

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

	<p>CSO.D.2. Understand fund accounting</p> <p>CSO.D.3. Determine and establish financial goals for the store—considering appropriate stakeholders</p> <p>CSO.D.4. Develop and understand financial statements and analysis tools</p> <p>CSO.D.5. Recognize cash flow analysis tools and procedures</p> <p>CSO.D.6. Implement basic financial controls and procedures</p> <ul style="list-style-type: none"> --Internal/external controls --Revenue controls and procedures --Fraud controls and procedures --Bookkeeping control and procedures --Cashiering procedures <p>CSO.D.7. Plan and conduct physical inventory</p> <p>CSO.D.8. Determine inventory valuation</p> <p>CSO.D.9. Recognize ratio analysis tools and procedures</p> <ul style="list-style-type: none"> --Inventory turnover --Return-On-Investment (ROI) --Sales tracking and analysis <p>CSO.D.10. Develop an awareness of financial benchmarking practices (e.g., administration of surveys).</p> <p>CSO.D.11. Develop an awareness of Generally Accepted Accounting Principles (GAAP)</p> <p>CSO.D.12. Implement daily and periodic reporting procedures</p> <p>CSO.D.13. Understand underlying financial processes, cycles, and timelines</p> <p>CSO.D.14. Understand how to obtain financial reports from the business office (when applicable)</p> <p>CSO.D.15. Fundamental understanding of the Balance Sheet</p> <p>CSO.D.16. Understand how to use financial benchmarks for strategic goal setting</p>	
CSO.D. Financial Management	<p>CSO.D.17. Utilize ratio analysis tools and procedures</p> <ul style="list-style-type: none"> --Inventory turnover --Return-On-Investment (ROI) <p>CSO.D.18. Develop sales tracking and analysis methods</p> <p>CSO.D.19. Recognize and apply Generally Accepted Accounting Principles (GAAP)</p> <p>CSO.D.20. Understand underlying financial processes, cycles, and timelines</p> <p>CSO.D.21. Understand activity-based accounting</p> <p>CSO.D.22. Know end-of-year accounting responsibilities</p> <p>CSO.D.23. Understand and be able to use a General Ledger</p> <p>CSO.D.24. Analyze store's performance compared to industry benchmarks</p> <p>CSO.D.25. Develop strategic goals with and without industry benchmarks (e.g., NACS Financial Survey)</p> <p>CSO.D.26. Implement methods to track and achieve strategic goals</p> <p>CSO.D.27. Effectively communicate to owners or school administrators ROI, or lack of</p>	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

COURSE MATERIALS AND INTELLECTUAL PROPERTY (CMIP)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
CMIP.A. Textbook Planning Cycle	CMIP.A.1. Plan and implement textbook adoption cycle for each term CMIP.A.2. Understand and address staffing considerations CMIP.A.3. Review/Edit all orders from faculty CMIP.A.4. Determine quantities for each title CMIP.A.5. Source course materials (Publishers, Distributor/wholesaler, Used book wholesaler) CMIP.A.6. Determine order timing for each title (e.g., non-U.S. publishers) CMIP.A.7. Document, produce, and submit purchase orders (e.g., via phone, fax, Pubnet, etc.) CMIP.A.8. Produce shelf tags for all titles CMIP.A.9. Plan and arrange sales floor (e.g., using shelf tags) CMIP.A.10. Review publisher responses regarding delayed or other order exceptions and communicate to faculty as necessary. CMIP.A.11. Monitor purchase orders CMIP.A.12. Determine courses not submitting titles CMIP.A.13. Manage returns and non-returnable titles (Timing, Projections, First-run publishers, Mass returns, Pulling and processing) CMIP.A.14. Determine and manage at-risk titles CMIP.A.15. Evaluate textbook management systems	Threshold
CMIP.B. Textbook Floor Layout	CMIP.B.1 Develop and define: <ul style="list-style-type: none"> --Floor Plan --Fixturing for course materials --Overstock locations --Temporary locations --Shelf card information --Floor stacks CMIP.B.2. Adopt inventory management and control concepts related to layout	Threshold
CMIP.C. Communication for Course Materials Management	CMIP.C.1. Develop communication channels with faculty, departments, and staff regarding: <ul style="list-style-type: none"> --Course material adoptions --Copyright issues --Desk copy policies and procedures --Course packs production cycles --Vendor miss-/communications CMIP.C.2. Create procedures for a shipping and receiving department in store CMIP.C.3. Develop vendor, publisher, and representative relations CMIP.C.4. Communicate effectively with store management and other staff CMIP.C.5. Explore avenues for communicating with students and organizations	Threshold

CMIP.D. Copyright	<p>CMIP.D.1. Understand the fundamentals of copyright compliance and develop copyright-related policies:</p> <ul style="list-style-type: none"> --Fair Use (Library/Academic interpretation) --Infringement issues and penalties --Obtaining permissions --Current digital and Internet-related copyright issues --Copyright Clearance Center (CCC) --Digital Millennium Copyright Act (DMCA) 	Threshold
CMIP.E. Budgeting Concerns for Course Materials	<p>CMIP.E.1. Determine acquisition targets for new versus used textbooks</p> <p>CMIP.E.2. Estimate total sales per term, per year</p> <p>CMIP.E.3. Calculate:</p> <ul style="list-style-type: none"> --Cost of goods (cost of books) --Cost of acquisition --Personnel costs <p>CMIP.E.4. Utilize sell-through analysis and target goals</p> <p>CMIP.E.5. Budget for returns and non-returnable titles</p> <p>CMIP.E.6. Returns, write-offs, and commissions</p>	Threshold
CMIP.F. New vs. Used Decision	<p>CMIP.F.1. Understand why a store would sell used books</p> <p>CMIP.F.2. Costs of used book acquisition</p> <p>CMIP.F.3. What sales of new vs. used do to:</p> <ul style="list-style-type: none"> --Gross sales (sales volume) --Margin --Bottom line --Context within the greater industry 	Threshold
CMIP.G. Projected Sales Analysis	<p>CMIP.G.1. Estimate future sales figures by understanding and utilizing available data, including:</p> <ul style="list-style-type: none"> --Past and future enrollment --Historical analysis --Competition --Type of course: Traditional vs. distance education --Level of course --Popularity of faculty --Full-time versus part-time student base 	Threshold
CMIP.H. Ethical and Legal Considerations for Course Materials	<p>CMIP.H.1. Identify and understand the issues involved with:</p> <ul style="list-style-type: none"> --Gift policies (e.g., from vendors) --Pricing --Complimentary copy issues (to buy or not to buy, to sell or not to sell) --Representative information and/or activities --State laws—book-list availability --Dual pricing 	Threshold

	<ul style="list-style-type: none"> --Bundles/packaging --ISBNs --Defective/damaged titles 	
CMIP.I. Digital Content Delivery	<p>CMIP.I.1. Define common terminology related to digital content and delivery</p> <p>CMIP.I.2. Communicate the need to foster an internal and external digital environment</p> <p>CMIP.I.3. Identify key stakeholders and vendors</p> <p>CMIP.I.4. Explain the benefits and drawbacks for common electronic course material platforms</p> <p>CMIP.I.5. Explain which electronic devices support common electronic formats</p> <p>CMIP.I.6. Explain how to discover the types of digital course materials currently provided on campus</p> <p>CMIP.I.7. Give examples of how digital course materials can be incorporated into the adoption process</p> <p>CMIP.I.8. Describe new job responsibilities that reflect the change from textbook provider to digital content and delivery provider</p> <p>CMIP.I.9. Describe methods to catalog faculty's unpublished (no ISBN) digital course materials (e.g., blogs, faculty websites, pod casts, etc.)</p> <p>CMIP.I.10. Explain how to dispense digital course information and/or materials to students (e.g., Course management system, e-books, e-reserves, blogs, pod casts, etc.)</p> <p>CMIP.I.11. Explain how to establish and develop relationships with:</p> <ul style="list-style-type: none"> --Key campus technology and information service providers (e.g., Information technology, instructional technologies, library, CIO, Provost, etc.) --Digital course material stakeholders (e.g., Faculty, students, publishers, administration, etc.) <p>CMIP.I.12. Facilitate effective communication amongst digital content and delivery stakeholders (e.g., publishers to bookstore, faculty to students, etc.)</p> <p>CMIP.I.13. Cite resources that enable course material managers to be aware of future technological advances effecting higher education</p>	Threshold
CMIP.I. Digital Content Delivery	<p>CMIP.I.14. Evaluate store readiness to successfully sell services for digital content and delivery to students</p> <p>CMIP.I.15. Scan, interpret, and respond to student buying habits of digital content and delivery</p> <p>CMIP.I.16. Establish and develop relationships which yield current and future campus plans for utilization of digital course materials</p> <p>CMIP.I.17. Operationalize store delivery of digital course information and materials to students</p>	Intermediate Advanced
CMIP.J. Sell-through Analysis	<p>CMIP.J.1. Develop the skills to complete and apply a sell-through analysis</p> <ul style="list-style-type: none"> --Actual sales vs. actual enrollment --Actual sales vs. total of books available for purchase <p>CMIP.J.2. Recognize the benefits of sell-through analysis</p> <ul style="list-style-type: none"> --Aids in future determination of quantities to have on hand 	Advanced

	--Analysis of marketing/merchandising effect on sales	
CMIP.K. Custom Publishing	<p>CMIP.K.1. Determine whether to create course packs</p> <p>CMIP.K.2. Partner with a print shop vs. do-it-yourself</p> <p>CMIP.K.3. Define the production cycle</p> <p>CMIP.K.4. Understand copyright permissions acquisition</p> <ul style="list-style-type: none"> --Paying royalties to copyright holders --Royalty fees to faculty and/or departments (e.g., university policies) <p>CMIP.K.5. Create specific course pack policies (e.g., returns, exchanges, pricing)</p>	Intermediate
CMIP.L. Reservation Service	<p>CMIP.L.1. Identify the purpose and issues associated with implementing a reservation service:</p> <ul style="list-style-type: none"> --Space limitations --Payment options --Pick-up options and procedures location --Promotion and Marketing --Extra staffing and use of equipment --Outline of work and written procedures --Refund exchange policy --Unavailable items 	Intermediate
CMIP.M. Buyback	<p>CMIP.M.1. Estimate quantities</p> <p>CMIP.M.2. Identify arguments for/against year-round buyback</p> <p>CMIP.M.3. Planning and implementing opening and end-of-term buys</p> <p>CMIP.M.4. Staffing considerations</p> <p>CMIP.M.5. Recognize differences between self-operating or using a wholesaler for buyback</p> <p>CMIP.M.6. Understand issues associated with changing from buyback to want lists</p> <p>CMIP.M.7. Understand issues associated with complimentary copies</p> <p>CMIP.M.8. Understand and determine discounts, sell/buying ratios, and return policies regarding vendor buyback transactions</p> <p>CMIP.M.9. Promote buyback</p>	Intermediate Advanced
CMIP.N. Buying from Used-book Wholesalers	<p>CMIP.N.1. Want lists</p> <p>CMIP.N.2. Bin and Hold</p> <p>CMIP.N.3. Special shipping requests</p>	Intermediate
CMIP.O. On-line Textbook Sales	<p>CMIP.O.1. Tracking and other POS functions for online sales</p> <p>CMIP.O.2. Review for correctness</p> <p>CMIP.O.3. Pricing strategy</p> <p>CMIP.O.4. Fulfillment policies and procedures</p> <p>CMIP.O.5. On-site order retrieval</p> <p>CMIP.O.6. Buyback</p>	Intermediate Advanced

LEADERSHIP AND HUMAN RESOURCES (LHR)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
LHR.A. Attaining Professional Success	LHR.A.1. Effective communication skills LHR.A.2. Effective decision-making LHR.A.3. Mediate and resolve conflict LHR.A.4. Time management LHR.A.5. Prioritizing and organization LHR.A.6. Maintain personal balance and control LHR.A.7. Cross-train education LHR.A.8. Run effective meetings LHR.A.9. Leadership development LHR.A.10. Presenting and networking LHR.A.11. Identify and understand purpose of other relevant associations in retail and higher education, including: --American Council on Education (ACE) --Association of College and Research Libraries (ACRL) --Association of College Unions International (ACUI) --Association of Research Libraries (ARL) --EDUCAUSE --National Association of College and University Business Officers (NACUBO) --National Association of College Auxiliary Services (NACAS) --National Retail Federation (NRF)	Threshold
LHR.B. Staff Development	LHR.B.1. Empower teams and staff LHR.B.2. Delegation and feedback LHR.B.3. Management versus leadership LHR.B.4. Manage others effectively LHR.B.5. Identify common purpose or goals LHR.B.6. Diversity in staff and teams LHR.B.7. Motivation and rewards LHR.B.8. Project management LHR.B.9. Group leadership and facilitation skills	Threshold
LHR.C. Hiring and Performance Management	LHR.C.1. Candidate searches, screening, and interviewing LHR.C.2. Can/Will/Fit and hiring practices LHR.C.3. Interpersonal skills and personality/behavioral traits LHR.C.4. Develop and implement orientation/training programs LHR.C.5. Evaluation, feedback, and benchmarks for performance LHR.C.6. Recognition and rewards	Intermediate Advanced

	LHR.C.7. Performance coaching, discipline, and conflict management LHR.C.8. Position descriptions and department/organization charts	
LHR.D. Human Resources	LHR.D.1. Understand the human resource function LHR.D.2. Employ effective staff scheduling practices LHR.D.3. Design and management an effective compensation program LHR.D.4. Produce an employee handbook to provide relevant documentation LHR.D.5. Policy manuals LHR.D.6. Employee benefits LHR.D.7. Worker's compensation LHR.D.8. Unions LHR.D.9. Understand diversity issues related to Human Resources LHR.D.10. Federal employment laws --Minimum Wage --Age discrimination --Equal Employment Opportunity --Affirmative Action --Sexual harassment laws --Family and Medical Leave Act (FMLA) --Americans with Disabilities Act (ADA) --Laws regarding interviewing and hiring	Intermediate Advanced

MARKETING AND CAMPUS RELATIONS (MCR)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
MCR.A. Developing a Marketing Strategy and Plan	<p>MCR.A.1 Define various media vehicles and obtain competitive pricing.</p> <p>MCR.A.2 Bring together disparate groups</p> <p>MCR.A.3. Use creative abilities to identify new markets and products</p> <p>MCR.A.4. Quantify marketing efforts and their results</p> <p>MCR.A.5. Involve staff, students, and other key stakeholders</p> <p>MCR.A.6. Identify and characterize market segments</p> <p>MCR.A.7. Identify on-/off-campus target markets, e.g.,</p> <ul style="list-style-type: none"> --High schools --Alumni --Community --Faculty --Student groups --Athletic department <p>MCR.A.8. Identify marketing vehicles and costs</p> <p>MCR.A.9. Identify campus events and opportunities</p> <p>MCR.A.10. Create a marketing plan</p> <p>MCR.A.11. Develop a marketing budget</p> <p>MCR.A.12. Create marketing calendar–focus on campus calendar and events</p> <p>MCR.A.13. Implement growth strategies</p> <p>MCR.A.14. Evaluate marketing efforts</p>	Threshold
MCR.B. Marketing Vehicles	<p>MCR.B.1. Recognize and understand specific marketing terms such as Reach, Frequency, Push, and Pull.</p> <p>MCR.B.2. Understand and employ guerilla marketing</p> <p>MCR.B.3. Understand and employ:</p> <ul style="list-style-type: none"> --Indoor and Outdoor Store Signage --Printed advertising --Coupons, inserts, and leaflets --Local and campus newspapers --Radio and television --E-mail --Web site --Alumni / staff newsletters --Campus events -Sponsorships -Sports events 	Threshold

	<ul style="list-style-type: none"> -Author events -Faculty or new student orientation --“Chalking” sidewalks --Campus buses and bus stops --Mailbox inserts --Coupons 	
MCR.C. Public Relations	<p>MCR.C.1. Understand the public relations function</p> <p>MCR.C.2. Industry involvement</p> <p>MCR.C.3. Awards, recognition, and incentives for campus and community groups</p> <p>MCR.C.4. Discount policies</p> <p>Communicate:</p> <p>MCR.C.5. “The textbook dollar”</p> <p>MCR.C.6. Partnering in the adoption process</p> <p>MCR.C.7. Surveys</p> <p>MCR.C.8. Outreach efforts</p> <p>MCR.C.9. Focus groups</p> <p>MCR.C.10. Other products and services offered</p>	Threshold Intermediate
MCR.D. Campus Relations	<p>MCR.D.1. Understand campus hierarchy and relationships</p> <p>MCR.D.2. Identify best methods of communication (e.g., meetings, e-mail, phone)</p> <p>MCR.D.3. Determine viability of cross-departmental communications</p> <p>MCR.D.4. Form and work with bookstore committees</p> <p>MCR.D.5. Identify technology and innovations on campus and the role for the college store (e.g., debit cards)</p>	Intermediate
MCR.E. Campus Contact Communications	<p>MCR.E.1. Clarify and confirm desired role of bookstore</p> <p>MCR.E.2. Communicate product and services offered (faxing, check cashing)</p> <p>MCR.E.3. Identify outreach accomplishments (sponsorships, donations, special orders)</p> <p>MCR.E.4. Offer assistance/support to help deliver their objectives</p> <p>MCR.E.5. Determine clear financial goals and objectives–plan ongoing financial reviews</p> <p>MCR.E.6. Produce annual reports</p> <p>MCR.E.7. Document and communicate store contributions to campus and community</p>	Intermediate Advanced
MCR.F. Campus-wide Partnerships	<p>MCR.F.1. Determining/targeting prospective campus partners</p> <p>MCR.F.2. Residence Hall organizations</p> <p>MCR.F.3. Partner with other campus departments</p> <p>MCR.F.4. Partner with local businesses</p> <p>MCR.F.5. Season Ticket holders</p> <p>MCR.F.6. Student Organizations</p> <p>MCR.F.7. Athletic Department</p> <p>MCR.F.8. Departmental purchasing</p> <p>MCR.F.9. Alumni department</p> <p>MCR.F.10. Information technology department</p>	Intermediate

MCR.G. Sales and Promotions	MCR.G.1. Develop a print ad flyer MCR.G.2. Develop a radio script MCR.G.3. Develop e-mail-based vehicles MCR.G.4. Implement a web site strategy MCR.G.5. Identify targeted product and effective price points MCR.G.6. Develop a financial plan for a successful sale (markdown dollars, impact on gross margin, cost of marketing vehicles, impact of sale–incremental sales versus costs)	Threshold Intermediate
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RETAILING (R)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
R.A. General History of Retailing	R.A.1. General understanding of retailing and the descriptors of the industry. R.A.2. Methods of categorizing retailers R.A.3. Legislation (sales tax, FOIA, etc.) R.A.4. Trends and external forces impacting general retailing	Threshold
R.B. Retail Planning	R.B.1. Understand and apply the vision and mission for the store as a retailer and/or for the merchandise mix R.B.2. Understand and know how to establish retail objectives for the college store --Market performance --Personnel --Financial performance --Goals and benchmarks --Societal objectives	Threshold
R.B. Retail Planning	R.B.3. Identify and build competitive advantage R.B.4. Implement growth strategies	Intermediate Advanced
R.C. Customer Service	R.C.1. Understand customer service and unique needs and service expectations of college store customers R.C.2. Establish customer service standards and practices R.C.3. Deal with difficult customers R.C.4. Complaint resolution R.C.5. Customer service training R.C.6. Salesmanship training R.C.7. Know how to assist customers with disabilities	Threshold
R.C. Customer Service	R.C.8. Establish customer service strategy R.C.9. Meet and exceed customer service standards R.C.10. Build customer loyalty R.C.11. Evaluate quality of customer service (e.g., against customer expectations, service standards) R.C.12. Communicate customer service promise	Intermediate Advanced
R.D. Retail Selling	R.D.1. Prospecting R.D.2. Approaching R.D.3. Determine customer needs R.D.4. Product knowledge R.D.5. Presentation R.D.6. Hand-selling R.D.7. Suggestive selling and persuading	Threshold

	R.D.8. Close the sale	
R.E. Know Customer Needs/Wants	R.E.1. Understand customer buying behavior R.E.2. Know the customer and determine customer needs	Threshold
R.E. Know Customer Needs/Wants	R.E.3. Understand customer relationship management --Collecting customer data --Utilizing customer data to target customers R.E.4. Create and implement CRM program	Intermediate Advanced
R.F. Planning Merchandise Assortments	R.F.1. Plan assortments and organize buying according to category R.F.2. Set financial objectives for merchandise plan R.F.3. Plan budget for fashion merchandise R.F.4. Forecast sales for non-textbook categories R.F.5. Know the typical product categories: --Apparel/Fashion merchandise --Computer Hardware/Software (Product mix, Outsourcing, and Software Licensing) --General merchandise --General/trade books --Greek/Fraternal --Health and beauty --Insignia/gift items --Medical supplies --Movies/DVDs --Music/CDs --Office/School supplies R.F.6. Analyze performance of merchandise	Threshold Intermediate
R.G. Buying Merchandise	R.G.1. Know future of supply chain management R.G.2. Understand data warehouses R.G.3. Merchandise budgeting & buying cycles R.G.4. Buying groups R.G.5. Co-ops R.G.6. Business and buying ethics and the NACS Code of Buying Ethics R.G.7. Connect with vendors R.G.8. Negotiate with vendors R.G.9. Ordering R.G.10. Buying staple merchandise R.G.11. Open-to-buy R.G.12. Collegiate licensing	Threshold Intermediate
R.H. Pricing	R.H.1. Understand common retail pricing strategies (e.g., “everyday low” versus “high/low”) R.H.2. Understand and be able to use price-setting methods --Cost-oriented method --Keystone method	Threshold Intermediate

	<ul style="list-style-type: none"> --Demand-oriented method --Competition-oriented method R.H.3. Types of price adjustments R.H.4. Stimulate sales through price R.H.5. Planned and unplanned markdowns R.H.6. Evaluate pricing R.H.7. Understand the use of and establish pricing and labeling standards 	
R.I. Inventory Control and Management	<ul style="list-style-type: none"> R.I.1. General merchandise inventory control R.I.2. Understand and use the following: <ul style="list-style-type: none"> --Receiving --Merchandise turns and inventory control --Returns --Write-offs --Obsolete merchandise 	Threshold
R.J. Multi-channel Retailing	<ul style="list-style-type: none"> R.J.1. Know types of retail channels R.J.2. Implement electronic retailing R.J.3. Knows when and how to implement multi-channel retailing 	Threshold Intermediate
R.K. Visual Merchandising	<ul style="list-style-type: none"> R.K.1. Elements of visual merchandising: color and texture, line and composition, light and lighting R.K.2. Merchandising display basics R.K.3. Fixtures and layout R.K.4. Plan-a-grams 	Threshold Intermediate
R.L. Promotion	<ul style="list-style-type: none"> R.L.1. Props, promotions, and signage R.L.2. POP displays R.L.3. Events (e.g., fashion shows) 	Threshold Intermediate
R.M. Advertising	<ul style="list-style-type: none"> R.M.1. Understand the nature of advertising in the college store R.M.2. Developing and implementing an advertising plan R.M.3. The changing nature of advertising in today's college store market R.M.4. Develop store brand image R.M.5. Communicate a promise to the customer 	Threshold Intermediate
R.N. Retailing Services	<ul style="list-style-type: none"> R.N.1. College store retailing, e.g.: <ul style="list-style-type: none"> --ATMs --Balloons --Deliveries --Dry cleaning --Faxing --Flowers --Photo developing --Vending machines 	Intermediate Advanced

	<p>R.N.2. Convenient stores and their operation</p> <p>R.N.3. Commissionable and fee-bearing services</p> <p>R.N.4. Copyright and custom publishing</p> <p>R.N.5. Rental programs</p> <p>R.N.6. Store-supported college services:</p> <ul style="list-style-type: none"> --Commencement --Special event hosting --Rental and leasing services 	
R.K. Retailing Technologies	<p>R.O.1. Assess the cost-benefits of college store reliance on technologies</p> <p>R.O.2. POS, text database management, and store web sites</p> <p>R.O.3. Vendor relations and technology products as operational expense</p> <p>R.O.4. Customer service challenges of integrated store systems</p>	<p>Intermediate Advanced</p>

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: --Store layout --Buying philosophy --Flowchart of buying cycles --Vendor responsibilities --Pricing guidelines	Intermediate Advanced

	<ul style="list-style-type: none"> --Critical success factors --Key performance indicators 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 	
B.E. Creating and Leading Cultures	<ul style="list-style-type: none"> 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 	Intermediate Advanced