

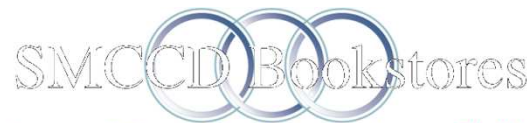
Supervising Auxiliary Operations in Community Colleges

Presented by:

Tom Bauer, Vice Chancellor, Auxiliary Services
San Mateo County Community College District

ACBO Institute, Sacramento, CA

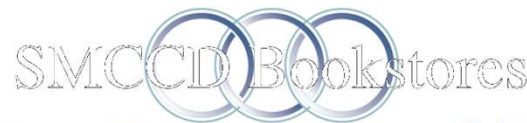
February 19, 2015



Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

SESSION OVERVIEW

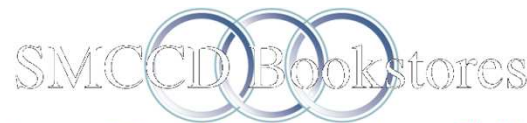
- *Auxiliary Services: A Definition*
- *General Perspectives*
- *Key Auxiliary Entities/Operations*
- *Management Issues*
- *San Mateo Athletic Club*
- *Community Education*



Auxiliary Services

A WORKING DEFINITION---2007

Departments or Operations that provide additional or supplemental support for the benefit of the campus without regard to direct profit.

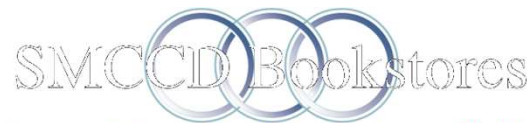


Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

Auxiliary Services

What they really are:

Essential, dynamic services operated as successful, service-first business enterprises for the ultimate benefit of the colleges and the community they serve.

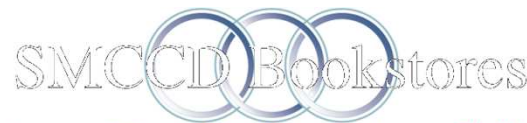


Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

General Perspectives

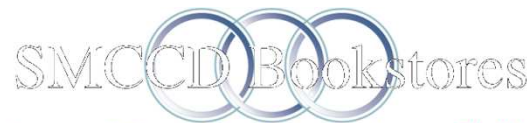
Traditional Roles of Campus Auxiliaries

- Shield against liability
- Enhance Budgetary Flexibility
- Avoid Spending Restrictions
- Accumulate Reserves-Cash Cow
- Add Debt Capacity



Auxiliary Funds

- It is a unique fund, separate from the college's other funds.
- It is used to account for:
 - Bookstore operations ***
 - Vending ***
 - Food Service ***
 - Student Centers
 - Fitness Facilities***
 - Community Education (new for us in 2015)



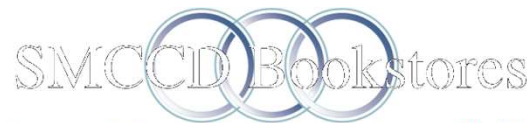
Today's Students

- ✓ Students are mature consumers when they arrive at our doors. Today's students seek out what they want.
- ✓ They will not be happy with the traditional shopping experience.
- ✓ They demand greater value for their dollars---particularly with books and food.



Campus Bookstore

- Bookstore vs. Campus Store concept
- Retailing concepts critical to success
- Understanding retail mathematics including inventory turns, ROI
- Understanding product margins and marketplace demands
- Evaluation of efforts; sales/sq..ft.
- Retail accounting Methods



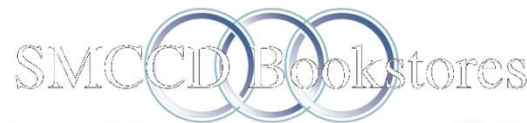
Campus Store

- ✓ To Lease or Not to Lease
- ✓ E-Commerce
- ✓ Customer Service/Relationship Building
 - Cars have service; people have experiences*
- ✓ Strategic Vendor Partnerships
- ✓ National Buying Groups
- ✓ The Right POS Solution
- ✓ Involvement with faculty **CRITICAL** to success



Campus Store

- ✓ Requisition Reward Programs
- ✓ Meeting the Campus Needs-are we really doing it? Assessment...more to come
- ✓ Budget and Business Plans
- ✓ Textbook Pricing Surveys Essential
- ✓ Partnership with Student Services
- ✓ Active Members of the community

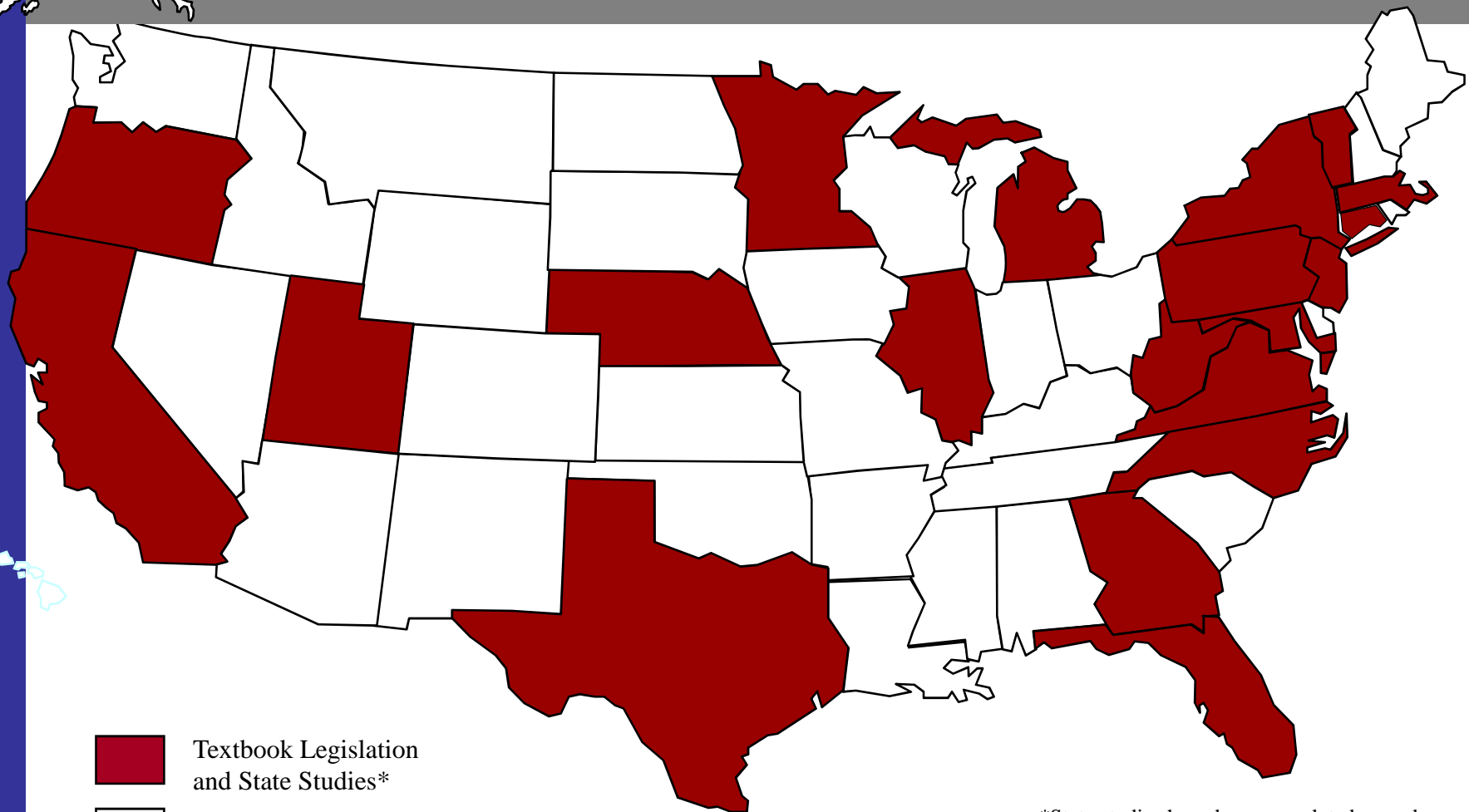


Campus Store

- 2003-20: Textbook Issues on the front page!
- Cost of Textbooks—national concern; effect on community colleges vs. 4 year colleges.
- Legislation-State and Federal ***
- Rental Programs/Digital Textbooks



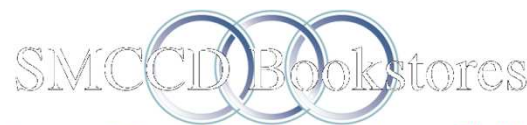
2005 State Higher Education Textbook Legislation and State Studies



Textbook Legislation
and State Studies*

No Action

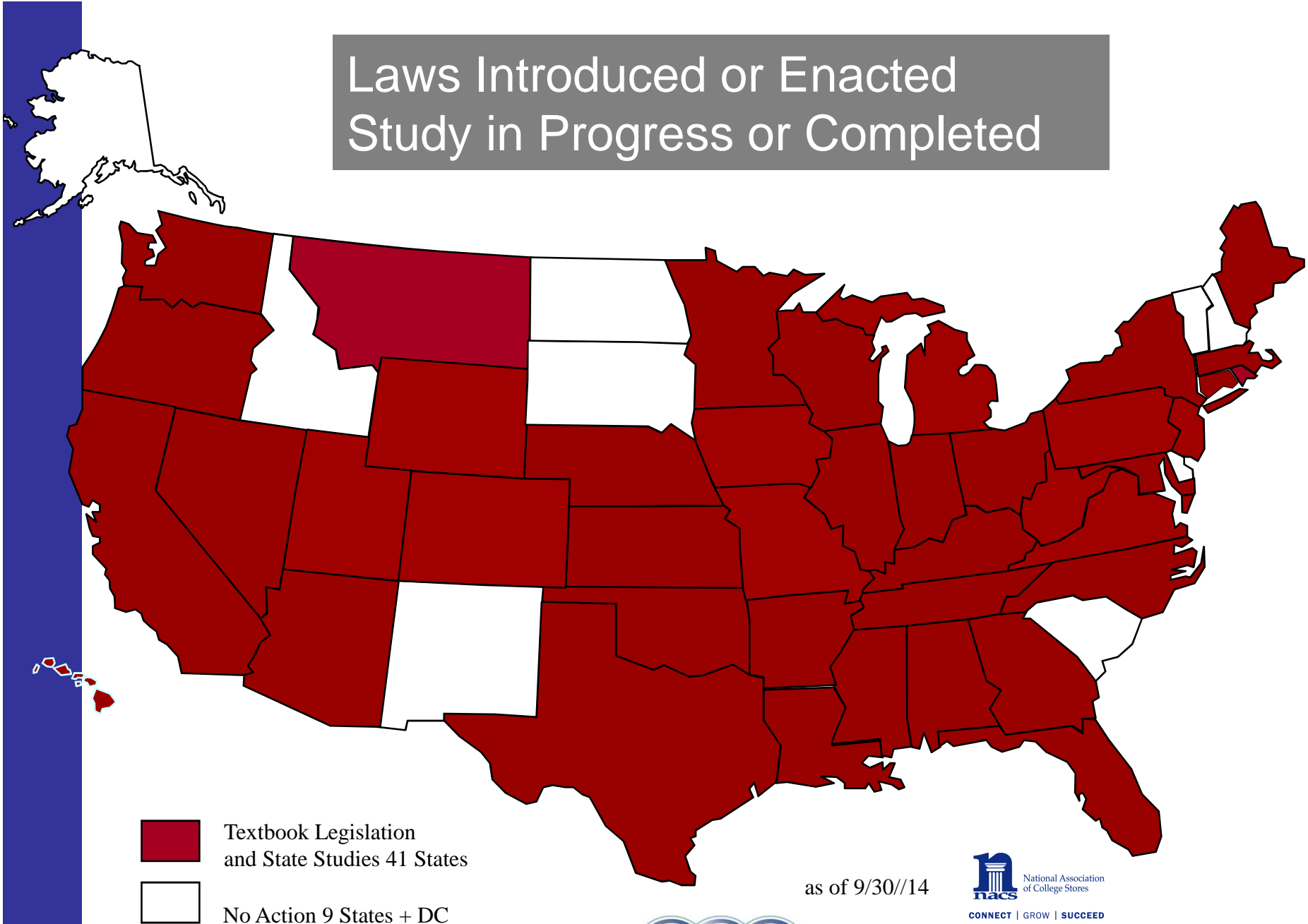
*State studies have been completed or underway
in CT, GA, IL, NC, VA, and WV.



Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

as of 10/25/05

Laws Introduced or Enacted Study in Progress or Completed



as of 9/30//14



Take Control of Textbook Costs on
Your Campus

Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

Assess, Assess & Assess Again

- Customer Service and Satisfaction Survey: Available through NACS in both print and on-line format.
- Informal “secret shopping”
- In-house program review
- Contracted program review; ex. Campus Bookstore Consulting Group



Food Services

OPERATIONAL CONCEPTS

- **Self Operation**
- **Fully Contracted**
- **Multiple Contracts—several operators**
- **Hybrid mix**



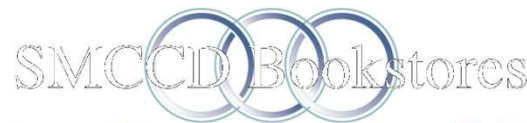
Common Foodservice Challenges

- College food service used to generate commissions and capital investment for renovations.
- Food service net income has been declining over the last several years, and the current food service provider is losing money.
- Many dining and retail areas are in need of renovation to give a more contemporary look and feel, but traditional sources of funding are not available.
- A radical change in approach to dining services is required to provide improved dining and catering services.



Food Services

- Campus Card Impact/Investment
- Impact of Convenience Stores
- Partnership with Campus Store
- Portability
- Branding: Pro's and Con's
- Franchise or District Owned



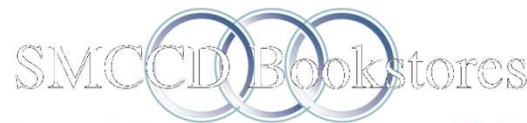
Food Services

- Vending Contracts
- Coke or Pepsi?
- Partnering with Suppliers
- Labor---In House vs. Outsourced
- Pricing---Retail, Cost Recovery or Subsidized?
- Catering---Quality, price or both? Rentals?
- Concessions---campus or market driven



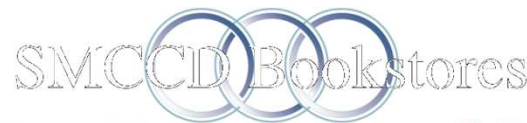
Faculty/Staff Housing

- Aids both Recruitment and retention:
SMCCCD example
- Sale or Rental or Both?
- Faculty/staff Housing Services Center



Copy Services & Other Surprises

- In House or Outsourced-Does bringing an outside vendor in campus deliver a better more cost effective service than running it in house?
- Pros and Cons
- Commercial Fitness Center
- Facilities Rental/Event Planning



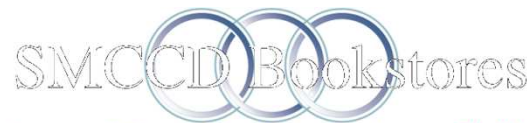
Management Success

- Full Recovery of All Costs
- Ability to Respond to Institutional Changes
- Meet Expectations of Profitability
- Understand skill sets required for management of various AS departments
- Appropriate accounting methods for each service
- Measurement of success



Contract Management Skills

- Assessment and review
- Selection Skills
- Financial management
- Staff Transition issues
- On-Going involvement and review
- Negotiation Skills



San Mateo Athletic Club



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

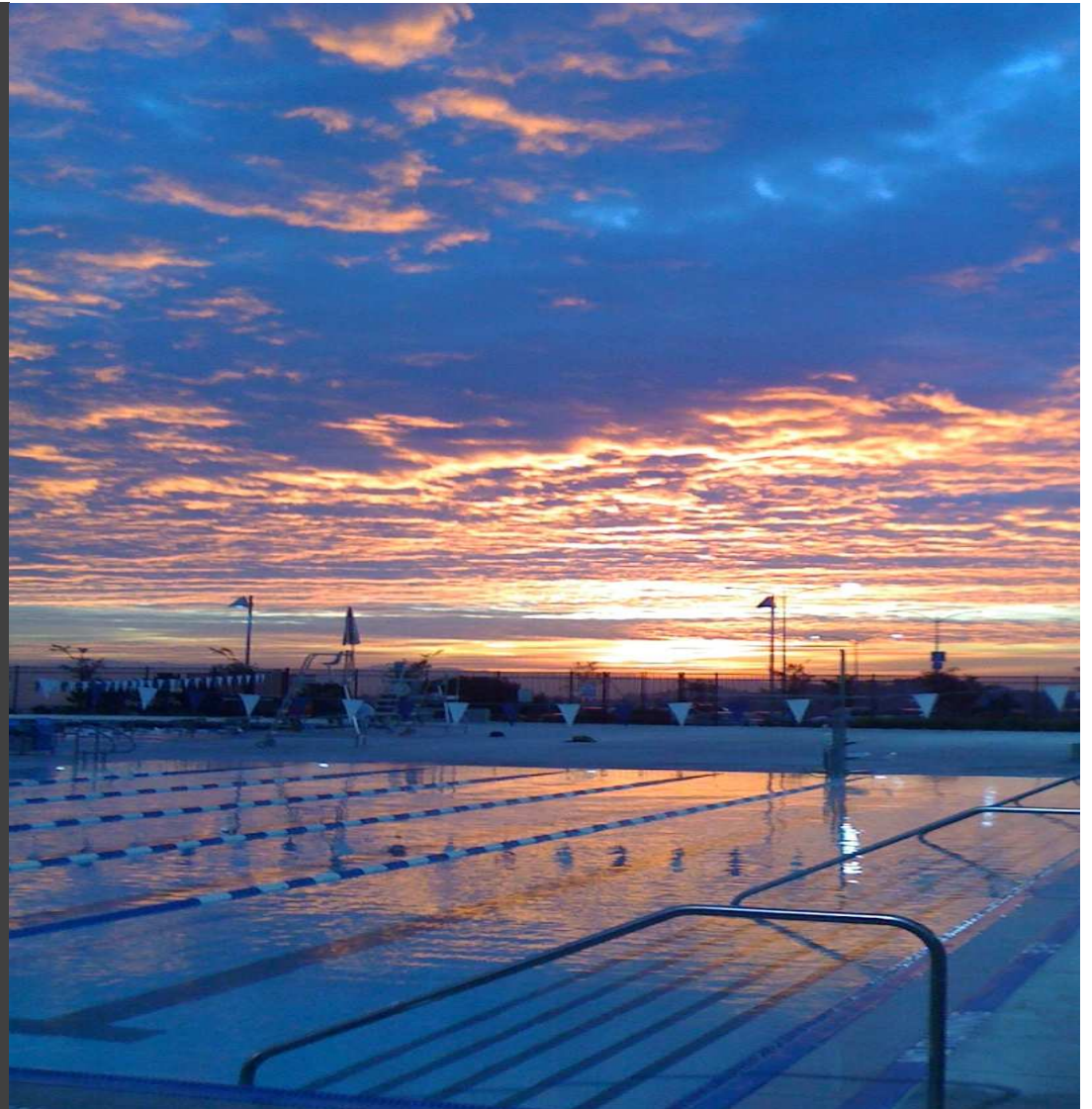


SAN MATEO
ATHLETIC CLUB
AT
COLLEGE OF SAN MATEO

Where education meets fitness

Alignment with SMCCCD Goals

- Operate a full service, community based health club where students and staff share space with community members.
- Seamless integration with the academic program and student life.
- Create programs that will attract community members to campus and that will serve as workforce development complement to the academic program creating career opportunities for students and staff.
- Must be financially sustainable.
- Must be service oriented.
- To position SMAC as the leader in providing health and fitness programs for the community.
- To create an open environment where every demographic feels comfortable.



TODAY



SAN MATEO
ATHLETIC CLUB
AT
COLLEGE OF SAN MATEO

- Job Creation for 102-124 employees (seasonal)
- 56% of SMAC employees are CSM Graduates or currently enrolled students
- 20K+ member visits per month
- SMAC Exceeds Annual New Member Goals each year of operation
- Over 5,000 Members as of March 2014
- Achieved Break Even Status in Q1 of Fiscal 2011/12
- Creates programs, events, certifications and clinics to engage the community
- Expansion Model Duplication
- Charity Alignment
- Nationally Recognized Programs
- Collaboration with SMUHSD
- Where Education meets fitness



Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

Annual Visits

Members and Students

- **SMAC members annual visits: 264,625**
- Avg. 22,563 month
- **PE students annual participation: 61,745**
- Avg. 4,728 month

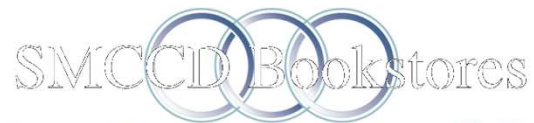
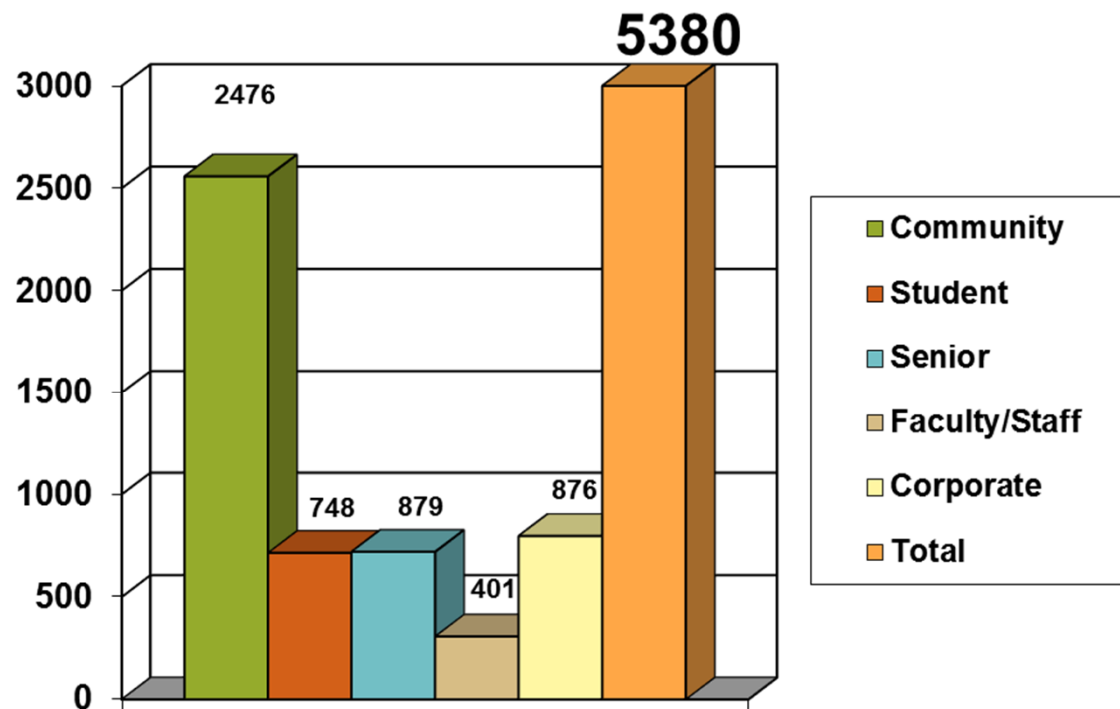


SMCCD Bookstores

Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

MEMBERS

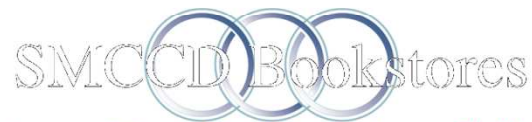
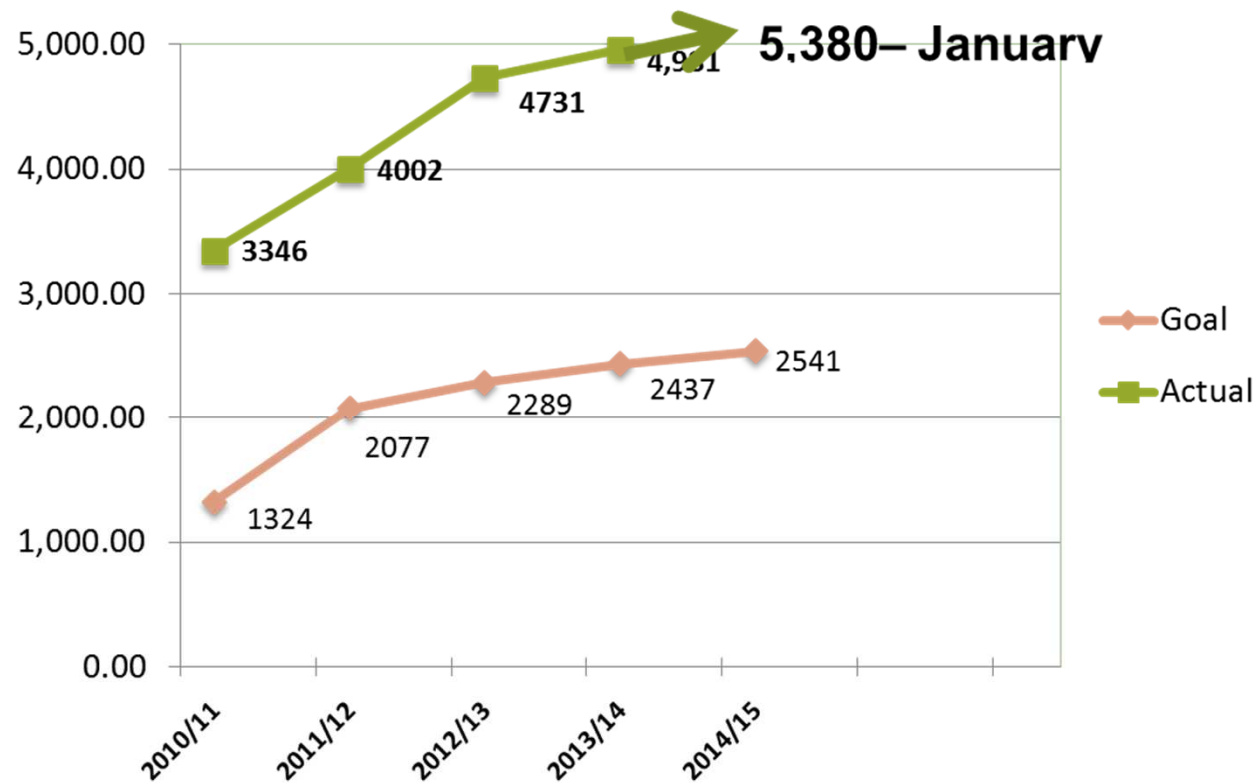
Through January 2015



Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

MEMBERSHIPS

Actual vs. Goal – January 2015

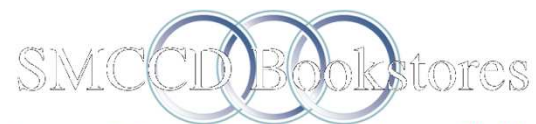


Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

GROUP EXERCISE CLASSES

Spin • Pilates • Body Sculpting •
Total Body • Zumba • Water
Aerobics • Yoga Step •
Kickboxing • Trigger Point •
Cardio Sculpt

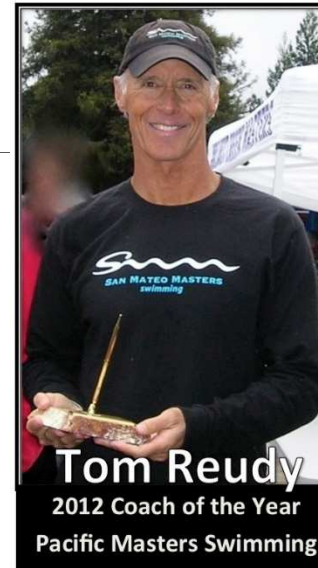
- Classes per week: 88
- Attendance per week: 1,552
- Classes per year: 4,308
- Annual participation: 73,102
- CEC Courses – 24-30 annually



AQUATICS

Programs for all ages

- **San Mateo Masters Swim Team**
 - 306 participants
 - 3x Host of Pacific Masters Championship
 - 2012 Coach of the year
 - 2013 Kerry O'Brian Coaching Award
- **Bulldog Swim Club**
 - 175 Participants
 - 2 Junior Olympic Qualifiers
 - Recreational and Competitive
- **Fee Based Rentals**
- **Swim Meets**
- **Lifeguard ARC Certification Programs**
- **Swim Lessons for all Ages**
- **Swim clinics and workshops**
- **Charity Events** (SAA, Special Olympics)

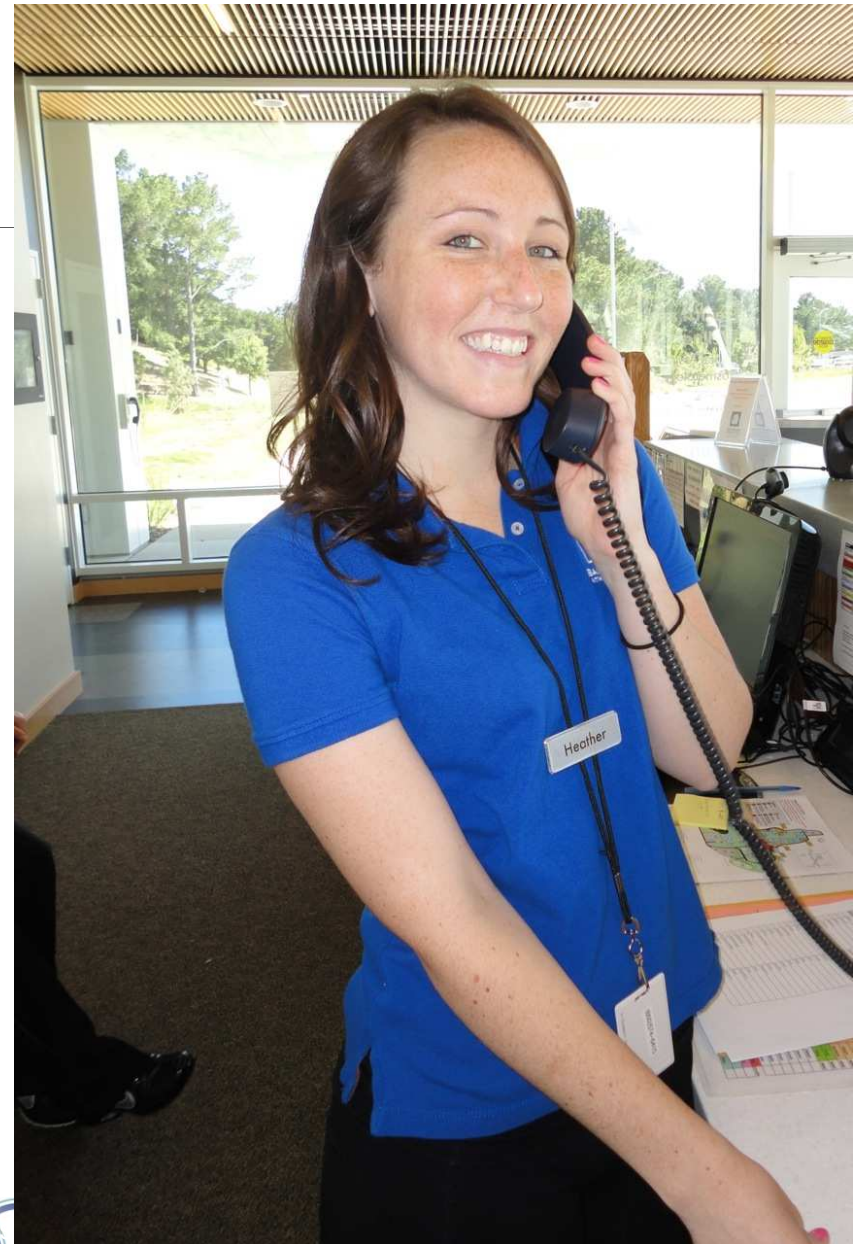


BUDGET

Results

Pre-Open	\$(162,983)
• 2010/11	\$105,520
• 2011/12	\$387,384
• 2012/13	\$645,384
• 2013/14	\$815,000

Surpluses generated will aid in maintaining the facility, replacing equipment as it ages and address deferred maintenance issues as well as other District and College goals.



SMCCD Bookstores

Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore

Community Education

- Rolled into Enterprise Operations in 2015
- Renamed, refocused and empowered
- Certificate Programs
- Youth Programming
- Hybrid Courses
- Contract Education
- Emergency Management Academy
- ...and so much more to come...



QUESTIONS???



Cañada College Bookstore • College of San Mateo Bookstore • Skyline College Bookstore