

Auxiliary Services

Office or Department of Fiscal Affairs

Administrative Unit Assessment

Year Reporting: FY 20 (July 2019-July 2020)

Department and Assessment Report Information

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For which department or area are you reporting?	Auxiliary Services
What is the name and MGA email address of the person responsible for this report?	Millicent Parke, Millicent.parke@mga.edu

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.

What is the mission statement for this department/area? Your mission should explain why the department/area exists and who it serves.	Auxiliary Services' 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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What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.	<ol style="list-style-type: none">1.To financially strengthen the Campus Store.2.To increase utilization and overall satisfaction of the dining program.3.Target net profit and reserve numbers for each auxiliary function, focusing on holistic profitability.4.Focus on improving auxiliary policies, procedures, and website and marketing initiatives.
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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 FY20. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY21.

Objective 1

<p>Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</p>	<p>For goal 1: 1)Store sales will increase YOY 2)Average Inventory YOY will decrease 3)Gross Margin will increase YOY 4)# of transactions/FTE will increase YOY 5)Online Sales will increase 6)Increase Participation for KD1A (textbook inclusion program)</p>
<p>Objective 1: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>For metrics 1 through 3, Peoplesoft Financials were used. For goal 4 through 6, the WinPrism POS system was used.</p>
<p>Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>1)Store sales will increase YOY >= 3% 2)Average Inventory YOY will decrease >= 10% 3)Gross Margin will increase YOY >= 5% 4)# of transactions/FTE will increase YOY >= 3% 5)Online Sales will increase >=10% YOY. 6)Participation will increase YOY > = 10%</p>
<p>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)</p>	<p>1)Gross Sales- FY19- \$2.38million, vs FY20- \$2.56 million. Increased 7.20% (GOAL ACHIEVED) 2) FY19: \$766,669. vs FY20: \$740,550. Decreased by 3.41% (GOAL NOT ACHIEVED) 3) FY19: 538,565 vs FY20: 490,302. Decreased by 9%! (GOAL NOT ACHIEVED) 4) FY19: 42,646 vs FY20: 37,842. DECREASED by 11% (GOAL NOT ACHIEVED) 5) FY19: \$300,210. vs FY20: \$357,087. INCREASED by 19% (GOAL ACHIEVED) 6) FY19 student participation was 2,972 student vs FY20 8,614 students INCREASED by 189% (GOAL ACHIEVED)</p>
<p>Objective 1: Did your department meet this objective?</p>	<p>The department did not meet this objective.</p>
<p>Objective 1: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</p>	<p>The department met three of the six objective goals. LEARNED 1)While increasing gross sales is another goal for FY21, an increased gross margin ends up being a more significant indicator of the bottom line. 2)While gross sales increased, the number of transactions decreased YOY. This shows that the</p>

	<p>Store is still bringing in the same (or less) number of customers, and increased the average transaction value while still focusing on offering value and quality customer service.</p> <p>NEXT YEAR</p> <ol style="list-style-type: none">1. We will need to continue to decrease inventory on hand, increase gross margin, increase the number of transactions, and increase the number of online sales. We will continue to focus on these key metrics through FY21.2. 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 will need to increase sales in our general merchandise department as more course materials move to the KD1 Access program. This program offers a higher sell-through rate with a much lower margin. We will need to focus on selling more products with a higher margin to meet our gross margin goal YOY.
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Objective 2

<p>Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</p>	<p>For goal 2: 1)Online, voluntary meal plan sales will increase 2)Customer satisfaction of dining program will increase 3)Overall catering sales will increase</p>
<p>Objective 2: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>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).</p>
<p>Objective 2: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>1)Online, voluntary meal plan sales will increase >=10% YOY 2)Customer satisfaction of dining program will increase YOY, based on individual dining venue results. 3)Overall catering sales will increase YOY</p>
<p>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)</p>	<p>1)Fall 2018 + Spring 2019: \$85,021 total sales, vs Fall 2019 + Spring 2020: \$136,201 total sales INITIALLY. INCREASED 60% - However refunds had to be issued mid-march due to COVID-19 2) FY19 Annual Aux Satisfaction Report (Overall Satisfaction of dining experience): Average Score was 84.7% satisfied for 8 venues, vsFY20: Average Score was 87.55% satisfied for 8 venues. INCREASED 3.3% 3) FY19 Sales: \$649,634 vs FY20 Sales: \$443,226.66. DECREASED 31.77%</p>
<p>Objective 2: Did your department meet this objective?</p>	<p>The department did not meet this objective.</p>
<p>Objective 2: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</p>	<p>The department initially met two of the three objectives, but due to COVID-19 the first objective was not met because refunds were issued. Lastly, catering came to halt mid-march which has a large impact on catering sales. Food services will work to improve on objectives one and three for FY21. 1)Voluntary meal plans have increased compared to FY19, since they can be purchased online through the SWORDS account and online with a debit/credit card which increased sales. We will continue to communicate this method of purchasing meal plans to students in order to increase FY21 sales. Aladdin is a new food service vendor and is planning more marketing initiatives in FY21 to promote new voluntary meal plan sales.</p>

	<p>2)The overall dining program satisfaction slightly increased between FY19 and FY20. However, we will continue to strive for an overall satisfaction of 90% or greater by reviewing the annual survey results to see how we can improve total satisfaction by campus and retail unit. In addition, the new food service vendor is expected to make improvements on food selection and meals to help increase this number for FY21.</p> <p>3)Due to COVID-19, food services and all catering came to a halt in mid-March for the remainder of the fiscal year. This caused a large decrease in catering sales. Unfortunately, COVID-19 will continue to bring challenges in FY21 in regards to events being held in the conference center and we are expecting to see a lower volume in catered events. However, Aladdin is working on creative ways to cater and service the campus amidst a pandemic and are hopeful to increase sales for FY21 from FY20.</p>
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Objective 3

<p>Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</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>Objective 3: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>Peoplesoft Financials and Profit & Loss statements, using actuals.</p>
<p>Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>Increase net profit for each unit YOY, as well as increase net profit YOY as a department, holistically.</p>
<p>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)</p>	<ul style="list-style-type: none"> • Housing FY19: \$1,305,066 vs FY20: \$1,735,660= \$430,594 YOY • Food Services FY19: +\$583,944 vs FY20: \$833,363= +\$249,419 YOY • Health Services FY19: \$13,405 vs FY20: (\$16,446) = (\$29,851) YOY • Campus Store FY19: \$15,670 vs FY20: (\$92,840)= (\$108,510) YOY • Athletics: FY19: 0 vs FY20: \$37,826 = +\$37,826 YOY • FBO: FY19: \$15,510 vs FY20: \$25,215= +\$9,705 YOY • Conference Center: FY19: \$113,237 vs FY20: (\$847)= (\$114,084) YOY • Parking: FY19: \$29,702 vs FY20: (\$132,965) = (\$162,667) YOY • Transportation: FY19: (\$142,573) vs FY20: \$69,757= +\$212,330 YOY • Vending: FY19: \$103,195 vs FY20: \$80,075= (\$23,120) YOY <p>FY19 NET VS FY20 NET: + \$391,865</p>
<p>Objective 3: Did your department meet this objective?</p>	<p>The department met this objective.</p>
<p>Objective 3: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</p>	<p>5 of the 12 auxiliary units had a more profitable year in FY20, compared to FY19. However, 7 of the 12 units saw a dramatic reduction mostly due to all campus operations closing including the campus store and conference center resulting in those areas seeing a large loss. While this was very unexpected, we are hopeful to get back on track with the same goals for FY21, in order to continue to help MGA Auxiliary strengthen its financial position. Overall, the goal was achieved and the actual net profit increased for FY20.</p>

Objective 4

<p>Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.</p>	<p>1)Analyze at least 30% of current departmental policies and procedures and improve as necessary. 2)Increase visibility by marketing and additional word of mouth efforts; increase new customers 3)Redesign and enhance at least 25% of auxiliary websites on an annual basis to attract more customers.</p>
<p>Objective 4: Detail how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</p>	<p>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. 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. 3) Auxiliary will aim to redesign and enhance at least 25% of departmental websites on an annual basis</p>
<p>Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</p>	<p>1)Analyze current departmental procedures and improve as necessary 2)Increase visibility by marketing and additional word of mouth efforts; increase new customers and total revenue. 3)Redesign and enhance websites to attract more customers. Use FY20 website foot traffic numbers as a base metric.</p>
<p>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)</p>	<p>1) Policies and procedures were reviewed/created for the HCC External/Internal events, food services meal plan processes, and Minors on Campus policy resulting in at least 30% being reviewed, in total. 2) In FY20, the Campus Store focused its marketing through our digital media accounts. We began marketing our Mannequin Monday sale through Facebook. In addition, for each purchase made during our monthly promotion, the students were able to enter to win a gift card. The student's picture was taken at the time when the card was picked up, and they were congratulated on our Facebook site that included their photo. Also, in FY20 dining services focused on increasing voluntary meal plans and this also increased as students could purchase them online through SWORDS or with debit/credit card. 3) During FY20, auxiliary website upgrades included changes to the Parking, Licensing, HCC, and MOC webpages. These results helped us meet our goal of 25% for the year.</p>

<p>Objective 4: Did your department meet this objective?</p>	<p>The department met this objective.</p>
<p>Objective 4: What did your department learn from working toward this objective? What changes will you make based on this effort next year?</p>	<p>1)Policies and procedures are always changing and need constant review and improvement. We will continue working on these for FY21, comparing to other USG auxiliaries to ensure we are covering all of our bases.</p> <p>2)The Campus Store will continue looking into starting a customer loyalty program in FY21, and if approved, will launch this year. 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, Aladdin is a new food service vendor that will market voluntary meal plans in FY21 through strategic marketing efforts and word of mouth.</p>

Future Plans

<p>Please identify and detail three to 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 of X will provide training in ABC for at least 73 MGA faculty and staff.</p>	<p>All above goals, objectives and metrics will continue for FY21.</p>
<p>Based on this assessment, please share your thoughts on the current status and future direction of this department or area.</p>	<p>The results from FY20 were definitely impacted from COVID-19 and we are hoping that FY21 will be better year. Overall profitability still increased this year and we met a good bit of objectives despite the challenges. We will further review the objectives that were not met and adjust our operations, accordingly and strive towards increasing profitability for the year.</p>

Open Box for Additional Comments

<p>Open Text Box For Assessment Comments:</p>	
<p>If the COVID-19 pandemic impacted this assessment cycle, please provide specific details below.</p>	<p>Auxiliary Services depends on in-person operations and students attending campus for revenue, and when the in-person instruction and operations shut down in March many of the auxiliary units saw a huge impact on revenue. Food services and housing immediately prorated housing plans and meal plans and issued refunds in the middle of the semester to students. The Hatcher Conference Center shut down in March for the remainder of the fiscal year resulting in 107 events being cancelled and forfeiting four months of revenue. The Campus Store still operated online with online web orders, but still saw a decrease in revenue due to all campus stores being shut down physically. Overall, COVID-19 had impacted the fiscal year, but we are hopeful in returning to campus this fall that operations will see an increase in revenue compared to last year to support the institution.</p>

