

## Auxiliary Services

### Fiscal Affairs

#### Administrative Unit Assessment FY 18 (July 2017-July 2018)

#### Department and Assessment Report Information

Prepared on:7/25/2018 12:13:19 PM	By:ryan.greene1@mga.edu
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?	Ryan Greene ryan.greene1@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.

<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 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.
--	---

<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 increasing new customers and total profitability for the Hatcher Conference Center.</li></ol>
---	---

## 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 FY 18. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY19.

### 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>	<p>For goal 1:</p> <ol style="list-style-type: none"> <li>1) 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, 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? (1.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 3\%</math></li> <li>2) Average Inventory YOY will decrease <math>\geq 10\%</math></li> <li>3) Gross Margin will increase YOY <math>\geq 5\%</math></li> <li>4) # of transactions/FTE will increase YOY <math>\geq 3\%</math></li> <li>5) Online Sales will increase <math>\geq 10\%</math> 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- FY17- \$2.98million, vs FY18-\$2.73 million. DECREASED 9.16%</li> <li>2) 7/1/17: \$1,441,346, vs FY18: \$994,536. DECREASED by 45%</li> <li>3) FY17: \$511,329 vs FY18: \$589,892. INCREASED 15.36%</li> <li>4) FY17: <math>40629/6134 = 6.62</math>, vs FY18: <math>40217/5962 = 6.75</math>. INCREASED 1.96%</li> <li>5) FY17: \$105,514, vs FY18: \$242,351. INCREASED 130%</li> <li>6) Completed. Total FY18 Revenue from program: \$125,125. Hope to increase revenue for the program next year.</li> </ol> <p>The majority of metrics were met.</p>
<p><b>Objective 1: Did your department meet this objective?</b></p>	<p>The department met this objective.</p>

**Objective 1: What did your department learn from working toward this objective? What changes will you make based on this effort next year?**

- 1) In order to increase sales, we will focus more on the "rush" timeframe, improving marketing and advertising initiatives for the store, as well as increasing foot traffic.
- 2) Inventory decreased greatly, which is important. We will continue to decrease inventory on hand, YOY, but it won't be by such a high percentage for FY19.
- 3) Gross margin increased 15% YOY, but this number needs to continue to grow in order to become profitable. COGS needs to decrease while net sales increase.
- 4) While this metric improved YOY, it needs to increase more than 1.96% in FY19.
- 5) Online sales continue to be an area of growth for the Store. We invested a number of resources towards the Online Store in FY18 and will continue to push customers this direction, as online classes grow.
- 6) Project completed successfully. We hope to increase sales in FY19 through this initiative.

## 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>	<p>For goal 2:</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>	<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><b>Objective 2: What was your target outcome for this objective? (1.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> between Fall 2016 and Fall 2017</li> <li>2) Customer satisfaction of dining program will increase YOY, based on individual dining venue results (average is calculated to determine entire dining program satisfaction)</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 2016: \$18,500 total sales, vs Fall 2017: \$53,850 total sales. INCREASED 291%</li> <li>2) FY17 Annual Aux Satisfaction Report (Overall Satisfaction by Venue): Average Score was 86.37% satisfied for 8 venues, vs FY18: Average Score was 87.6% satisfied for 8 venues. INCREASED</li> <li>3) FY17 Sales: \$543,322 vs FY18 Sales: \$610,709. INCREASED 12.4%</li> </ol>
<p><b>Objective 2: Did your department meet this objective?</b></p>	<p>The department exceeded 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 since they can be purchased online through the SWORDS account. We will continue to communicate this method of purchasing meal plans to students in order to increase FY19 sales.</li> <li>2) Cochran Dining Hall had great satisfaction improvement. Runway Cafe and Knights Express were consistent YOY, but need to improve overall.</li> <li>3) While catering sales increased YOY, this number needs to be higher in FY19. This is closely tied to improving Hatcher Conference Center sales.</li> </ol>

### 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.</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? (1.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 FY17: \$1,058,657, FY18: (\$21,556)= (\$1,083,213) YOY</li> <li>• Food Services FY17: (\$253,574), FY18: \$533,716= +\$787,290 YOY</li> <li>• Health Services FY17: \$25,414, FY18: \$496= (\$24,918) YOY</li> <li>• Campus Store FY17: (\$541,217), FY18: (\$401,875)= +\$112,342 YOY</li> <li>• Parking FY17: \$33,913, FY18: \$76,133= +\$42,220 YOY</li> <li>• Transportation FY17: \$5,941, FY18: \$8,876= +\$2,935 YOY</li> <li>• Other FY17: (\$101,505), FY18: \$64,407= +\$165,912 YOY</li> <li>• Athletics FY17: (\$2), FY18: (\$46,514)= (\$46,512) YOY</li> </ul> <p>Totals:</p> <ul style="list-style-type: none"> <li>o YOY Change by unit: (\$40,944) YOY</li> <li>o FY17 Total Profit/(Loss): +\$254,627</li> <li>o FY18 Total Profit/(Loss): +\$213,683</li> </ul>
<p><b>Objective 3: Did your department meet this objective?</b></p>	<p>The department did not meet 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>While various units increased net profit YOY, overall, Auxiliary Services decreased total net profit between FY17 and FY18 by (\$40,944). We feel that housing will be more profitable in FY19, as well as the Campus Store, which should improve next year's results dramatically.</p>

#### Objective 4

<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>	<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</li><li>3) Redesign and enhance websites to attract more customers.</li></ol>
<b>Objective 4: How did your department measure this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort)</b>	<ol style="list-style-type: none"><li>1) This metric is qualitative and harder to measure through numbers. A holistic review of auxiliary policies and procedures was accomplished.</li><li>2) Plan, design and implement new marketing and advertising initiatives in FY18. ROI is hard to specifically define, but the goal of each initiative is to have a positive ROI.</li><li>3) The goal is to complete website upgrades in FY18. We will measure website traffic for FY18 and use this as a base metric for increased traffic in FY19. We are unable to obtain pre-upgrade foot traffic.</li></ol>
<b>Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)</b>	<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</li><li>3) Redesign and enhance websites to attract more customers. Use FY18 website foot traffic numbers as a base metric.</li></ol>
<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>	<ol style="list-style-type: none"><li>1) All Auxiliary policies have been reviewed, updated and submitted for approval, including Aux Overview, Sales and Solicitation, Campus Store, Card Services, Food Services, Vending, Beverage Exclusivity, Camps, Licensing, FBO and Hatcher Confr Center.</li><li>2) Both the Campus Store and Hatcher Conference Center completed new marketing campaigns in FY18, targeted to bring in new customers. ROI has yet to be calculated.</li><li>3) The Campus Store, Hatcher Conference Center, Food Services and Summer Camps website were all overhauled in FY18 and are greatly improved. We will use FY18 base numbers to compare website traffic against FY19.</li></ol>

<b>Objective 4: Did your department meet this objective?</b>	The department met this objective.
<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>	ROI for the Campus Store was most likely positive, since little expense was incurred; however, ROI for the Hatcher Conference Center is likely negative, yet this data is still being calculated, as the campaign ended early July. We will focus on more word of mouth, social media and face to face marketing to ensure + ROI going forward.

## 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 FY19.</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>We feel confident that Auxiliary Services is moving in a positive direction. Financially, the department has seen more stability over the last three years and looks to continue this direction indefinitely, especially if on-campus enrollment increases for future years.</p>

Form run:

Wednesday, July 3, 2019

