

## Auxiliary Services

### Fiscal Affairs

#### Administrative Unit Assessment

FY 19 (July 2018-July 2019)

#### Department and Assessment Report Information

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For which department or area are you reporting?	Auxiliary Services
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#### Departmental Mission and Goals

The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, you will report the mission statement for your department as well as the long term goals (5 year range) for the department.

<b>What is the mission statement for this department/area? Your mission should explain why the department/area exists and who it serves.</b>	Auxiliary Service's mission includes the provision of optimal service through all enterprises in unity with supporting the academic mission of the institution. Middle Georgia State University's Auxiliary Services is a financially self-supporting integral department of the institution. Auxiliary Services seeks to enhance the learning environment, focusing on current student trends, by offering innovative goods and services while providing excellent customer service within the confines of highly maintained facilities.
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<b>What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.</b>	<ol style="list-style-type: none"><li>1. To financially strengthen the Campus Store.</li><li>2. To increase utilization and overall satisfaction of the dining program.</li><li>3. Target net profit and reserve numbers for each auxiliary function, focusing on holistic profitability.</li><li>4. Focus on improving auxiliary policies, procedures, website and marketing initiatives.</li></ol>
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## Objectives

Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY19. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY20.

### Objective 1

<p><b>Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</b></p>	<ol style="list-style-type: none"> <li>1) Campus Store sales will increase YOY</li> <li>2) Average Inventory YOY will decrease</li> <li>3) Gross Margin will increase YOY</li> <li>4) # of transactions/FTE will increase YOY</li> <li>5) Online Sales will increase</li> <li>6) Implement the Textbook Inclusion Initiative</li> </ol>
<p><b>Objective 1: How did your department measure this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</b></p>	<p>For metrics 1 through 4, Peoplesoft Financials were used. For goal 5, the WinPrism POS system was used. For goal 6, a simple "accomplished" or "not accomplished" was used, based on program implementation.</p>
<p><b>Objective 1: What was your target outcome for this objective? (i.e. 80% participation, 5% enrollment growth, 7% change in engagement)</b></p>	<ol style="list-style-type: none"> <li>1) Store sales will increase YOY <math>\geq</math> 3%</li> <li>2) Average Inventory YOY will decrease <math>\geq</math> 10%</li> <li>3) Gross Margin will increase YOY <math>\geq</math> 5%</li> <li>4) # of transactions/FTE will increase YOY <math>\geq</math> 3%</li> <li>5) Online Sales will increase <math>\geq</math>10% YOY.</li> <li>6) Implement the Textbook Inclusion Initiative- YES or NO</li> </ol>
<p><b>Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</b></p>	<ol style="list-style-type: none"> <li>1) Gross Sales- FY18- \$2.73million, vs FY19- \$2.38 million. DECREASED 13% (GOAL NOT ACHIEVED)</li> <li>2) FY18: \$994,536, vs FY19: \$766,669, DECREASED by 23% (GOAL ACHIEVED)</li> <li>3) FY18: 589,892 vs FY19: \$842,571. INCREASED by 43%! (GOAL ACHIEVED)</li> <li>4) FY18: 40,217 vs FY19: 42,646. INCREASED by 6% (GOAL ACHIEVED)</li> <li>5) FY18: \$257,976 vs FY19: 300,210. INCREASED by 16% (GOAL ACHIEVED)</li> <li>6) Yes, complete (GOAL ACHIEVED)</li> </ol>
<p><b>Objective 1: Did your department meet this objective?</b></p>	<p>The department met this objective.</p>
<p><b>Objective 1: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</b></p>	<p>LEARNED</p> <ol style="list-style-type: none"> <li>1) While increases gross sales is another goal for FY20, an increased gross margin ends up being a</li> </ol>

more significant indicator of the bottom line, which was shown in FY19 financials.

2) While gross sales decreased, the number of transactions increases YOY. This shows that the Store is still bringing in the same (or more) number of customers, but we need to increase the average transaction value while still focusing on offering value and quality customer service.

#### NEXT YEAR

1. We continued to decrease inventory on hand, increase gross margin, increase the number of transactions and increase the number of online sales, which all positively contributed to a profitable Campus Store for FY19. We will continue to focus on these key metrics through FY20. While this metric improved YOY, it needs to increase more than 1.96% in FY19.

2. We will continue to push the Online Store to new and existing students, as our growth seems to be coming from this medium.

3. We have adjusted the way we report COGS, now separating write offs and shrinkage, so we will closely monitor this figure in FY20 and try to decrease while having stronger margins at competitive prices, all while offering attractive merchandise and textbook solutions.

## Objective 2

<p><b>Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</b></p>	<ol style="list-style-type: none"> <li>1) Online, voluntary meal plan sales will increase</li> <li>2) Customer satisfaction of dining program will increase</li> <li>3) Overall catering sales will increase</li> </ol>
<p><b>Objective 2: How did your department measure this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</b></p>	<ol style="list-style-type: none"> <li>1) Metric one and three are based on Sodexo reporting. Metric two is based on MGA survey results through the Annual Auxiliary Services Survey (which had a solid sample size).</li> </ol>
<p><b>Objective 2: What was your target outcome for this objective? (i.e. 80% participation, 5% enrollment growth, 7% change in engagement)</b></p>	<ol style="list-style-type: none"> <li>1) Online, voluntary meal plan sales will increase <math>\geq 10\%</math> YOY</li> <li>2) Customer satisfaction of dining program will increase YOY, based on individual dining venue results.</li> <li>3) Overall catering sales will increase YOY</li> </ol>
<p><b>Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</b></p>	<ol style="list-style-type: none"> <li>1) Fall 2017 + Spring 2018: \$88,195 total sales, vs Fall 2018 + Spring 2019: \$85,021 total sales. DECREASED BY 3.7%</li> <li>2) FY18 Annual Aux Satisfaction Report (Overall Satisfaction by Venue): Average Score was 86.37% satisfied for 8 venues, vs FY19 (one question asking about overall dining experience): Average Score was 84.7% satisfied for 8 venues. DECREASED BY 1.9%</li> <li>3) FY18 Sales: \$610,967 vs FY19 Sales: \$649,634. INCREASED BY 6.3%</li> </ol>
<p><b>Objective 2: Did your department meet this objective?</b></p>	<p>The department did not meet this objective.</p>
<p><b>Objective 2: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</b></p>	<ol style="list-style-type: none"> <li>1) Voluntary meal plans have increased compared to FY17 and earlier sales, since they can be purchased online through the SWORDS account, but slightly decreased between FY18 and FY19. Starting FY20, voluntary plans can also be purchased online with a debit/credit card, which we hope will increase sales. We will continue to communicate this method of purchasing meal plans to students in order to increase FY20 sales. Sodexo is also planning more marketing initiatives in FY20 to promote new voluntary meal plan sales.</li> <li>2) While overall dining program satisfaction slightly decrease between FY18 and FY19, the total satisfaction is still strong, considering such a low</li> </ol>

percentage was dissatisfied. We will continue reviewing the annual survey results to see how we can improve total satisfaction by campus and retail unit. Part of the reason for this slight decrease might be due to the adjustment of the calculation method. In FY18, we took the average score by venue, and for FY19 we used a single question that asked students their overall satisfaction of the dining program.

3) We are happy for an increase in catering sales, year over year, and hope they continue to increase for the last year of our current dining contract. These increased sales are closely tied with Conference Center total revenue.

### Objective 3

<p><b>Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</b></p>	<p>Increase actual net profit, YOY, for each auxiliary unit, as well as holistically as a department. This objective ties to the MGA Strategic Plan, Elevating Middle Georgia, Strategy 6, Sustain Financial Health, and specifically measures the annual improvement in auxiliary financial health, comparing YOY income statements.</p>
<p><b>Objective 3: How did your department measure this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</b></p>	<p>Peoplesoft Financials and Profit &amp; Loss statements, using actuals.</p>
<p><b>Objective 3: What was your target outcome for this objective? (i.e. 80% participation, 5% enrollment growth, 7% change in engagement)</b></p>	<p>Increase net profit for each unit YOY, as well as increase net profit YOY as a department, holistically.</p>
<p><b>Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</b></p>	<ul style="list-style-type: none"> <li>• Housing FY18: (\$21,556) vs FY19: \$ 1,305,066.62= \$1,326,622.62 YOY</li> <li>• Food Services FY18: \$533,716 vs FY19: \$583,944= +\$50,228 YOY</li> <li>• Health Services FY18: \$496 vs FY19: \$13,405= 12,909 YOY</li> <li>• Campus Store FY18: (\$401,875) vs FY19: \$15,670= \$417,545 YOY</li> <li>• Athletics: FY18: (\$46,513) vs FY19: 0 = \$46,513 YOY</li> <li>• FBO: FY18: \$179.41 vs FY19: \$15,510= \$15,330 YOY</li> <li>• Conference Center: FY18: (\$150,281) vs FY19: \$113,237= \$263,518 YOY</li> <li>• Parking: FY18: \$76,133 vs FY19: \$29,702= (\$46,431) YOY</li> <li>• Transportation: FY18: \$8,876 vs FY19: (\$142,573)= (\$151,449) YOY</li> <li>• Vending: FY18: \$75,871 vs FY19: \$103,195= \$27,324 YOY</li> </ul> <p>FY18 NET VS FY19 NET: +\$1,962,108  FY17 NET VS FY18 NET (comparison): (\$40,944)</p>
<p><b>Objective 3: Did your department meet this objective?</b></p>	<p>The department exceeded this objective.</p>
<p><b>Objective 3: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</b></p>	<p>10 of the 12 auxiliary units had a more profitable year in FY19, compared to FY18, resulting in a total net YOY change of \$1,962,108. Much of this was due to a better year for Housing, Campus Store and</p>

	<p>Conference Center. We plan to continue this trend for FY20, which will continue to help MGA Auxiliary strengthen its financial position.</p>
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#### Objective 4

<p><b>Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</b></p>	<ol style="list-style-type: none"><li>1) Analyze at least 30% of current departmental policies and procedures and improve as necessary.</li><li>2) Increase visibility by marketing and additional word of mouth efforts; increase new customers</li><li>3) Redesign and enhance at least 25% of auxiliary websites on an annual basis to attract more customers.</li></ol>
<p><b>Objective 4: How did your department measure this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</b></p>	<ol style="list-style-type: none"><li>1) Auxiliary will aim to review at least 30% of existing policies and procedures on an annual basis to ensure they are up to date and added, when necessary.</li><li>2) For the Campus Store, we measure based on total transactions and increased sales. For Food Services, we measure based on number of voluntary meal plans sold and overall dining satisfaction.</li><li>3) Auxiliary will aim to redesign and enhance at least 25% of departmental websites on an annual basis.</li></ol>
<p><b>Objective 4: What was your target outcome for this objective? (i.e. 80% participation, 5% enrollment growth, 7% change in engagement)</b></p>	<ol style="list-style-type: none"><li>1) Analyze current departmental procedures and improve as necessary</li><li>2) Increase visibility by marketing and additional word of mouth efforts; increase new customers and total revenue.</li><li>3) Redesign and enhance websites to attract more customers. Use FY19 website foot traffic numbers as a base metric.</li></ol>
<p><b>Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)</b></p>	<p>Policies and procedures were reviewed for some of the largest auxiliary departments this year, resulting in at least 30% being reviewed, in total.</p> <ol style="list-style-type: none"><li>2) 2) During FY19, the Campus Store implemented new marketing initiatives by targeting new customers via the enhanced online store, sending out digital coupons for previous customers, and in FY20, will begin a loyalty program. The Store also partnered with Enrollment Management to increase new and existing student awareness during the enrollment process. Lastly, the Store continues to focus on improving social media engagement. During FY19, total transactions increased, theoretically as a result of these initiatives.</li><li>3) 3) During FY19, auxiliary website upgrades (and creations) were made for Auxiliary Admin,</li></ol>



	<p>Parking, Transportation and the Knight Card. During FY18, these were completed for Camps, Hatcher Conference Center, Dining Services and Campus Store. These results helped us meet our goal of 25% for the year</p>
<p><b>Objective 4: Did your department meet this objective?</b></p>	<p>The department met this objective.</p>
<p><b>Objective 4: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</b></p>	<p>1) Policies and procedures are always changing and need constant review and improvement. We will continue working on these for FY20, comparing to other USG auxiliaries to ensure we are covering all of our bases.</p> <p>2) The Campus Store will begin a loyalty program in FY20, based on feedback from a recent student survey. Also, they will continue pushing online coupons to increase online traffic and working with Enrollment Management to further embed a student expectation that they should shop with the Campus Store when coming to MGA. Prices must remain competitive and products attractive in order to make this successful. For Dining, Sodexo will work harder in FY20 to market voluntary meal plans through parking lot parties, email communication and word of mouth</p>

## Future Plans

<p><b>Please identify at least four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples.1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department to X will provide training in ABC for at least 73 MGA faculty and staff.</b></p>	<p>All above goals, objectives and metrics will continue for FY20.</p>
<p><b>Based on this assessment, please share your thoughts on the current status and future direction of this department or area.</b></p>	<p>The results from FY19 are encouraging for the department of auxiliary services. Overall profitability is way up, and the majority of objectives were met. We will further review the objectives that were not met and adjust our operations, accordingly.</p>

Form run:

Tuesday, January 14, 2020