

# NACS College Store Competency Model

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

## BUSINESS STEWARDSHIP (B)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
B.A. Vision and Mission	B.A.1. Develop and write a store mission statement B.A.2. Establish a clear vision for the store B.A.3. Effectively communicate vision/mission to staff, administration, and/or other stakeholders B.A.4. Create an organizational focus B.A.5. Determine, clarify, and support staff and organizational values	Intermediate Advanced
B.B. Assessment and Strategic Planning	B.B.1. Understand the importance of and utilize benchmarks, surveys, and other tools B.B.2. SWOT and other analysis tools and processes B.B.3. Test strategic assumptions B.B.4. Demands a broad-based understanding of all other competencies in store operation. B.B.5. Ability to develop and implement each B.B.6. How to involve staff in the process B.B.7. Flowchart organizational processes B.B.8. Career mapping and succession planning B.B.9. Understand financial management B.B.10. Share strategic plans both inside and outside the organization B.B.11. Store renovation and construction B.B.12. Develop an organizational business plan	Intermediate Advanced
B.C. Challenges in College Store Retailing	B.C.1. Understand the changing operating environments for the college store B.C.2. Understand the uniqueness of operating in the higher education community B.C.3. Ability to monitor: Competition, changing technology, and changing higher education demographics B.C.4. Understanding macro-environment influences (e.g., sweatshops, copyright law)	Advanced
B.D. Building Procedures, Policies, and Practices	B.D.1. Learn and support effective management B.D.2. Ensure that written policies and procedures are in alignment with and support the achievement of organizational goals B.D.3. Document, monitor, and review procedures following store guidelines B.D.4. Address external influences B.D.5. Develop well-organized store personnel and HR functions B.D.6. Develop retail plan that supports the store's organizational goals:	Intermediate Advanced

	<ul style="list-style-type: none"> <li>--Store layout</li> <li>--Buying philosophy</li> <li>--Flowchart of buying cycles</li> <li>--Vendor responsibilities</li> <li>--Pricing guidelines</li> <li>--Critical success factors</li> <li>--Key performance indicators</li> </ul> <p>B.D.7. Needs assessment  B.D.8. Process and activity analysis  B.D.9. Gap analysis  B.D.10. Internal and external customer communication  B.D.11. Feedback mechanisms</p>	
B.E. Creating and Leading Cultures	<p>B.E.1. Communicate the vision  B.E.2. Develop a synergistic culture  B.E.3. Translate theory to practice  B.E.4. Understand the different types of teams  B.E.5. Develop and implement effective teams  B.E.6. Cultivate teamwork  B.E.7. Exercise flexible or situational leadership  B.E.8. Develop a service orientation  B.E.9. Embrace and management change  B.E.10. Pursue continuous improvement  B.E.11. Invest in human capital  B.E.12. Develop a learning environment (supporting continuous employee learning)  B.E.13. Build competency and expertise  B.E.14. Mentoring and coaching  B.E.15. Empower employees  B.E.16. Build an atmosphere of integrity, respect and trust  B.E.17. Foster a joy of competition rather than a fear of it</p>	Intermediate Advanced