be numbered and referenced in section 6.

The Bookstore Services department has been assessed through various sources during the past six years. Pell and Refund Surveys were distributed annually and a comprehensive Customer Service Survey was conducted in 2014. Students, faculty and staff participated in these surveys through student learning outcomes. The findings of these evaluations as well as, this program review have allowed us to identify areas in need of improvement. Below are strategies to improve bookstore services:

Textbook Affordability: Textbook affordability should be a primary goal throughout Bookstore Services planning process. The planning process should continue development of program review annual goals implementing a variety of strategies including expanding; rentals, digital course materials, used book sources, faculty course packs, open package selections, and increased communication with deans, faculty and publishers to develop options to increase adoption fill rates across all disciplines and attempt to encourage faculty to condense the variety of course material options offered by each Course Record Number (CRN) in a course.

Future Sources of Income and Services: Textbook sales have changed from 83% of bookstore sales during 2008-2009 to 75% of bookstore sales today. While Bookstore Services have made progress over the past five

years, the program will continue to plan for new products and services to replace lost textbook sales. The Bookstore will continue to evolve to become a facilitator of learning resources between students and faculty while providing needed services to the campus community. Bookstore Services financial support of Food Services is weakening the Bookstore operation and depleting its finances. In order to improve Bookstore Services operations, it is recommended that continued financial support of the Food Services program stop and funds reinvested back into the Bookstore operations.

Improved Communication: Bookstore Services should continue to improve communication with students, faculty, deans, staff and the local community through an improved social media presence for notification for out-of-stock text, faculty author signing and other events, new product introductions, sales/promotions, and to receive feedback on services.

Increased Space: The Owl Bookshop lacks sufficient space to serve the needs of the current and future Citrus College students. A long term plan is needed to expand space for improved bookstore accessibility and services. The plan should include a possible east satellite to cover cosmetology, automotive, nursing and student snack needs on the east end of campus and the possibility of a Starbucks restaurant pod placed between life sciences and the campus center.

Improved Security: Bookstore Services should look into sources for funding for an Electronic Article Surveillance system in the Owl Bookshop and Art and Coffee Bar for improved security and student safety.

Integrate District Services: The Bookstore integrates district services to better serve student’s needs. These should include connecting with Banner finance, interfacing with CurricUNET, partnering with district wide surveys, sharing student purchase information for tax deduction purposes, and incorporating the Bookstore in the District master calendar planning.

Staffing: The Art and Coffee Bar continues to require two additional 49% classified staff. Due to the increase in workload by adding one additional term and the increasing federal and state legislative requirements for textbook procurement, the textbook coordinator needs an additional 49% classified staff assistant. Shipping and receiving clerk position needs to be reviewed and compared to similar positions at other independent bookstores. Recent State and Federal Legislative actions to increase minimum wage must be watched and additional 49% classified might be needed. The current Bookstore supervisor position does not match industry requirements or follow many Community College practices of merging the Bookstore manager position into a director of auxiliary services position to better reflect current and future district and business needs.

Equipment: New Merchandising displays, new server, cash registers, an electronic article surveillance system, and new flooring and finishes are required in the current bookstore location.

4. Assessment of Outcomes:

Assessment: *How did you assess the outcomes? What method did you use?*

Result: *What was the product or consequence of your assessment?*

Change: *What will you do differently as a result of what you learned from the assessment?*

Populate with the existing Unit Outcomes				
	<u>Outcome</u>	<u>Assessment</u>	<u>Result</u>	<u>Change</u>
1	Students should be able to distinguish the Owl Bookshop as the on campus center for practical educational resources to further their educational planning process and future goals. CCSP 4.1.2	A Refund Survey was administered to students during the following return periods. ➤ Spring 2011 – 255 students surveyed ➤ Spring 2013 – 195 students surveyed	The spring 2011 significant data results stated: Q1. Reasons why students were returning their course materials were: <ul style="list-style-type: none"> • 23% buying cheaper books somewhere else • 15% dropped class • 15% wrong books • 31% declined to state The spring 2013 data showed:	In spring 2011, the Owl Bookshop team re-examined shelf tag information and student training procedures. Shelf tags were revised, the procedure manual updated, and employees were retrained. The Refund Survey process was examined and revised to decrease the “decline to state”

			<p>Q1. Reasons why students were returning their course materials were:</p> <ul style="list-style-type: none"> • 8% being given the wrong books also ranked one of the lowest in replies. 	<p>responses. The spring 2013 data helped the Owl Bookshop revise shelf tags and procedure manual. Additional staff training has decreased students from being given the wrong books.</p> <p>This demonstrates that the changes made in shelf tags and employee training was successful.</p>
<p>2</p>	<p>The Owl Bookshop will continue offering Pell recipients access to educational materials the first week of the summer, fall, and spring terms. CCSP 4.1.2</p>	<p>The Pell Survey was provided to students during the following Pell access periods.</p> <ul style="list-style-type: none"> ➤ Spring 2012 – 407 students surveyed ➤ Fall 2013 - 318 students surveyed 	<p>The spring 2012 Pell Survey data showed: Q2. 87% of respondents found it convenient to use Pell grant funds at the Owl Bookshop.</p> <p>Q3. 82% of respondents would use Pell grant funds at the Owl Bookshop in the future.</p> <p>Q6. 88% of respondents felt they would be a more successful student by having their materials during the first week of classes.</p> <p>Requests for on-line ordering were found throughout student feedback remarks.</p> <p>The fall 2013 Pell Survey data showed: Q1. 55% percent of the respondents were EOP&S students.</p> <p>Q2. 88% of the EOP&S respondents knew that EOP&S funds could only be used for textbooks</p> <p>Q3. 60% of EOP&S respondents knew to use their EOP&S funds first.</p> <p>Q5, 6, 13. Respondents had concerns with the logistics of the lines in the store during rush, the ability to rent books using Pell funds and the number of registers available to serve guests.</p>	<p>As a result form responses received the 2012 Pell Survey, the bookstore team partnered with Sequoia Retail Systems vendor and TeC Services to work out a solution to offer Pell purchases on-line.</p> <p>EOP&S questions were also added to the 2013 Pell survey to find solutions to the practice of students using Pell funds instead of EOP&S funds.</p> <p>Based on result of 2012 Pell Survey, re-organized store layout, purchased additional registers and implemented in store rentals have resulted in fewer complaints.</p> <p>The fall 2014 Pell survey will be reviewed by committee for editing. Q5 will be deleted because of repetition and respondent confusion.</p>

3	<p>Students should be able to distinguish the Owl Bookshop as the on campus center for practical educational resources to further their educational planning process and future goals.</p> <p>CCSP 4.1.2</p>	<p>With the help of Institutional Research team, the Owl Bookshop collected 379 Guest Surveys to staff and students during fall 2014, using the Survey Monkey online program.</p> <p>See Appendix B.</p>	<p>The College Bookstore Services Guest Survey was conducted resulting in 379 students and employees responses during fall 2014 term. Overall responses were positive with the exception of course material pricing.</p> <p>The fall 2014 survey data showed:</p> <p>Q3. 34% of respondents believed that textbook prices were not competitive.</p> <p>Q9. High neutral responses to questions about the web portal demonstrate an indifference to the site.</p> <p>Q18. When asked about their overall experience with Citrus College Bookstore Services, 85% of respondents had a positive response.</p> <p>See Appendix B.</p>	<p>In reviewing the data about students and employees overall experience with Citrus College Bookstore Services, 85% had a positive response. The positive response is a result of the hard work of the Bookstore Team to strive for excellence in customer service.</p> <p>In reviewing the data regarding the high neutral responses to question 9, goal 4 in Section 6-New Recommendations (below), will address these responses by improving website design and increasing social media outreach.</p> <p>In reviewing the survey data, course material affordability is a big factor in purchasing textbooks and may have a negative effect on student completion. Unfortunately, the current business model does not allow for reduced margins on course materials. Improving availability of digital content and improved adoption rates allows for more time to procure affordable alternatives to new textbooks. Goal 1 in Section 6-New Recommendation (below) addresses this challenge.</p>
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A. Describe your progress in the development and implementation of Student Learning Outcomes.

Prompt: You may also include an analysis of workload/scope of work, and/or additional data (CCSSE, ARCC, surveys) to address this topic. Use existing data or document with a survey.

- 1) What process was used to develop the SLOs?

Bookstore Services program has been assessed through various sources during the past six years. Surveys were developed by representatives from the bookstore services team, TeC Services, and Office of Institutional Research. PELL and Refund Surveys were distributed annually and a comprehensive Customer Service Survey was conducted in 2014.
- 2) What activities are used to achieve the SLOs?

Students, faculty and staff participated in online surveys distributed through survey monkey and paper surveys handed out during the refund process.

B. How is the program assessing the outcomes?

The Bookstore Services assess program outcomes using various surveys distributed to students and employees like: the student Refund Survey (distributed spring 2011 and spring 2013 terms), the student Pell Services surveys (distributed spring 2012 and fall 2013 terms), and the student and employee comprehensive Guest Survey (distributed fall 2014). At the completion of the survey, Bookstore Services staff meets to review the survey data to assess and decide if improvements need to be made to the assessment surveys. Examples of changes to the surveys include adding EOPS questions and deleting a confusing question to the Pell Surveys.

C. How is the assessment information used to improve services?

If the criterion for success was not completed, the Bookstore team meets to strategize ways to improve services. Successful changes realized from surveys included the need for: improved communication with EOP&S students to better understand the register checkout process, reorganize the layout of the store to improve access to goods and improved line formation, and improve textbook shelf tag format and student worker training processes.

5. Previous Recommendations:

Prompt: Provide an outline of the previous recommendations. Insert title of person(s) responsible. Status should be Completed or In Progress. If goal is in progress, explain why under status. Indicate completion date by Month/Year.

	Previous Recommendations	Person(s) Responsible	Status	Estimated Completion	Priority
1	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 Higher Education Opportunity Act (HEOA) requirements by working with TeC Services and Sequoia Retail Systems staff to create an interface with the district live schedule to post textbook information. CCSP 4.1.2	Supervisor and Textbook Coordinator	Completed	2010	1
2	To increase on campus retail services to better serve the students' needs, Bookstore Services will open an art and coffee bar in the new Student Services building moving art supplies from the Owl Bookshop and serving Starbucks drinks and grab and go snacks. CCSP 3.2.4	Supervisor and Director of Purchasing	Completed	2011	1
3	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 Pell grant bookstore accounts for either online or in-store purchases providing Pell recipients with course materials the first week of class. CCSP 4.1.2	Supervisor, TeC Services team, Fiscal Services, and Financial Aid Director	Completed	2012	2
4	To increase on campus retail services to better serve the students' needs and to provide a safe place for students to shop and study, Bookstore Services will install a closed-circuit television (CCTV) system in the Art and Coffee Bar and replace the CCTV system at the Owl Bookshop. CCSP 3.2.4	Supervisor	Completed	2013	2

6	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 an interface between the District and bookstore server to transfer/update student and course information from District servers to the POS and textbook partner, Sequoia Retail Systems. Upon completion, set up a digital adoption process with Rafter using the interface. Successful implementation will result in efficiency savings of one business week off the current term adoption process. CCSP 4.1.2	Supervisor, Textbook Coordinator and TeC Services team	Completed	2014	2
7	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 expand current online rental service to include in-store textbook rental. CCSP 4.1.2	Supervisor, Online Coordinator and Textbook Coordinator	Completed	2014	2

6. New Recommendations:

Prompt: List new recommendations/goals in order of priority. Indicate estimated completion date by month/year. If applicable reference the Citrus College Strategic Plan (CCSP) objectives that require funding and the Educational Facilities Master Plan (EFMP) goals, using the following format. Example: **CCSP 2.3.2 / EFMP pg. 361**

	New Recommendations	Person(s) Responsible	Estimated Completion	Priority
1 st	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. After implementation Bookstore Services will meet with instructional deans to develop options to increase adoption fill rates across all disciplines and attempt to encourage faculty to condense the variety of course material options offered by each Course Record Number (CRN) in a course. CCSP 4.1.2	Supervisor and Textbook Coordinator	2016	1
2 nd	Bookstore Services will expand current online textbook service and partner with Red Shelf and MBSbooks to offer digital content to students who wish to purchase digital course material formats with a faculty portal for digital course material delivery. Bookstore Services will continue to work with Rafter to improve the textbook rental process in-store and on-line. These processes offer more affordable alternatives for course materials to students. CCSP 4.1.2	Supervisor, On-line Coordinator, and Textbook Coordinator	2016	2
3 rd	Increase on campus retail services to better serve the students' needs by researching Tapingo App which allows students and staff to order and pay for their drinks at the Art and Coffee Bar. CCSP 3.2.4	Supervisor and Operations Coordinator	2016	2
4 th	Bookstore Services will develop a social marketing plan to partnership with Automotive Physics Engineering eXperience (APEX) including reviewing the website and make needed revisions for improved customer support. CCSP 4.1.2	Supervisor, Operations Coordinator, and On-Line Coordinator	2016	2

5 th	Bookstore Services will hire additional staff, attend seminars on operations and customer service, enhance the front entrance, reorganize the Owl Bookshop store layout, and research ways to expand sales floor space, install security sensors and additional cameras, replace server and aging registers, replace credit card terminals, and improve seating at the Art and Coffee Bar to increase on campus retail services to better serve the students' needs; CCSP 3.2.4	Supervisor and Operations Coordinator	2019	2
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7. Resources Requested:

Prompt: All requests should be linked to new recommendations (above). Include the reference number in the "Discuss impact on goals / SLOs" field below. Use the Link to Planning Key found on the General Budget Guidelines page to complete the Link to Planning column.

Certificated Personnel (FNIC)

Position	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
N/A				

Classified Personnel

Position	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
Food Service Team Leader – 49% (2 positions)	Goal: Hire two 49% food team leader positions for the Art and Coffee Bar. Impact: The opening of the west satellite (Art and Coffee Bar) requires three additional 49% classified staff. These positions will be funded by increased sales from the Art and Coffee Bar. Additional staff will distinguish the Owl Bookshop as the on campus center for practical educational resources to further their educational planning process and future goals. New recommendation #5	Salary \$17,429 Benefits \$1,752 Health -0- Total: \$19,181 ea.	2	CCSP 3.2.4
Account Clerk/Cashier – 49% (1-position)	Goal: Hire one 49% Account Clerk/Cashier position for the Owl Bookshop. Impact: The opening of the west satellite (Cyber Café and Art Store) requires one additional 49% classified staff. This position will be funded by increased sales from the Art and Coffee Bar. Additional staff will distinguish the Owl Bookshop as the on campus center for practical educational resources to further their educational planning process and future goals. New recommendation #5	Salary \$18,317 Benefits \$1,841 Health -0- Total: \$20,158	2	CCSP 3.2.4

Staff Development (Division)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
NACS Webinars	Goal: Enhance student services through improved customer service. Continued staff development is critical for a knowledgeable, trained staff. There are excellent resources	\$2,000	2	CCSP 3.2.4

	<p>available for staff development directly targeted for the college bookstore industry at the state and national level.</p> <p>Impact: Increased staff knowledge will improve customer service and increase productivity.</p> <p>New recommendation #5</p>			
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Facilities (Facilities)

Describe repairs or modifications needed and location*	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
Enhance front entrance and research ways to expand space	<p>Goal: Enhance front entrance and research ways to expand space.</p> <p>Impact: Enhance front entrance and research ways to expand space. Additional space will allow the Owl Bookshop to offer more services and continue to be the campus center for practical educational resources to further student educational planning process and future goals.</p> <p>New recommendation #5</p>	<p>Front entrance doors/signage \$25,000</p> <p>Abatement \$6,000</p> <p>Painting \$7,000</p> <p>Carpet/flooring \$25,000</p> <p>Electrical & Data \$8,000</p> <p>Fixtures \$75,000</p> <hr/> <p>Total: \$145,000</p>	3	CCSP 3.2.4

* Include building and room number

Computers / Software (TeCS)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
Server	<p>Goal: Replace aging server and install at TeC Services.</p> <p>Impact: Server may potentially fail without being replaced, adversely affecting Point of Sale system.</p> <p>New recommendation #5</p>	\$5,000	1	CCSP 3.2.4
Changes made to Bookstore Website template to improve customer service	<p>Goal: Improve online template for Bookstore Services website.</p> <p>Impact: Improved online format will improve customer service experience and correct concerns brought up from an earlier customer review of the website design and processes.</p> <p>New recommendation #4</p>	\$5,000	2	CCSP 4.1.2
Shipping/Receiving Software	<p>Goal: Old shipping/receiving software no longer supported. New software needs to be purchased and installed.</p> <p>Impact: Increased efficiency and shipping services offered.</p> <p>New recommendation #5</p>	\$6,500	2	CCSP 3.2.4

Integrate Banner Finance and Sequoia Retail Systems POS systems	<p>Goal: Real-time communication between Banner and Sequoia Retail Systems POS System.</p> <p>Impact: Bookstore Pell Surveys show 90% of respondents feel that having their books and supplies during the first week of classes will make them a more successful student. Bookstore team will work with Banner and Sequoia consultants to create real-time access to student funds in Banner Finance. Students will have immediate access to their course materials without having to wait for their financial aid or scholarship funds.</p> <p>New recommendation #5</p>	\$20,000	2	CCSP 3.2.4 and 4.1.2
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Equipment

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
Sentry System	<p>Goal: Install security sensors at the entrance and exit of the main bookstore.</p> <p>OPTION A: WAM – Wide Aisle Management – Digital EAS System – This system also incorporates the very latest advancements in digital EAS technology.</p> <p>OPTION B: MM1 – Digital EAS System – This system also incorporates the very latest advancements in digital EAS technology.</p> <p>Impact: Sensors will enhance store security by acting as a deterrent to decrease theft of inventory.</p> <p>New recommendation #5</p>	<p>Option A: WAM Single Aisle (2 antenna – 4ft) \$13,990 Installation: \$2,975 Total: \$16,965</p> <p>Option B: MM1 Single Aisle (2 antenna – 3ft) \$9,000 Installation: \$2,975 Total: \$11,975</p> <p>In addition to either A or B: Counter top deactivators and detachers \$2,895 tags \$1,930</p>	2	CCSP 3.2.4
Additional CCTV Cameras	<p>Goal: Install additional CCTV cameras in the art and Coffee Bar atrium and Owl Bookshop.</p> <p>Impact: Secure inventory and protect students. New recommendation #5</p>	\$1,500	1	CCSP 3.2.4
Registers	<p>Goal: Improve online template for Bookstore Services website.</p> <p>Impact: Server may potentially fail without being replaced, adversely affecting Point of Sale system.</p> <p>New recommendation #5</p>	\$24,500	2	CCSP 3.2.4

Credit Card Terminal replacement	<p>Goal: Become compliant with new federal guidelines for credit card processing.</p> <p>Impact: Bookstore Services will reduce liability from credit card disputes. Without new units, Bookstore Services will automatically loose disputes.</p> <p>New recommendation #5</p>	\$15,115	1	CCSP 3.2.4
Additional furniture for Art and Coffee Bar Lobby	<p>Goal: Add additional matching chairs, tables, and corner booth in the SS building atrium.</p> <p>Impact: Students will have additional seating and tables to study and interact in groups to improve their learning outcomes.</p> <p>New recommendation #5</p>	\$13,499	2	CCSP 3.2.4

Supplies (Division)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
N/A				

Appendix A

Citrus College Bookstore

5 year summary and comparison to the 5 year average of institutionally owned California Community Colleges

Description	Citrus	Citrus	Citrus	Citrus	Citrus	Citrus
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	5 year total
TOTAL INCOME	\$ 4,423,543	\$ 4,466,528	\$ 4,254,105	\$ 4,578,659	\$ 4,380,887	\$ 22,103,722
COST OF SALES	\$ 3,074,195	\$ 3,093,778	\$ 2,955,160	\$ 3,133,638	\$ 3,078,310	\$ 15,335,081
GROSS PROFIT OR (LOSS)	\$ 1,349,348	\$ 1,372,750	\$ 1,298,945	\$ 1,445,021	\$ 1,302,577	\$ 6,768,641
EXPENDITURES:						
Classified Salaries	\$ 583,205	\$ 608,008	\$ 650,053	\$ 618,860	\$ 588,164	\$ 3,048,290
Employee Benefits	\$ 174,919	\$ 176,605	\$ 172,716	\$ 182,913	\$ 191,086	\$ 898,239
Supplies and Materials	\$ 51,637	\$ 33,703	\$ 61,800	\$ 41,774	\$ 52,747	\$ 241,661
Other Operating Expenses and Services	\$ 309,385	\$ 309,522	\$ 307,085	\$ 319,979	\$ 259,523	\$ 1,505,494
Capital Outlay	\$ 13,609	\$ 33,799	\$ 4,119	\$ 30,400	\$ 13,916	\$ 95,843
TOTAL EXPENDITURES	\$ 1,132,755	\$ 1,161,637	\$ 1,195,773	\$ 1,193,926	\$ 1,105,436	\$ 4,684,091
NET PROFIT OR (LOSS)	\$ 216,593	\$ 211,113	\$ 103,172	\$ 251,095	\$ 197,141	\$ 979,114
OTHER FINANCING SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER OUTGO	\$ 296,328	\$ 328,084	\$ 345,801	\$ 251,095	\$ 346,380	\$ 1,567,688
NET INCREASE/(DECREASE) IN RETAINED EARNINGS	-\$ 79,735	-\$ 116,971	-\$ 242,629	\$ -	-\$ 149,239	-\$ 588,574
Beginning Fund Balance:						
Net Beginning Balance, July 1	\$ 908,689	\$ 828,954	\$ 711,983	\$ 469,354	\$ 469,354	
Prior Year's Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	
Adjusted Beginning Balance	\$ 908,689	\$ 828,954	\$ 711,983	\$ 469,354	\$ 469,354	
ENDING FUND BALANCE, JUNE 30, 2008	\$ 828,954	\$ 711,983	\$ 469,354	\$ 469,354	\$ 320,115	
Gross Margin % of total income	30.50%	30.73%	30.53%	31.56%	29.73%	30.62%
Net Profit or (Loss) as a % of total income	4.90%	4.73%	2.43%	5.48%	4.50%	4.43%
Classified Salary Expense as a % of total income	13.18%	13.61%	15.28%	13.52%	13.43%	13.79%
Benefits Expense as a % of total income	3.95%	3.95%	4.06%	3.99%	4.36%	4.06%
Number of institutionally owned stores in district	1	1	1	1	1	1
Citrus College FTES	11,851	11,859	10,749	10,736	11,537	56,732
Citrus Sales Per FTES	\$ 373.26	\$ 376.64	\$ 395.77	\$ 426.48	\$ 379.72	\$ 389.62
California CC Sales Per FTES (average)	\$ 284.79	\$ 278.98	\$ 267.22	\$ 267.82	\$ 265.78	\$ 248.07
Variance	\$ 88.47	\$ 97.66	\$ 128.55	\$ 158.66	\$ 113.94	\$ 141.55
Citrus Gross Margin Per FTES	\$ 113.86	\$ 115.76	\$ 120.84	\$ 134.60	\$ 112.90	\$ 119.31
California CC Gross Margin Per FTES(average)	\$ 82.41	\$ 78.62	\$ 77.79	\$ 79.04	\$ 77.41	\$ 72.09
Variance	\$ 31.45	\$ 37.14	\$ 43.05	\$ 55.56	\$ 35.49	\$ 47.22
Citrus Classified Salary Expense % of income	13.18%	13.61%	15.28%	13.52%	13.43%	13.79%
California CC Classified Expense % of income	14.58%	15.03%	16.25%	16.01%	15.30%	15.36%
Variance	-1.40%	-1.42%	-0.97%	-2.49%	-1.87%	-1.57%
Citrus Benefits Expense % of Income	3.95%	3.95%	4.06%	3.99%	4.36%	4.06%
California CC Benefits Expense % of income	4.68%	5.12%	5.86%	5.74%	5.41%	5.30%
Variance	-0.73%	-1.17%	-1.80%	-1.75%	-1.05%	-1.24%
Citrus Gross Margin as a % of Total Income	30.50%	30.73%	30.53%	31.56%	29.73%	30.62%
California CC Gross Margin as a % of Total Income	28.94%	28.18%	29.13%	29.51%	29.13%	29.06%
Variance	1.56%	2.55%	1.40%	2.05%	0.60%	1.56%
Variance by \$	\$ 69,175	\$ 114,082	\$ 59,724	\$ 93,859	\$ 26,425	\$ 345,299
Citrus Net Profit or Loss as a % of Total Income	4.90%	4.73%	2.43%	5.48%	4.50%	4.43%
California CC Net Profit or Loss as a % of Total Income	3.58%	1.25%	0.99%	1.94%	2.83%	2.20%
Variance	1.32%	3.48%	1.44%	3.54%	1.67%	2.23%
Variance by \$	\$ 58,230	\$ 155,281	\$ 61,056	\$ 162,269	\$ 73,162	\$ 492,832

Appendix B

Citrus College Bookstore Services Guest Survey Overall Data Tables (source: Survey Monkey)

Q1 OWL BOOKSHOP Facilities (Answered: 379 Skipped: 1)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
Store fixtures and physical facilities are attractive and visually appealing.	32.45% 123	42.74% 162	11.08% 42	8.97% 34	1.32% 5	3.43% 13	379
The store layout is well organized.	31.22% 118	38.36% 145	8.47% 32	14.02% 53	5.29% 20	2.65% 10	378
In-store signs are helpful to locate merchandise.	27.32% 103	33.16% 125	15.92% 60	15.12% 57	4.77% 18	3.71% 14	377

Q2 OWL BOOKSHOP Personnel (Answered: 379 Skipped: 1)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
There are adequate number of personnel to assist me.	35.88% 136	38.52% 146	8.71% 33	10.82% 41	2.90% 11	3.17% 12	379
The OWL BOOKSHOP has easily identifiable personnel.	39.26% 148	33.42% 126	12.20% 46	8.75% 33	2.39% 9	3.98% 15	377
Staff members are courteous even during busiest times.	42.55% 160	31.91% 120	11.17% 42	5.59% 21	3.46% 13	5.32% 20	376
Personnel are neat in their appearance and dress.	44.97% 170	32.80% 124	12.43% 47	4.50% 17	1.59% 6	3.70% 14	378
Personnel are helpful and knowledgeable.	42.18% 159	33.16% 125	13.26% 50	5.04% 19	3.18% 12	3.18% 12	377

Q3 OWL BOOKSHOP Merchandise (Answered: 380 Skipped: 0)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
Textbooks for courses are always in-stock.	18.52% 70	24.60% 93	13.49% 51	11.90% 45	5.03% 19	26.46% 100	378
There is a good selection of drinks and snacks available.	40.48% 153	33.86% 128	10.32% 39	7.94% 30	2.65% 10	4.76% 18	378
I use the Owl Bookshop as my primary resource for snack needs.	20.05% 76	16.36% 62	17.41% 66	13.46% 51	21.64% 82	11.08% 42	379
There is a good variety of imprinted items available.	26.46% 100	29.10% 110	24.07% 91	3.70% 14	2.12% 8	14.55% 55	378
While in the bookstore, I am able to find the textbooks needed for my courses.	22.81% 86	26.53% 100	8.49% 32	6.10% 23	1.33% 5	34.75% 131	377
There is a good selection of gift items available.	31.64% 118	33.78% 126	20.64% 77	3.75% 14	1.34% 5	8.85% 33	373
Textbook prices are competitive.	10.82% 41	13.98% 53	15.30% 58	14.25% 54	19.26% 73	26.39% 100	379
Supply prices are competitive.	14.25% 54	23.48% 89	21.64% 82	15.83% 60	11.87% 45	12.93% 49	379

Q4 OWL BOOKSHOP Operations (Answered: 380 Skipped: 0)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
At the beginning of the term, the check-out process is acceptable.	18.52% 70	29.89% 113	11.38% 43	12.70% 48	8.73% 33	18.78% 71	378
During the remainder of the term, the check-out process is fast.	38.52% 146	34.83% 132	10.03% 38	4.75% 18	3.17% 12	8.71% 33	379
The transactions at check-out are accurate.	55.17% 208	31.03% 117	5.84% 22	1.33% 5	0.53% 2	6.10% 23	377
Responsiveness to special orders and requests is satisfactory.	28.95% 110	20.53% 78	17.89% 68	2.37% 9	1.58% 6	28.68% 109	380

Bookshop staff are reliable about informing me of out-of-stock textbook status.	23.48%	18.21%	16.36%	4.75%	4.49%	32.72%	
	89	69	62	18	17	124	379

Q5 ART & COFFEE BAR Facilities (Answered: 349 Skipped: 31)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
Store fixtures and physical facilities are attractive and visually appealing.	43.27%	32.38%	9.74%	2.87%	1.43%	10.32%	
	151	113	34	10	5	36	349
The store layout is well organized.	39.66%	28.74%	13.22%	6.03%	2.30%	10.06%	
	138	100	46	21	8	35	348
In-store signs are helpful to locate merchandise.	37.93%	28.74%	16.38%	4.31%	1.72%	10.92%	
	132	100	57	15	6	38	348

Q6 ART & COFFEE BAR Personnel (Answered: 350 Skipped: 30)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
There are adequate number of personnel to assist me.	32.57%	26.57%	12.29%	11.43%	5.14%	12.00%	
	114	93	43	40	18	42	350
The ART & COFFEE BAR has easily identifiable personnel.	48.29%	26.00%	9.71%	3.71%	0.57%	11.71%	
	169	91	34	13	2	41	350
Personnel are courteous, even during busiest times.	45.56%	25.79%	11.17%	2.29%	2.87%	12.32%	
	159	90	39	8	10	43	349
Personnel are neat in their appearance and dress.	45.85%	27.22%	10.32%	4.01%	0.86%	11.75%	
	160	95	36	14	3	41	349
Personnel are helpful and knowledgeable.	41.79%	23.34%	14.41%	5.19%	2.31%	12.97%	
	145	81	50	18	8	45	347

Q7 ART & COFFEE BAR Merchandise (Answered: 348 Skipped: 32)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
Art supplies are always in-stock.	19.02%	14.70%	17.58%	2.02%	0.58%	46.11%	
	66	51	61	7	2	160	347
There is a good selection of art supplies.	20.93%	14.83%	17.44%	2.33%	0.29%	44.19%	
	72	51	60	8	1	152	344
There is a good selection of snacks and drinks.	34.68%	28.61%	12.72%	6.07%	2.31%	15.61%	
	120	99	44	21	8	54	346
Art supplies have competitive prices.	15.79%	14.33%	18.42%	2.34%	3.51%	45.61%	
	54	49	63	8	12	156	342
I appreciate the student art in the cabinetry at the entrance.	48.55%	16.18%	14.45%	1.16%	0.87%	18.79%	
	168	56	50	4	3	65	346
I use the ART & COFFEE BAR as my primary resource for snack needs.	27.75%	17.05%	18.21%	10.12%	11.56%	15.32%	
	96	59	63	35	40	53	346

Q8 ART & COFFEE BAR Operations (Answered: 351 Skipped: 29)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
At the beginning of the term, the check-out process is acceptable.	20.51%	20.80%	15.38%	11.11%	11.40%	20.80%	
	72	73	54	39	40	73	351
During the remainder of the term, the check-out process is fast.	25.36%	26.21%	13.68%	12.82%	7.41%	14.53%	
	89	92	48	45	26	51	351
The transactions at check-out are accurate.	47.29%	23.08%	12.82%	1.99%	0.57%	14.25%	
	166	81	45	7	2	50	351
Responsiveness to special drink orders and requests is satisfactory.	36.10%	22.35%	13.47%	5.16%	2.58%	20.34%	
	126	78	47	18	9	71	349
Customer service is efficient.	37.36%	26.15%	12.64%	5.75%	5.17%	12.93%	
	130	91	44	20	18	45	348

Q9 Bookstore Service WEBSITE (Answered: 339 Skipped: 41)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
The www.owlbookshop.com website is easy to navigate.	18.58% 63	20.06% 68	14.16% 48	9.44% 32	7.37% 25	30.38% 103	339
The website offers a good selection of general merchandise items.	18.93% 64	16.86% 57	19.82% 67	7.10% 24	2.66% 9	34.62% 117	338
I am able to find the textbooks needed for my courses.	23.51% 79	17.86% 60	12.80% 43	4.76% 16	1.49% 5	39.58% 133	336
The online rental program is easy to use.	13.10% 44	11.61% 39	16.67% 56	2.98% 10	2.08% 7	53.57% 180	336
Having a direct link to course material information on the live course schedule is helpful.	32.54% 110	14.79% 50	12.43% 42	0.59% 2	0.89% 3	38.76% 131	338

Q10 Bookstore Service VENDING MACHINES (Answered: 336 Skipped: 44)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
Vending machines are easy to operate.	26.27% 88	23.28% 78	12.84% 43	5.97% 20	4.48% 15	27.16% 91	335
Vending machines offer a good selection of snacks.	20.30% 68	19.70% 66	15.82% 53	10.45% 35	6.57% 22	27.16% 91	335
I use vending machines as my primary source for snack needs.	10.15% 34	11.64% 39	18.51% 62	11.94% 40	21.19% 71	26.57% 89	335

Q11 Which of the following is most applicable to you? (Answered: 338 Skipped: 42)

Answer Choices	Responses
I normally buy/rent all of my textbooks from the Owl Bookshop.	18.05% 61
I buy/rent some of my textbooks from the Owl Bookshop.	16.86% 57
I rarely buy/rent my textbooks from the Owl Bookshop.	8.58% 29
Not applicable	0.00% 0
I do not buy/rent my textbooks from the Owl Bookshop.	11.24% 38
Not applicable	45.27% 153
Total	338

Q12 What are the primary reasons that you rarely or do not buy/rent textbooks from the Owl Bookshop? (Check all that apply) (Answered: 74 Skipped: 306)

Answer Choices	Responses
I use library resources.	40.54% 30
I share my textbooks with other students.	10.81% 8
My instructor does not use the required textbooks.	14.86% 11
Price is beyond my ability to pay.	71.62% 53
Total Respondents: 74	

Q13 Which library resources have you used for textbooks? (Check all that apply) (Answered: 68 Skipped: 312)

Answer Choices	Responses
Check-out	45.59% 31
Read in library	70.59% 48
Photocopy	41.18% 28
Total Respondents: 68	

Q14 Which of the following is most applicable to you? (Answered: 335 Skipped: 45)

Answer Choices	Responses
Not Applicable	0.00% 0
I normally buy all of my snacks/drinks/sandwiches from the Owl Bookshop, Art & Coffee Bar, and/or vending machines.	17.61% 59
I buy some of my snacks/drinks/sandwiches from the Owl Bookshop, Art & Coffee Bar, and/or vending machines.	41.19% 138
I rarely buy my snacks/drinks/sandwiches from the Owl Bookshop, Art & Coffee Bar, and/or vending machines.	29.55% 99
I do not buy my snacks/drinks/sandwiches from the Owl Bookshop, Art & Coffee Bar, and/or vending machines.	11.64% 39
Not applicable	0.00% 0
Total	335

Q15 What are the primary reasons that you rarely or do not buy snacks/drinks/sandwiches from the Owl Bookshop, Art & Coffee Bar, and/or vending machines?

(Check all that apply) (Answered: 89 Skipped: 291)

Answer Choices	Responses
I want a hot meal from the cafeteria.	25.84% 23
I eat at local fast food and restaurants.	43.82% 39
There are not enough healthy alternatives.	49.44% 44
I was not aware that these items were sold at the Owl Bookshop.	11.24% 10
Total Respondents: 89	

Q16 In the past month, how many times have you VISITED: (Answered: 339 Skipped: 41)

	None	1 to 4	5 to 10	11 to 20	Daily	Total
The OWL BOOKSHOP	21.60% 73	57.69% 195	12.13% 41	3.55% 12	5.03% 17	338
The ART & COFFEE BAR	33.33% 111	40.24% 134	12.31% 41	6.61% 22	7.51% 25	333
VENDING MACHINES	61.38% 205	31.44% 105	5.69% 19	0.60% 2	0.90% 3	334
The Owl Bookshop WEBSITE	68.88% 228	23.87% 79	4.53% 15	1.81% 6	0.91% 3	331

Q17 In the past month, how many times have you PURCHASED from: (Answered: 339 Skipped: 41)

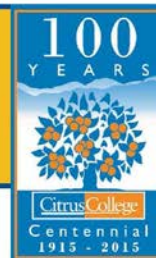
	None	1 to 4	5 to 10	11 to 20	Daily	Total
The OWL BOOKSHOP	31.95% 108	50.59% 171	11.24% 38	3.25% 11	2.96% 10	338
The ART & COFFEE BAR	38.62% 129	36.23% 121	13.77% 46	5.69% 19	5.69% 19	334
VENDING MACHINES	64.48% 216	28.66% 96	4.48% 15	1.49% 5	0.90% 3	335
The Owl Bookshop WEBSITE	90.06% 299	7.53% 25	0.90% 3	0.60% 2	0.90% 3	332

Q18 Overall Experience (Answered: 337 Skipped: 43)

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	N/A	Total
My overall experience with Citrus College BOOKSTORE SERVICES has been positive.	44.81% 151	39.76% 134	7.12% 24	4.75% 16	1.78% 6	1.78% 6	337

Appendix C

Bookstore Services



Bookstore Services, through Owl Bookshop, Art & Coffee Bar, Website, Vending, and Cosmetology retail services, provides a safe, friendly, accessible environment where all students, alumni, staff and community members may optimize their academic, career, and cultural development. Bookstore Services provides access to course materials necessary for learning excellence, properly training student workers to be successful entrepreneurs and/or employees, creating an inviting place to shop, eat, and safely spend time between classes, providing premier customer service, and focused individual assistance to customers with disabilities.

Art & Coffee Bar: Located on the first floor in the Student Services building, offering Starbucks drinks, pastries, sandwiches, salads, snacks, art supplies, and student created art.

Cosmetology & Esthetician Spa: Located on the first floors of the PC and TC buildings at the east end of campus, students can make appointments in room TC118 for their hair and skin needs.

Owl Bookshop: Located at the center of campus adjacent to the Campus Center offering a one stop shop for your daily needs. Visit the Owl Bookshop in person or online when it's time to order new, used or rental course materials. You can also have your books shipped to you or pick them up in person. In addition to course materials, the Owl Bookshop also carries supplies, sundries, gifts, electronics, apparel, snacks, drinks and imprinted merchandise.

Vending: Machines are located throughout campus and inside the Owl Café located below the Handy Campus Center.

Visit www.owlbookshop.com for more information on these services.