Auxiliary Services Strategic Plan 2015–2018
Our mission is to consistently deliver high-quality, efficient, and innovative on-campus services that address the out of classroom needs of students, faculty, staff, and visitors to our campuses. We support the University’s strategic plans, provide opportunities for student development, while vigorously developing other sources of revenue.

I. Auxiliary Services will provide high-quality, efficient, innovative services to enhance the student experience on campus.

A. Enhance campus dining:
- Provide dining services in an environment that encourages individual and community development by providing the opportunity for students to study, socialize, and engage, as well as meet their nutritional needs.
- Develop programs through dining that encourage wellness and good nutrition.
- Provide facilities that are safe, secure, attractive, and well-maintained that pass monthly inspections.
- Manage the food service contract effectively and efficiently.
- Create more value by providing quality, nutritious food at a reasonable price.
- Enhance the social interaction for students, faculty, and staff members by providing additional dining options in the residence halls and classroom buildings in compliance with New York State and City Health Department code requirements.

B. Enhance campus bookstores/affordable learning solutions:
- Leverage our remaining years of contract with Barnes & Noble to right-size all campus stores to provide resources for faculty and students for online course content delivery.
- Move NYC store out of 41 Park Row.

II. Auxiliary Services will partner with Faculty Council, Information Technology Services, and Student Affairs to pursue affordable textbook solutions through pilot open source programs and e-textbook initiatives.

A. Reinvent campus bookstores/affordable learning solutions:
- Seek to create a retail-only store with a pop-up or virtual textbook store for the NYC Campus.
- Promote mechanism for accepting online course content adoptions from faculty for textbook and course content delivery.
- Eliminate duplicate services provided by vendors that Pace Information Technology Services has already in place.

Metrics:
- Surveys and benchmarking
- Track digital and online textbook usage
- Assessment reports from Pilot Open Educational Resource Program

III. Auxiliary Services will ensure conference services optimize underutilized resident and academic facilities to generate additional revenue during off-peak times.

A. Grow summer conference housing on both campuses:
- Develop and increase a summer conference housing program on the Westchester Campus.
- Enhance the interaction between Auxiliary Services, Student Affairs, Residential Life, and Special Events through shared resources.
- Grow revenue in NYC summer housing program.

IV. Auxiliary Services will partner with Enrollment Management and Student Affairs to highlight and improve campus services to help recruit and retain students.

A. Increase student retention and graduation rates by significantly improving student service standards:
- Through campus surveys, identify barriers causing students frustration at each service unit and leverage technology to address and improve services.

Metrics:
- Surveys and benchmarking
- Track digital and online textbook usage
- Assessment reports from Pilot Open Educational Resource Program

- Update information for prospective students and their parents on the services that provide the out of classroom experience.
- Develop student services standards with policies and procedures in line with the Pace Student Service Path that emphasize a culture of caring and accountability.

- Campus surveys
- Benchmarking with peer institutions
- Update website of services