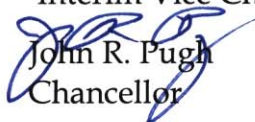


MEMORANDUM

DATE: May 6, 2014

TO: Michael Ciri
Interim Vice Chancellor for Administrative Services

FROM: 
John R. Pugh
Chancellor

SUBJECT: Final Decision Regarding UAS Bookstore

The purpose of this memo is to convey my decision regarding the future of the UAS bookstore.

I have reviewed the analysis submitted to me by the Bookstore Program Review, the results of the stakeholder survey, the recommendations of the Institutional Review Committee and finally, your recommendations. Having discussed these findings and recommendations with the Executive Cabinet, I have come to the conclusion that there is a clear consensus that UAS should close the current bookstore space on the Juneau campus and adopt new strategies for delivering services.

Given both the financial imperatives facing us and the need to make the current space available for other needs, I am instructing you to implement the recommendations contained in your April 11, 2014 memo to the Executive Cabinet (attached). Specifically, the Juneau campus should follow the lead of the Ketchikan and Sitka campuses and move all classes to electronic book ordering through MBS direct. Other services offered at the present location should be incorporated into existing point-of-sale locations on the main campus. These transitions should begin now, with full implementation planned for the spring 2015 semester.

These changes will have a significant impact on students and faculty. While many of the outcomes will be positive, it is important that we move forward with transparency and clear communication. In light of this, I am expecting that you will work with your team quickly to define a project timeline and set up ongoing communication strategies to be used throughout the transition. Specifically, it will be important to remind academic programs that fall 2014 classes will not be impacted. While we encourage early adopters to begin the transition now, for the bulk of fall classes, we anticipate that it will be business as usual, with purchasing from the bookstore proceeding as in the past.

Thank you for your leadership on this transition.

UAS FY2014 Bookstore Program Review

Revised: April 11, 2014

Vice Chancellor Recommendations to Executive Cabinet

The current bookstore is wonderful. It is a testament to the commitment of UAS as an institution and the dedicated work by many people. However, UAS does not have the discretion to operate the bookstore at a sustained and significant loss. Modest cost reductions or revenue enhancements cannot close the gap. Thus, the bookstore must fundamentally change.

As we look at ways we might change, there are three important factors to consider:

1. While traditional bookstores continue to face challenges, there are successful models which we can emulate. Some of these include the fully-online bookstores within UA, including those at our own Ketchikan and Sitka campuses.
2. This bookstore review, while significant, is only one of many significant changes on the Juneau campus. Our future plans should seek opportunities from the opening of freshman housing, insourcing of our dining services, and the campus space renovation planning currently underway.
3. While there are reasons to seek rapid change, we should ensure that due care is taken that changes do not adversely impact the successful delivery of classes and overall student success.

Keeping these in mind, the following are my recommendations to the Executive Cabinet. These recommendations are both grounded in the work of the IRC and informed by the stakeholder survey and bookstore analysis:

1. FY15 should be viewed as the transition year. This means that UAs will continue to incur additional costs in FY15, both from the currently unsustainable business model and from the costs incurred during transition.
2. **Current space:** The current bookstore operation should be shut down by the end calendar year 2014. The fall semester use of the current space should allow for transition planning as well as the sale of existing inventory items. The objective, however, should be to fully vacate the space so it can be repurposed and reassigned in 2015.
3. **Textbook sales:** UAS should transition to a fully-online model. Classes which can be moved without disruption for the Fall 2014 semester should do so. All other classes should be converted in time for the Spring semester.
4. **Staffing:** With the retirement of the current manager, UAS should transition to a single full-time position to handle the management of the website, MBS direct contract, book ordering, and other critical operations. During the transition year, the bookstore should leverage student labor and temporary staff. In the future, staffing should be a single FTE, student labor and partnerships with existing staff on campus.
5. **Sundry Supplies:** These sales should be managed out of existing points-of-sale on campus and/or through self-service vending solutions. Obvious location possibilities include the Novatney one-stop, the Mourant building, Spike's Café, Bear's Pantry and the Egan Library.
6. **Logo-wear:** As above, logo-wear should be available at existing points of contact. In addition, UAS should seek to enhance the sale of these items through the web site and seek partnerships with development and alumni relations.