



# EL CAMINO COLLEGE

## **DIRECTOR, BOOKSTORE**

Classification:	Classified Administrator	Retirement Type:	PERS*
Salary Range:	11	Revised/Board Approval:	June 17, 2024

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### **KEY ROLES/RESPONSIBILITIES**

Under the general direction of the Vice President of Administrative Services, exercise leadership of the areas assigned providing functional supervision over assigned positions. Implement the department's or unit's vision and develop, organize, and implement goals and objectives; plan, develop, organize schedule, direct, improve and evaluate assigned programs, services, and activities; and provide oversight, development, and coordination of all elements of the areas assigned, including a high volume, multi-faceted, retail, service-oriented Bookstore that provides essential and supportive products and services to meet the current and future needs of students, faculty, and staff.

Foster a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the assigned unit, department, and Administrative Services Area; lead by example; actively participate in and support College-wide shared governance components and activities and other collaborative processes; encourage professional excellence among assigned staff; and promote, foster, and facilitate an organizational culture of customer service, teamwork, and innovation.

### **SUPERVISION RECEIVED and EXERCISED**

- Receive general direction from the Vice President of Administrative Services.
- Supervise, motivate, and evaluate the performance of assigned staff, interview and select employees; recommend promotions, transfers, reassignment, termination, and disciplinary actions to the assigned reporting level.
- Review and recommend staffing patterns, approve goals and performance objectives for personnel.
- Provide consistent direction in administering the collective bargaining agreements with faculty and classified employees; understand and interpret agreements for faculty and staff as directed.
- Foster a culture of sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students, faculty, and staff.

## **REPRESENTATIVE DUTIES**

*The following duties and responsibilities are typical for this position. Incumbents may not perform all the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.*

### **I. LEADERSHIP**

1. Lead, direct, and manage the planning, development, organization, scheduling, direction, performance, and evaluation of programs and services of assigned departments or units. Articulate a clear vision of assigned areas, including services, applications, and benefits provided. Lead and manage change within assigned departments or units and across the Administrative Services Area as directed.
2. Actively participate in long-range planning, program review, and resource development activities. Promote transparency within and among assigned units or departments.
3. Participate actively in the life of the College, including operational processes and initiatives, by serving on College committees, workgroups, task forces, and councils as assigned.
4. Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy. Prepare and implement the department's budget.
5. Enhance innovation and participation in issues related to areas of assignment to ensure ongoing sustainability of the College.
6. Support student learning using a variety of effective instructional methods, educational technologies, and college resources.
7. Be accountable for effective and efficient utilization of resources. Control and authorize expenditures in accordance with established guidelines. Measure and assess outcomes. Identify opportunities for improvement within assigned areas and implement actions to strengthen services to students and the campus community.
8. Support and promote College initiatives including Diversity, Equity, Inclusion, Accessibility and Anti-racism.
9. Serve as Campus Security Authority (CSA) for Clery Act reporting requirements. Maintain up-to-date certification for CSA status.

### **II. FUNCTIONAL RESPONSIBILITIES: *College Level***

1. Provide effective oversight and ongoing guidance over all aspects of the areas assigned, including resource planning, budgeting, tracking, and reporting. Provide technical expertise as directed.
2. Monitor and improve the delivery of services throughout the areas assigned. Promote an effective work environment that supports high performance teamwork, continuous improvement, and ongoing sustainability of College resources.
3. Support the fiscal integrity of the College to promote and empower student learning, success, and self-advocacy.
4. Participate in grievances, disciplinary meetings, legal matters, and other employment related activities within areas assigned. Be alert for and effectively manage trouble spots in assigned service areas.

5. Provide timely operational, technical, and functional information to the Director, Department Head, Vice President, and other College administrators, as directed. Interpret routine policies and regulations and recommend appropriate courses of action in unusual and complex circumstances. Demonstrate effective stewardship through continuous monitoring and reporting of resource needs, deployment, and utilization.
6. Ensure that all programs, services, activities, events, and experiences demonstrate sensitivity to and understanding of the diverse academic, socioeconomic, cultural, linguistic, disability, and ethnic backgrounds of community college students, faculty, and staff.
7. Serve as a Campus Security Authority (CSA) for Clery Act reporting requirements. Maintain up-to-date certification for CSA status.

**FUNCTIONAL RESPONSIBILITIES: Job Level**

1. Plan, organize, direct, and evaluate the operation of a high volume, multi-faceted, retail, service-oriented Bookstore. Develop department goals and objectives, assure compliance with College, State, and Federal laws, rules, and regulations and select, train, and evaluate staff, casual employees, and student workers. Provide leadership and guidance to professional staff.
2. Work closely with the Vice President of Administrative Services to improve marketability and profitability of Bookstore services. Research, identify, and capitalize on business opportunities. Pursue opportunities to increase and maximize Bookstore revenues and expand services for students. Monitor student preferences to develop new business opportunities and sustain current services.
3. Develop, prepare, and manage the annual budget for the Bookstore. Analyze and review budgetary and financial data, and control and authorize expenditures in accordance with established budget.
4. Operate the Bookstore in a financially sound manner that provides financial support to the College. Establish and administer budget, pricing structure, and margin of profit, merchandising strategy, physical layout, marketing and advertising activities. Establish sound fiscal procedures and ensure accountability of bookstore financial transactions.
5. Develop and manage daily and long-term goals in a demanding, high-pressure environment. Analyze and monitor sales and inventory levels. Assess and implement changes in marketing and technology to meet customer needs.
6. Direct and maintain the operation of MBS ARC/POS System for purchasing, receiving, returns, textbook buyback, point-of sale cash terminals, student loan programs, bar-code scanning, and MAS accounting systems. Work with professional software personnel to implement effective database programs.
7. Develop and implement procedures and guidelines for computers; point-of-sale cash terminals, textbook management system, accounts receivable, accounts payable, electronic banking, Book Loan Programs, and NSF checks. Provide support and motivation to support staff within the bookstore to coordinate the use of technology to provide increased service to customers.
8. Develop operating policies, practices and procedures for clerical activities, cash handling, purchasing, shipping & receiving, stocking, storage, pricing, returns, marketing and selling of course books, custom publishing, reference, trade, supplies, clothing, food, and promotional activities.

9. Coordinate, supervise and monitor vendor relations, loan, and grant programs from State and Federal agencies.
10. Direct and oversee contract administration of security providers, publishers, and vendors. Direct and approve all advertising, promotional and income generating activities. Review, coordinate and direct building maintenance and custodial functions. Monitor delivery of all goods and services to ensure contract terms are satisfied.
11. Maintain appropriate records and reports necessary to comply with College, government, and accrediting agency standards, regulations, and codes. Direct the preparation and maintenance of reports to federal, state, and private agencies. Provide clearly written ad-hoc reports and analyses when requested or as appropriate.
12. Communicate with other administrators, personnel, and vendors to coordinate activities and programs, resolve issues and conflicts, and exchange information. Attend and conduct a variety of meetings.
13. Evaluate and approve purchases and oversee maintenance of operational equipment and supplies. Approve and sign purchase orders, invoices, checks, daily cash and banking reports and other documents. Coordinate and approve special event selling on campus of outside vendors.
14. Develop appropriate procedures and coordinate and conduct an annual audit of physical inventory of retail store. Identify and assess problems quickly and determine appropriate resolution. Communicate any issues or concerns to senior management on a timely basis.
15. Direct and coordinate State, Federal, and on campus Book Loan Programs. Interact extensively with counselors, monitor compliance of approved materials, tax status, billing and audit regulations and requirements. Monitor financial database, including line-item transactions, preparation of invoices, and payments.

### **III. RELATIONSHIPS**

1. Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.
2. Advance an effective process of collaboration and collegial consultation conducted with integrity and respect to inform and strengthen decision-making.
3. Work closely with other departments within the Administrative Services Area and across the College to foster and facilitate a seamless student experience and increase student success.
4. Work cooperatively and communicate effectively with College administrators and staff, representatives of State and federal agencies, educational institutions, social service organizations, community representatives, and others to coordinate and implement assigned programs and activities and provide information to others.
5. Attend a variety of administrative and staff meetings related to strategic planning, budget, advisory committees, and other assigned activities; participate in consultation, shared governance, and appropriate advisory committee meetings. Chair committees as assigned.
6. Maintain and encourage effective communication with assigned staff by holding regular staff meetings. Provide timely information to staff about issues, programs, and practices

affecting the department, Administrative Services Area, and the College.

7. Network with professional colleagues inside and outside of the College. Attend workshops and professional conferences to stay informed of new developments and technologies; serve on a variety of campus, community, and state committees; meet with representatives of business, industry, and local government as appropriate.
8. Participate as an active member of the Vice President of Administrative Services management team.

#### **IV. ORGANIZATION MANAGEMENT**

1. Maintain up-to-date knowledge of the regulations, policies, requirements, and eligibility criteria for assigned programs and ensure compliance with the College's policies, procedures, and practices.
2. Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation. Implement priorities in conjunction with the College's comprehensive planning and budgeting guidelines. Implement an organizational structure that maximizes utilization of resources and ensures effective and efficient delivery of services.
3. Train, supervise, motivate, and evaluate the performance of assigned managerial, professional, operational, technical, and support personnel; recommend transfers, reassignment, termination, and disciplinary actions as needed; delegate and review assignments; evaluate work products and results, implement appropriate procedures to accommodate need for information and assistance; establish and monitor timelines and prioritize work. Monitor employee performance on a regular basis and provide coaching for performance improvement and/or development as needed. Anticipate, prevent, and resolve conflicts under areas of supervision.
4. Implement plans for efficient and appropriate use and security of assigned facilities; ensure compliance with health and safety regulations.
5. Work with Information Technology personnel on a continual basis to enhance and improve relevant computer systems. Learn and apply emerging technologies to perform duties and provide services in an efficient, organized, and timely manner. Work to modernize infrastructure and technological resources to facilitate a positive learning and working environment and promote student success.
6. Perform other duties as assigned.

#### **MINIMUM QUALIFICATIONS**

**Education:** Bachelor's degree from an accredited college or university in accounting, business administration, or related field

**Experience:** Five (5) years increasingly responsible experience in the administration of a bookstore or other similar retail sales environment.

#### **LICENSES AND OTHER REQUIREMENTS**

Valid California driver's license

(Note that for travel reimbursements, a valid California driver's license and successful completion of the District's Defensive Driver Training program is required.)

## **DESIRED QUALIFICATIONS**

**Desirable Experience:** Experience with retail accounting, inventory systems, and knowledge of computer-based textbook management is highly desirable. College bookstore experience preferred.

### **Knowledge/Areas of Expertise: College Level**

- California Education Code, Title 5, Chancellor's Office administrative procedures, Federal laws and regulations and other legal parameters that affect the policies and practices of the College, as they apply to areas assigned.
- Understanding of higher education principles and practices in community colleges, including the mission of the California Community Colleges.
- Community college organization, operations, policies, and objectives, including specific policies and procedures of El Camino College covering the departments or units supervised.
- Specific needs and interests of community college students.
- Principles of business administration, management, marketing, and record keeping.
- Effective organizational and management practices pertaining to the analysis and evaluation of projects, programs, policies, procedures, department performance metrics, and operational needs.
- Effective fiscal management strategies, including understanding of budget concepts, principles, and practices, and effective budget administration and control.
- Effective financial reporting and record keeping.
- Grant proposal writing and special funding resources applicable to areas supervised.
- Appropriate risk management strategies, safety precautions, and procedures.
- Principles of communicating and collaborating effectively with diverse students, faculty, staff, and administration.
- Effective methods for conflict resolution and crisis management.
- Effective change management principles and practices.
- Evaluation and statistical methodology for preparation of statistical research and reports.
- Effective marketing, promotion, and public relations techniques. Preparation, publication, and distribution of informational and promotional materials related to areas assigned.
- Effective written and oral communication skills. Effective interpersonal skills using tact, patience, and courtesy. Effective collaboration, communication, and consensus-building techniques.
- Effective needs assessment methods and project management practices. Effective data management, record-keeping, and reporting techniques. Understanding of key performance indicators, goals, and measurable objectives and how to implement them.
- Effective leadership, administration, organizational planning, supervision, training, and analysis techniques applied to the assigned administrative area. Comprehensive understanding of the principles and practices of effective supervision, training, motivation, and performance evaluation.
- Computer systems and software applications related to areas of assignment, including capabilities and limitations. Modern office practices, procedures, and equipment. Operation of computer, peripherals, and software programs, including information

systems, database management, spreadsheet, word processing and specialized software.

- Proficient level operation of a computer and assigned software, including proficient level use of common office software such as: Excel, Access, Word, Outlook, and PowerPoint.
- Technological advancements and their application to the assigned areas of responsibility.

**Knowledge/Areas of Expertise: Job Level**

- Thorough knowledge of the principles and practices of effective retail operations, including merchandising, promotional advertising, and display; cash management; business management; merchandise systems and controls; physical inventory procedures and auditing; and customer relations.
- Effective planning, organization, marketing, and direction of a college Bookstore, including budget preparation and control.
- Extensive knowledge of sources and suppliers of textbooks, trade and reference books, software, and general merchandise.
- Expertise in using computer-based inventory management system and assigned software including point-of-sale and textbook management systems.
- Extensive knowledge of course book and general book operations, textbook buyback, returns, shipping methods, and related policies.

**Abilities/Skills: College Level**

- Represent the College in a manner that reflects a positive image of services and support provided.
- Demonstrate sensitivity to and an understanding of the diverse academic, socioeconomic, cultural, linguistic, disability, and ethnic backgrounds of community college students, faculty, and staff. Relate effectively to people of varied academic, cultural, and socioeconomic backgrounds using tact, diplomacy, and courtesy.
- Establish and maintain cooperative and effective working relationships with a wide diversity of students, faculty, staff, and community members in an atmosphere of collegial decision-making and consensus-building. Work effectively and collaboratively in a diverse college environment, as well as within a community college system.
- Establish and maintain cooperative and effective working relationships with others. Listen effectively. Communicate respectfully with people of diverse cultures, languages, abilities, etc. Work effectively with others to build consensus and gain cooperation through discussion and persuasion to achieve common goals.
- Provide effective customer service and end-user satisfaction. Respond promptly to requests and inquiries from the public. Effectively resolve complex problems.
- Work independently with limited administrative oversight and direction. Adhere to ethical principles and practices, consistently exercise good judgment, and make effective decisions. Demonstrate flexibility and creativity in accomplishing work and resolving problems.
- Meet assigned schedules and timelines. Effectively manage the stress of working under tight timelines.
- Maintain confidentiality and act with discretion. Maintain the security of confidential materials.

- Travel to meetings and events on and off campus as required. Observe legal and defensive driving practices when operating a motor vehicle on campus or on official business.
- Utilize effective planning and organizational skills. Analyze problems, identify alternative solutions, anticipate consequences of proposed actions, and implement effective solutions in support of goals.
- Administer and control the budget for program areas as assigned.
- Chair and participate in a variety of college committees and work groups as directed.
- Read, understand, interpret, and apply technical and legal information effectively. Analyze, interpret, communicate, and enforce applicable federal, state, and local laws, regulations, rules, policies, administrative data, and related materials. Interpret, apply, and explain rules, regulations, policies, and procedures in a variety of procedural situations for areas assigned.
- Collect, compile, and analyze data. Prepare comprehensive narrative and statistical reports. Direct the maintenance of a variety of reports and files related to assigned activities. Prepare and maintain accurate and detailed records and reports related to the area supervised. Prepare analytical reports, proposals and other written plans for the College, Board of Trustees, Chancellor's Office, and other outside agencies as assigned. Assist in related research and evaluation activities as required.
- Utilize effective oral and written communication skills, including business letter writing, report preparation, and public speaking. Utilize appropriate English usage, composition, grammar, spelling, punctuation, and vocabulary.
- Communicate clearly, concisely, and effectively with diverse constituencies within and outside of the College, both orally and in writing. Prepare and present effective oral and written reports, press releases, and promotional materials as required. Prepare and deliver effective presentations as requested.
- Utilize effective planning and organizational skills. Plan, organize, coordinate, and direct work to maximize efficiency and effectiveness. Prepare work plans, implement schedules, and consistently meet reporting timelines. Effectively delegate authority and responsibility. Provide guidance and assistance to the functional and operational areas within the assigned Department.
- Utilize effective leadership, counseling, and modeling skills. Encourage professional excellence among employees and promote an organizational culture of customer service, teamwork, and innovation.
- Effectively train, direct, supervise, motivate, and evaluate the performance of assigned staff. Facilitate effective staff meetings and group discussions and involve staff in idea generation, goal setting, and decision making.
- Work effectively within a unionized environment.
- Operate a variety of office equipment including a computer. Use automated systems to maintain records, collect data, and generate reports.

**Abilities/Skills: Job Level**

- Effectively identify financial and operational issues and opportunities within areas assigned and make sound recommendations to improve outcomes within areas of responsibility.
- Work independently on complex issues and processes. Plan and implement innovative, effective, efficient, and services to accomplish revenue goals.



- Effectively solicit bids, draft contracts, and monitor contractors.
- Develop and maintain financial and operational procedures, records, and documents for areas assigned.
- Control and maintain appropriate inventory of textbooks and other bookstore merchandise. Successfully analyze and forecast sales and merchandise trends.

### **WORK ENVIRONMENT AND PHYSICAL DEMANDS**

*The work environment and physical demands described here are representative of those required by an employee to perform the essential functions of this job successfully.*

***Note: Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.***

#### **Work Environment**

Retail and office setting. Duties are performed primarily in a retail and office environment while sitting at a desk or computer workstation. Incumbents are subject to extensive contact with students, faculty, and staff with frequent interruptions, noise, and demanding timelines. At least minimal environmental controls to assure health and comfort. May involve working non-standard, evening, and weekend hours.

#### **Physical Demands**

Incumbents regularly sit or stand for long periods, travel short distances on campus on a regular basis, travel to various locations to attend meetings and conduct work, use hands, wrists, and fingers to operate an electronic keyboard or other office machines, reach with hands and arms, speak clearly and distinctly to answer telephones and to provide information; see to read fine print and operate computer; hear and understand voices over telephone and in person; and lift, carry, and/or move objects weighing up to 25 pounds.

*\* Previous employment performed in a different public retirement system may allow eligibility to continue in the same retirement system.*