NACS College Store Competency Model

The green shaded areas represent the Threshold-level KSA—marked for easy identification.

COLLEGE STORE OPERATIONS (CSO)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
CSO.A. Bookstore Operating Cycles	CSO.A.1. Know and apply the general practices of collegiate retailing CSO.A.2. Know and be able to discuss the various college store ownership and management models CSO.A.3. Understand the basic practices of the publishing industry CSO.A.4. Understand the environment and operating cycles of the college/university CSO.A.5. Plan for staffing and work scheduling issues CSO.A.6. Define and document store policies and procedures CSO.A.7. Recognize financial aid cycles and key operations CSO.A.8. Understand the basic practices of purchasing/buying CSO.A.9. Utilize trend analysis	Threshold
CSO.B. Routine Business Operations	CSO.B.1. Identify, understand, and be able to conduct the financial operations that routinely must be conducted. CSO.B.2. Understand and manage cash handling procedures. CSO.B.3. Identify and maintain store records. CSO.B.4. Understand and be able to implement a request for bid for equipment, software, and services. CSO.B.5. Create appropriate reports and other documentation for senior management, governance boards, and other stakeholders.	Threshold
CSO.C. Receiving	CSO.C.1. Process efficiencies analysis --Product pricing strategies --Security tagging --Flow charting --Exception reporting --Handling merchandise for multiple stores CSO.C.2. Create work flow analysis CSO.C.3. Track and process inventory returns to vendors CSO.C.4. Understand shipping requirements to customers CSO.C.5. Negotiate freight contracts (e.g., FOB's) CSO.C.6. Track daily deliveries and returns	Threshold
CSO.D. Financial Management	CSO.D.1. Understand the basic practices of budgeting and forecasting	Threshold

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	CSO.D.2. Understand fund accounting CSO.D.3. Determine and establish financial goals for the store—considering appropriate stakeholders CSO.D.4. Develop and understand financial statements and analysis tools CSO.D.5. Recognize cash flow analysis tools and procedures CSO.D.6. Implement basic financial controls and procedures --Internal/external controls --Revenue controls and procedures --Fraud controls and procedures --Bookkeeping control and procedures --Cashiering procedures CSO.D.7. Plan and conduct physical inventory CSO.D.8. Determine inventory valuation CSO.D.9. Recognize ratio analysis tools and procedures --Inventory turnover --Return-On-Investment (ROI) --Sales tracking and analysis CSO.D.10. Develop an awareness of financial benchmarking practices (e.g., administration of surveys). CSO.D.11. Develop an awareness of Generally Accepted Accounting Principles (GAAP) CSO.D.12. Implement daily and periodic reporting procedures CSO.D.13. Understand underlying financial processes, cycles, and timelines CSO.D.14. Understand how to obtain financial reports from the business office (when applicable) CSO.D.15. Fundamental understanding of the Balance Sheet CSO.D.16. Understand how to use financial benchmarks for strategic goal setting	
CSO.D. Financial Management	CSO.D.17. Utilize ratio analysis tools and procedures --Inventory turnover --Return-On-Investment (ROI) CSO.D.18. Develop sales tracking and analysis methods CSO.D.19. Recognize and apply Generally Accepted Accounting Principles (GAAP) CSO.D.20. Understand underlying financial processes, cycles, and timelines CSO.D.21. Understand activity-based accounting CSO.D.22. Know end-of-year accounting responsibilities CSO.D.23. Understand and be able to use a General Ledger CSO.D.24. Analyze store's performance compared to industry benchmarks CSO.D.25. Develop strategic goals with and without industry benchmarks (e.g., NACS Financial Survey) CSO.D.26. Implement methods to track and achieve strategic goals CSO.D.27. Effectively communicate to owners or school administrators ROI, or lack of	Intermediate Advanced

	ROI, to the business or school	
CSO.E. Physical Plant	CSO.E.1. Understand and be able to plan the physical layout of the store. CSO.E.2. Determine and plan for long-range space needs of the store. CSO.E.3. Ensure proper maintenance of the building and grounds.	Intermediate Advanced
CSO.F. Warehouse	CSO.F.1. Determine policies and procedures for warehouse operation CSO.F.2. Determine location CSO.F.3. Evaluate POS/systems needs CSO.F.4. Understand staffing considerations	Intermediate Advanced
CSO.G. Asset Protection and Loss Prevention	CSO.G.1. Develop a knowledge of safety and security issues and related systems CSO.G.2. Recognize and implement warehouse safety/physical protections CSO.G.3. Distinguish asset life cycles CSO.G.4. Understand internal and external asset protection/theft prevention CSO.G.5. Manage internal and external threats to assets, theft, and administrative loss CSO.G.6. Understand crisis management planning and contingency plans CSO.G.7. Evaluate and protect equipment/capital assets CSO.G.8. Understand basic insurance procedures CSO.G.9. Protect and secure off-site operations	Intermediate Advanced
CSO.H. Systems Solutions	CSO.H.1. Identify the system needs of the bookstore: --POS --Back-office --EDI --E-commerce CSO.H.2. Determine scope of systems (textbook management versus broader application) CSO.H.3. Build and implement hardware/software plan CSO.H.4. Conduct system upgrades, back ups, safeguards (firewall) CSO.H.5. Link to other campus departments (e.g., student registration system, information systems)	Intermediate Advanced